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BOARD OF TRUSTEES
MEETING AGENDA

Thursday, Nov. 21, 2024 | 6:00 PM
Mitchell Hall, 250 Cleveland Ave.
Crane Room (Second Floor)

1. Call to Order
2. Roll Call
3. Certification of Conformity with Section 121.22(F) of the Ohio Revised Code
4. Opening Remarks from Chair Fowler
5. Opening Remarks from President Harrison
6. Approval of Minutes
7. Consent Agenda
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9. President's Report
10. Old Business
11. New Business
 - a. Annual Organization of the Board
 - i. Report from the Nominating Committee
 - ii. Election of Officers
12. Public Participation
13. Executive Session (*if needed*)
14. Adjournment



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE _____

SUBJECT:

Adoption of FY24 Efficiency Report

BACKGROUND INFORMATION:

Section 3333.95 of the Ohio Revised Code requires that the Chancellor maintain an efficiency advisory committee made of up representatives from all of Ohio's public higher education institutions for the purpose of "generating institutional efficiency reports for campuses, identifying shared services opportunities, streamlining administrative operations, and sharing best practices in efficiencies among public institutions of higher education."

The College's report will be included in a statewide efficiency report that Ohio statute requires the Chancellor to compile. The statewide report must be provided to the Office of Budget and Management, the Governor, the President of the Senate, and the Speaker of the House of Representatives by Dec. 31 of each year.

Columbus State's FY24 Efficiency Report reflects the College's commitment to student success and workforce development, while maintaining a focus on affordability, efficiency and innovation. The report follows the template provided by the Ohio Department of Higher Education that is organized into four sections: Efficiency and Effectiveness, Academic Practices, Policy Reforms, and Future Goals.

A draft version of the report will be submitted to the Ohio Department of Higher Education by the deadline of 5 p.m. on Nov. 15. After Board approval, a final version of the report will be submitted.

RECOMMENDATION:

That the Board adopt the College's FY24 Efficiency Report as attached.

COLUMBUS STATE

COMMUNITY COLLEGE

November 4, 2024

Chancellor Mike Duffey
Ohio Department of Higher Education
25 South Front Street Columbus, Ohio 43215 Dear

Chancellor Duffey,

Attached is Columbus State Community College's FY24 efficiency report, as required per section 3333.95 of the Ohio Revised Code. The attached responses are pending approval from the Columbus State Board of Trustees, which is expected on November 21.

Columbus State is laser-focused on our mission, "to educate and inspire, providing our students with the opportunity to achieve their goals." Everything we do is guided by that mission, and our strategic priorities reflect our commitment to student success and workforce development that together open doors of opportunity for our students and promote inclusive economic prosperity throughout the region.

We utilize innovative partnerships and a proactive approach to grants and philanthropy to continually rise up to address community's priorities, both in terms of student success and the workforce needs of Central Ohio. The following list represents a sampling of our collaborative partnerships to advance key initiatives.

- **Advanced Manufacturing:** Columbus State is a leader on multiple initiatives to support the workforce needs of emerging industries, including semiconductor, EV battery and biotech manufacturing in Ohio. These include:
 - The Ohio Semiconductor Collaboration Network, which has created a statewide curriculum for all community colleges, including a one-year certificate program. Columbus State currently has 100 students enrolled in the certificate program.
 - Biotechnology and Pharm Manufacturing Bootcamps, developed with support from industry, to provide short-term, non-credit certificates that provide the initial training needed to prepare residents for the workforce in these industries.
 - The U.S. Department of Labor Strengthening Community Colleges grant, in which Columbus State is leading a coalition supporting engineering technology students, with a particular focus on expanding the number of women in the field.
 - The National Science Foundation Reinforcing Instructors for Semiconductor Education (RISE) grant, which will help recruit and prepare instructors needed to expand the talent pipeline in engineering technology and related programs.

DAVID T. HARRISON Ph.D. PRESIDENT

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- **Healthcare:** Columbus State continues to partner with the region’s healthcare providers to double enrollment in key fields over a decade. Initiatives include:
 - In the coming year, the College will break ground on the 80,000-square-foot OhioHealth Center for Health Sciences, a new academic building to prepare the next generation of healthcare professionals. The building is funded through voter-approved bond proceeds, while an OhioHealth endowment will provide the operating support to provide the instruction needed for the expanded pipeline.
 - Through a partnership between Columbus State and Wexner Medical Center, there is now an on-site Surgical Technology cohort program on Ohio State’s campus, allowing the college to nearly double our enrollment in this field.
 - Columbus State is also partnering with Nationwide Children’s Hospital to offer incumbent worker training in Respiratory Care, Pharmacy Technology, and Nursing.
- **Information Technology:** With support from the National Science Foundation, Columbus State has launched the National Information Technology Innovation Center, which is focused on creating and scaling up the high-demand training in IT. NITIC is working with employers, community colleges across the country and others to prepare highly skilled technicians through credential programs that take two years or less.
- **Other capital investments:** Columbus State is actively moving forward on a number of projects that will support student success through capital investments largely funded by Franklin County bond proceeds. These include doubling the size of the home of our Automotive Technology program, creating updated classrooms and labs through a full-building renovation of Franklin Hall, and creating a Career Development Center on the southeast side that will focus on Skilled Trades and First Responder programs.
- **Columbus Promise:** By removing financial barriers to college, this initiative continues to enroll double the number of Columbus City Schools graduates at Columbus State, compared with pre-Promise enrollment. The third cohort of Columbus Promise Scholars began college in Autumn 2024. This program is a joint initiative of the City of Columbus, Columbus City Schools, I Know I Can, and Columbus State, with strong funding support from the city, community, and corporate philanthropy. The Promise partners have agreed to continue the program beyond the initial three-cohort pilot.

As always, thank you for your continued support. Please let me know if you need any additional details on the information included in Columbus State’s report.

Respectfully,



David T. Harrison President

DAVID T. HARRISON Ph.D. PRESIDENT



Columbus State Community College FY24 Efficiency Reporting

Section I: Efficiency and Effectiveness

1. Benchmarking

Each institution should regularly identify and evaluate its major cost drivers, along with priority areas that offer the best opportunities for efficiencies. Institutions should also track their progress in controlling costs and improving effectiveness.

a) How do expenditures on instruction and academic support benefit your institutional mission and priorities?

Student success is at the core of the college’s mission — “to educate and inspire, providing our students with the opportunity to achieve their goals” — and our budget priorities are aligned with that mission. As a student-centered college, we intentionally focus on teaching, learning, and holistic support. Beyond investing in teaching and other elements of students’ direct learning experience, Columbus State invests in supports that drive successful outcomes for our students. Supporting students from entry through completion requires investment in areas such as advising, tutoring, library resources, counseling, career exploration, and transfer opportunities. The college also works, primarily through partnerships, to address non-academic barriers to student success such as food, housing, childcare and transportation. In all aspects of the Columbus State experience, the college prioritizes efficient and effective use of resources to advance student success.

b) Other than HEI, what other data, metrics, or benchmarks does your institution utilize to evaluate operational efficiencies and the appropriate balance of instructional vs. administrative expenses? How is such data utilized by your institution? Please summarize and provide an overview of your performance based on each measure.

Columbus State continues to use an internal model which allocates a representative share of the college’s revenues and expenditures across courses and sections. Per-section metrics include instructional costs, indirect costs, tuition, subsidy, and average class sizes. The Instructional Cost Model (ICM) helps the college conduct academic program reviews, evaluate financial operations, and aid in decision-making.



The college achieves operational efficiencies, especially in cost management. This is supported by an IPEDS Data Feedback report which indicate that the college's costs per FTE are lower than the comparison group median. Also, the college's composite score on Ohio's SB 6 financial ratio analysis has consistently been above 4 on a 5-point scale, demonstrating its financial strength and stability. The college has achieved these strong fiscal scores, even though Columbus State receives less in operational funding than other community colleges of similar size that have access to operating levies.

2. Facilities Planning

- How has your institution employed planning and changing use of campus space to reduce costs and increase efficient use of capital resources?

Columbus State's capital plan is designed to support our student success mission, including preparing students for in-demand careers throughout Ohio's workforce ecosystem. The college continually refines the capital plan to reflect the workforce needs of our region and the changing ways that people work and learn, particularly after the pandemic. These priorities ensure that all capital projects have a ROI fully aligned with student success. For example, the college has engaged experts to evaluate classroom and laboratory usage patterns and to develop classroom standards that will help guide our continued capital planning work.

For existing buildings, we are focused on renovations of older, less efficient spaces into learning environments that are more energy-efficient and provide more instructional flexibility. We also recognize that our in-demand programs require updated learning environments that mirror the workplaces that students will experience, so we continue to upgrade classrooms and laboratories to prepare students for careers. Two examples of these priorities include our full-building renovation of Franklin Hall and the development of the OhioHealth Center for Health Sciences.

- Franklin Hall is the campus building with the most significant deferred maintenance needs, and it also provides an opportunity to create updated learning environments for students. Our full-building renovation of Franklin Hall will address both priorities. The building will be renovated to incorporate new mechanical and operating systems that will be more efficient and effective. At the same time, the building will be transformed from its current mix of uses to be fully devoted to classrooms and labs. The new and renovated classrooms will be flexible and designed for active and collaborative learning environments. Science labs will be updated so they can be used by like disciplines, and we plan to add labs that will provide schedule flexibility during subsequent renovations in other campus buildings.



- The new OhioHealth Center for Health Sciences will allow us to double enrollment in key healthcare fields where employers have defined need for additional talent. The OhioHealth Center will provide state of the art simulation labs and other classroom and lab facilities for the college's Nursing, Surgical Technology, and Respiratory Therapy programs. These spaces are designed in collaboration with our workforce partners to ensure the most up-to-date learning environments.
- How have recent enrollment trends, including changing demographics and the increased utilization of distance learning, impacted facilities planning at your institution?

Enrollment has recovered to pre-pandemic levels, and the college continues to experience growth in multiple high-demand fields, including engineering technology, IT and healthcare. Our capital plan reflects investments in these areas, as well as the successful integration of online education in areas where appropriate to student success outcomes.

We have employed the use of blended format courses that incorporate both online and in-person learning opportunities. We are also utilizing Hy-Flex courses in which students have the option of attending in person or online. The classrooms that support this type of learning are equipped with technology to allow students to be present in an asynchronous format.

We continue to invest in technical programs that are heavily lab-based with hands-on learning. These include healthcare, engineering technology, automotive technology, construction and skilled trades, and programs for first responders. These programs are a major focus of our capital planning efforts so we can continue to prepare our students to enter the workforce.

- What benchmarks or data sources does your institution use to assess demand for physical space?

The college uses program enrollment and instructional space scheduling data throughout the year to determine demand. We also recently engaged in a Columbus campus utilization study by Comprehensive Facilities Planning (CFP) to understand classroom and laboratory usage and to inform our capital planning efforts as we move forward in that work. For work in specific disciplines, the college works closely with employers and peer institutions to provide benchmarking as we address capital needs in areas such as engineering technology, health sciences, information technology and automotive technology.

3. Regional Compacts

ORC Section 3345.59 requires regional compacts of Ohio’s public institutions, with an executed agreement in place by June 30, 2018, for institutions to collaborate more fully on shared operations and programs. The section identifies areas to be addressed to improve efficiencies, better utilize resources and enhance services to students and their regions. Per paragraph E of that section:

(E) Each state institution of higher education shall include in its annual efficiency report to the chancellor the efficiencies produced as a result of each compact to which the institution belongs.

Describe collaborations that have occurred within the regional compacts and the efficiencies or enhanced services provided in any of the relevant categories below.

Columbus State formed the Central Ohio Region Higher Education Compact (CORHEC) along with Central Ohio Technical College, Marion Technical College, North Central State College, and The Ohio State University as required by law. Each CORHEC member is also a member of the Central Ohio Compact that Columbus State has led since 2011. The Central Ohio Compact (the Compact) is a regional collaboration between government officials, K-12s, public and private institutions of higher education, social service programs, and workforce/economic development professionals, with a goal of 65% of adults holding a postsecondary credential in Central Ohio by 2025. Many regional efficiencies have been gained through this broader compact.

Category	Description
Reducing duplication of academic programming	
Implementing strategies to address workforce education needs of the region <u>Ohio Semiconductor Collaboration Network (OSCN)</u>	In partnership with Intel, Columbus State and the Ohio Association of Community Colleges led the development of a new, one-year Semiconductor Fundamentals Technician Certificate as well as three new credit-based courses that support the certificate. These courses include Manufacturing Fundamentals, Semiconductor 101 and Vacuum Systems Technology. The Semiconductor Technician certificate is embedded within the current Electro Mechanical Engineering Technology Associate Degree program. This certificate has been implemented at 10 community colleges across Ohio. The content of the three new courses developed are available to any



Strengthening Community Colleges

Ohio educator through the OhioLink portal on the Ohio Department of Higher Education website. Columbus State and OACC have also implemented professional development for the three new courses that are available to any interested instructors and faculty statewide. The OSCN has also implemented a Community of Practice network for instructors to share best practices and stay informed on the development of coursework related to the semiconductor pathways. The Ohio Department of Higher Education has been instrumental in creating approved statewide articulation agreements for the three new courses.

Using funding from a U.S. Department of Labor Grant, Columbus State is leading a partnership to support more than 800 central Ohio students toward completion of advanced engineering credentials critical to the region’s rapidly growing workforce. The Strengthening Community Colleges grant will facilitate doubling female enrollment in relevant academic programs. Columbus State has partnered on this work with Marion Technical College and Central Ohio Technical College.

Healthcare partnerships

Columbus State is working with industry partners such as OhioHealth, Ohio State's Wexner Medical Center, and Nationwide Children's Hospital to expand the workforce pipeline for the healthcare sector. OhioHealth's \$25 million endowment to the college will support Columbus State’s plan to double enrollment in selected healthcare programs. To accommodate this growth, the college is using voter-approved bond dollars to develop a \$65 million academic building, the OhioHealth Center for Health Sciences, that will support the Nursing, Surgical Technology, and Respiratory Care Programs. Groundbreaking is slated for September 2025 with an opening date in the autumn of 2027. Separately, Columbus State faculty have partnered with Wexner Medical Center to create an on-site Surgical Technology cohort program on Ohio State’s campus, allowing us to nearly double our enrollment. Respiratory Care, Pharmacy Technology, and Nursing have partnered with Nationwide Children's Hospital to continue incumbent worker training. All of this work has culminated in substantial enrollment growth, which will help meet the workforce needs of the region.



National IT Innovation Center

Through a \$7.5 million National Science Foundation grant, Columbus State is now home to a new center focused on creating and scaling up the high-demand training needed to fuel the country’s technology-enabled economic growth. The National Information Technology Innovation Center (NITIC) will work with employers, community colleges across the country and others to prepare highly skilled technicians through credential programs that take two years or less. Columbus State is the lead institution in the NITIC, joined by partners from Collin College (McKinney, Texas in the Dallas-Fort Worth metroplex), Lone Star College (Houston, Texas), Maricopa Community Colleges (Phoenix, Arizona), and Sinclair College (Dayton, Ohio).

Office of Talent Strategy (OTS)

The Office of Talent Strategy was established in 2020 to serve as the regional convener for workforce solutions in partnership with One Columbus, Central Ohio’s economic development organization. This office proactively addresses the workforce needs of the region by working with stakeholders to create, test, and launch strategies for building the talent ecosystem.

Columbus State is working with local and national leaders in Information Technology, Bioscience Manufacturing, Biotech, Semiconductor and other growing industries to develop programs and degrees aimed at meeting workforce needs and expanding student access to high-paying careers. Examples of work to date include:

- In Bioscience/Biotech areas, the college launched a partnership with Ohio Life Sciences (OLS), the industry association for biotech companies. OLS is now funding the biotech boot camp through December 2025 to provide needed talent. A pharma bootcamp originally developed for Amgen continues to grow and is currently funded through the Amgen JobsOhio Contract. We now have 12 pharma manufacturing employers hiring from this program. College faculty have completed their work to determine the awarding of credit for the biotech boot camp as a gateway into the newly created degree program for the biotech space. Marketing of the bootcamp and the degree offering will be launched in January 2025 and funded through the OLS partnership.
- Partnering with One Columbus, the college works with employers interested in the Columbus region to develop initial strategies on how to meet their workforce needs. The college recently was asked to participate as a subject matter expert in a review being conducted by JPMorgan Chase, the



<p><u>Columbus Workforce Hub</u></p>	<p>Brookings Institute and One Columbus about how to streamline workforce efforts in the region.</p>
<p><u>Accelerated Training Centers (ATCs)</u></p>	<p>Columbus State is the anchor institution for the Columbus Workforce Hub, one of the five initial U.S. hubs identified by the White House to expand equitable economic opportunity in high-growth industries. Columbus State convened a steering committee of employers, K-12 and higher education partners, government leaders, non-profits, and others to formalize a workforce development strategy that builds on our region’s strengths and articulates the commitments needed to expand economic mobility amid our growth. The plan focused on expanding the number of individuals trained in engineering technology and construction trades. Ernst and Young completed the Columbus Workforce Hub Strategy: Next Generation Upward Mobility in February 2024 as a result of the work of the steering committee.</p> <p>The college has launched an Accelerated Training Center (ATC) in Northeast Franklin County, which is home to the biotech bootcamp and the pharma manufacturing programs. A state grant has enabled the ATC to offer free ESL coursework, those programs launched in July 2024. OTS then partnered with SmartColumbus to offer no-cost digital skills training aimed at low-income populations in the opportunity zones with programming opened October 2024. The staff at the ATC is currently working on a CMfgA (Certified Manufacturing Associate) certificate program for launch in January 2025 in conjunction with the competency ladder developed with the Ohio Manufacturing Association. The RISE certification was built into the customer contact program and will be re-launched first quarter of 2025.</p>
<p>Sharing resources to align educational pathways and to increase access within the region</p> <p><u>Ohio Wesleyan Tuition Match, Teach Now and Preferred Pathway</u></p>	<p>Columbus State and Ohio Wesleyan University have established groundbreaking collaborations to help Columbus State students more quickly, easily, and affordably</p>



partnership

earn bachelor's degrees from Ohio Wesleyan. Under Tuition Match, up to 25 qualified Columbus State graduates will be able to enroll at Ohio Wesleyan annually to complete their bachelor's degree while paying the same tuition they paid during their final semester at Columbus State. Under Teach Now, qualified high-school students who complete College Credit Plus/Dual Enrollment through Columbus State will be able to graduate from Ohio Wesleyan with their bachelor's degrees in education and Ohio teaching licenses in as little as two years. Columbus State and Ohio Wesleyan also expanded their Preferred Pathway partnership to include 20 majors. See more: <https://www.csc.edu/about/news/2024/owu-partnership.shtml>

Ohio Consortium for Transfer Pathways to the Liberal Arts

To provide more options for seamless transfers to four-year institutions, Columbus State has provided clear, consistent transfer pathways in biology, English, and psychology to 14 private colleges and universities, using the OGTPs and the Ohio Transfer 36 in the same ways our Ohio public universities utilize these programs for university transfer. The private institutions are Ashland, Baldwin Wallace, Bluffton, Capital, Defiance, Denison, Hiram, Lourdes, Malone, Muskingum, Ohio Dominican, Ohio Wesleyan, Tiffin, and Ursuline. This work happened as part of a group of 11 two-year colleges, working with the Council of Independent Colleges and the Ohio Foundation of Independent Colleges. Select private universities have expanded their pathways and options for our students into other majors and programs. More information on CSCC's role in this project can be found at our website: <https://www.csc.edu/academics/transfer/transfer-liberal-arts.shtml>

Ohio Pathways to Undergraduate Computing Success Consortium

The Ohio Pathways to Undergraduate Computing Consortium is designed to create more pathways from community colleges to bachelor's degrees in computer science while also increasing representation of women in the major and the career field. Columbus State is part of a group of community colleges, universities and corporations involved in this work, with assistance from the National Science Foundation and Baldwin-Wallace University. Columbus State is developing course work to meet the requirements for the OGTP in Computer Science, enabling our



<p><u>Dual Admission</u></p> <p><u>Franklin University Pathway Portal</u></p>	<p>students to have further options for transfer to both private universities in the consortium and at public universities throughout Ohio. The consortium also supports the establishment of Women in Computing organizations on college campuses along with programming, mentorship, and further faculty development. More information about this project can be found at: https://www.bw.edu/news/2023/spring/05-bw-leads-ohio-initiative-to-increase-computing-grads</p> <p>Columbus State continues our Dual Admission opportunities with Otterbein University, and Capital University. These programs support students with scholarships and resources at both institutions. Since their start, both colleges have increased their scholarship amounts, pathways available to students, as well as enrollment of CSCC students to continue their bachelor’s degrees at these institutions.</p> <p>Created in 2022, the Franklin Pathway Portal is going strong, with nearly 900 students enrolled. Students are encouraged to opt into the Portal to determine the best pathway to complete their bachelor’s degree at Franklin University. Because of the Portal, students are sharing their information with Franklin in real-time which allows them to monitor their academic progress both at CSCC and at Franklin. When students near the end of their associate degree, they can apply to Franklin with a “one click” application in the Portal. Students who are in the Portal receive a tuition discount for all Franklin course work for the duration of their bachelor’s degree. This discount, combined with Franklin’s generous transfer credit policies, enable students to complete their bachelor’s degrees at a significantly lower tuition rate compared to other Central Ohio universities.</p>
<p>Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region</p>	<p>Response incorporated in above category.</p>



Enhancing career counseling and experiential learning opportunities for students

Earn and learn programs, which benefit both students and employers, are a college priority. Current Earn and learn programs include:

- Modern Manufacturing Work Study (MMWS): This co-op style program began more than 10 years ago via an initial partnership with Honda of America to develop a talent pipeline of electro-mechanical engineering graduates. Now MMWS has grown to include employers with connections to advanced manufacturing and automation across diverse industries. Students selected for the program pursue a curriculum with front-loaded technical coursework. During the second semester at Columbus State, students can pursue part-time employment opportunities via a competitive interview process. If selected for a role, students work approximately 24 hours per week beginning their third semester at Columbus State. At the completion of their fifth semester, students have compiled one year of part-time work experience and many are approaching completion of their degree program. When they graduate, many MMWS students accept full-time offers of employment with their host employer and/or choose to continue their education via programs that include our Preferred Pathway 2+2 partnership with Miami University.
- IT Flexible Apprenticeship (ITFA): Modeled after the MMWS program, IFTA offers earn and learn programs in software development, cyber security and other IT disciplines and includes participation from employers that include and are not limited to: Nationwide, AEP, State of Ohio, IGS and Grange Insurance.
- The College has initiated an earn-and-learn program for Columbus Promise Scholars that has utilized a Financial Services Professional Apprenticeship (FSPA) program that was piloted prior to Columbus Promise. The FSPA pilot was launched with Nationwide Financial and now continues with other employers to welcome Columbus Promise Scholars into their respective workplaces to offer part-time paid internships.

Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts



<p><u>Alternative Career Education/ Expanded Career Awareness Activities</u></p>	<p>Columbus State has leveraged several resources to offer expanded opportunities for students to learn about in-demand careers of the future. Using the best practices learned from a previous FlexFactor work as well as newly created career educator material, we have presented to a growing number of middle- and high-school aged students. We've also utilized our virtual reality headsets to provide a tangible experience to help students and educators visualize modern work sites and lead to robust conversations about the skills needed to enter into high-demand fields. These career-connected learning engagement sessions have been both stand-alone and baked into signature programming like We Are STEM and our summer Career Exploration Academy. In all, the K-12 work has reprioritized career awareness events both on campus and at K-12 schools so that more students can see themselves in the future workforce.</p>
<p><u>New Skills Ready Network</u></p>	<p>Columbus State, Ohio State University and Columbus City Schools are focused on sustainability of our collective work to support more students through high-wage, in-demand career pathways from K-12 to postsecondary. The New Skills Ready Network grant is in its final year. After the grant ends, we remain committed to its objectives. We've invested in expanding messaging opportunities about careers via career educator content and social media campaigns. Work is ongoing for the STEAMM Rising initiative, which partners about 150 Columbus City Schools educators with college faculty to discuss educational content that can help K-12 students learn more about career pathways from their teachers.</p>
<p><u>Ongoing Sector Strategy Work</u></p>	<p>Cross-divisional working groups at the college are focused on opportunities to maximize enrollment in high-demand sectors (including IT, Healthcare, Advanced Technologies, and Biotechnology) and to collaborate with industry leaders on long-term recruitment. We continue to engage with K-12 superintendents who have expressed interest specific to advanced technologies. Two districts are reimagining their pathways to fit within the one-year semiconductor certificate, with nearly a dozen more reviewing their current pathways and program opportunities.</p>
<p>Enhancing the sharing of resources between institutions to expand capacity</p>	<p>Columbus State's partnerships with institutions have expanded and improved grant opportunities of partner colleges. In FY24, the college is partnering with Marion Technical College (Marion, Ohio). Support includes identifying grant opportunities,</p>



and capability for research and development	aligning these opportunities to Marion Tech’s priorities, development of grant proposals, and post-award consultation.
Identifying and implementing the best use of university regional campuses	Not applicable
Other initiatives not included above	

4. Co-located Campuses

ORC Section 3333.951(B) requires Ohio’s co-located colleges and universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students, and to report their findings to the Efficiency Advisory Committee.

This recommendation is not applicable to Columbus State.

Section II: Academic Practices

This section covers areas more directly related to instruction, with an emphasis on savings strategies related to the cost of textbooks, and the expanded use of alternative instructional materials.

Textbook Affordability

5. Textbook Cost Study and Reducing Textbook Costs for Students

ORC Section 3333.951(D) requires Ohio’s public colleges and universities to do the following on an annual basis:



(D) Each state institution of higher education shall conduct a study to determine the current cost of textbooks for students enrolled in the institution and shall submit the study to the chancellor of higher education annually by a date prescribed by the chancellor.

ORC Section 3333.951(C) requires Ohio’s public colleges and universities to report their efforts toward reducing textbook costs for students.

(C) Each state institution of higher education annually shall report to the efficiency advisory committee on its efforts to reduce textbook costs to students.

Your institution’s submission of information via the annual Efficiency Report is used to satisfy these statutory requirements. **Please attach one spreadsheet with two tabs.** The first tab should include the analysis of textbook costs developed by your institution as shown in Table 1 below. The second tab should include the analysis of the number of courses that utilized other sources of information as shown in Table 2 below.

Table 1	
Category	Amount
Average cost for textbooks that are new	\$69.35*
Average cost for textbooks that are used	\$59.78
Average cost for rental textbooks	N/A
Average cost for eBook	\$99.20**

*Average new textbook costs include many Columbus State custom self-printed course packs sold to students at very low costs.

**eBook figures do not include Inclusive Access only access code sales.

Please see Appendix A for the analysis of the textbook costs.



Table 2

Category	Number of Courses
Did not require students to purchase course materials; includes OER and/or institutionally provided materials	101
Exclusively used OER materials	47
Used OER materials together with purchased course materials	N/A*
Provided course materials through inclusive access	168

*Many instructors use “open” resources as supplementary educational tools and do not report that to the College. At this time, an accurate figure for this is unavailable.

Other Textbook Affordability Practices

What other practices, if any, does your institution utilize to improve college textbook affordability?

Work performed in FY24 has resulted in savings to students of nearly \$5 million (\$4,944,638). Since FY13, CSCC affordability efforts have saved students nearly \$29M (\$28,830,467).

Initiative	Explanation of Initiative	Cost Savings to Students
College Credit Plus	10% discount on all College Credit Plus (CCP) textbooks Required course supplies are paid by the College	\$71,702
eBook/Access Codes	Using codes instead of physical textbooks	\$71,731
Used Textbooks	Purchasing used textbooks in place of new textbooks	\$109,675
Eliminated Textbooks	Courses that did not use textbooks	\$937,518
Instant Access (Inclusive Access)	Physical course materials converted into instantly accessible, interactive, and adaptive digital content	\$2,724,651
OER Initiative	Usage of OER as primary required text	\$1,029,362

Please provide contact

information for the person completing this section of the Efficiency Report, so that we may follow up if we have questions.

Phil Sanders, Director, Bookstore psanders@csc.edu

Section III: Policy Reforms

6. Special Purpose Fees Policy

Limitations on increases in instructional and general fees have traditionally been set by the General Assembly within biennial operating budgets. Limitations on special purpose fee increases, alternatively, are fairly new beginning with Am. Sub. HB 49 of the 132nd General Assembly. Section 381.160 of Am. Sub. HB49 precluded increases in special



purpose fees and establishing new special fees, at universities, except for certain categories of fees specifically exempted in law from the fee limitations. Am. Sub. HB 166 of the 133rd General Assembly continued the special purpose fee restriction but additionally required the Chancellor to review and approve new special purpose fees and increases in existing special purpose fees at universities and community colleges. This same level of special purpose fee restraint has been continued in every biennial budget since, including the current biennial budget Am. Sub. HB 33 (Section 381.260(A)(1)(c)).

a) Please include a table that separately shows general and special fee totals for each of the past five years.

	FY20	FY21	FY22	FY23	FY24
General	10,359,675	10,025,259	9,117,088	8,988,328	9,458,864
Special Purpose	7,831,403	5,213,785	6,665,064	6,766,050	7,896,806

Columbus State’s general fee in the amount of \$20.50 for Ohio residents has remained constant for the full five-year period. The general fee for non-Ohio U.S. residents is \$31.00 and it is \$38.50 for international students.

Lab fee charges have mostly remained unchanged in recent years as well. While costs continue to increase over time, the college has been very selective about requesting new or increased lab fees. As a response to the COVID-19 pandemic, the college suspended lab and parking fees for FY21. After a couple of years of passively enforcing parking, the college outsourced its parking management in FY24.

The special purpose fees shown in the table are net of fees waived for College Credit Plus (CCP) and the rebate extended to eligible Franklin County residents in connection to the capital bond issue passed in March 2020.

b) What criteria are used to determine whether a course or lab fee is appropriate?

Academic programs must complete a lab fee analysis that documents materials and equipment used by students taking a course. The analysis requires evaluation of direct and indirect consumables and software needs. Direct consumables include supplies and materials students use in the course within a particular term—such as gloves, syringes, beakers, etc. Indirect consumables are used by students during instruction, but they have a longer useful life, i.e., simulators, beds, welders, etc.

Costs are calculated based on the life of the product, the number of students, and the number of sections. Direct pass-through costs are also documented.

7. Additional Practices

Some IHE's may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.

Please share any additional best practices your institution is implementing or has implemented.

Business Services:

Ohio Association of Community Colleges insurance savings

OACC estimates that the college's FY24 savings versus standalone property and casualty insurance were \$675,523, which is \$238,426 more in savings than FY23.

P-Cards

The use of P-Cards continues to yield savings; an estimated \$105,989 in time and effort was saved in FY24 from no longer having to create, print, and mail purchase orders or manual checks, which is less than FY23 due to new process in the college's enterprise system. Additionally, a \$16,124 rebate was received from US Bank for the total credit card spend.

In-House Printing

The following savings were attained in FY24 through in-house printing:

Item	Savings
1098-T forms	\$1,100 (print savings only)
Business cards	\$4,210
Print shop printing (versus outsourcing)	\$1,416,140



Facilities Management:

The college continues to engage in responsible practices that increase institutional efficiency, student affordability, and sustainability. Some achievements in FY24 include:

- Right sizing the college's fleet through a reduction of five vehicles
- Retrofitting parking lot lights with LED fixtures at the Delaware Campus
- Right sizing chillers at the Delaware Campus
- Switching small engine equipment from gas ignition to electric-powered
- Renting equipment when needed instead of purchasing new equipment
- Exploring roof restoration options instead of costly roof replacements
- Reducing volatility in utility costs by procuring a 24-month gas contract
- Piloting a battery recycling program to dispose of office batteries

Information Technology:

Employee Print Limits

Limitations on employee printing and copying were implemented in April 2024 as an operational best practice to reduce costs, improve sustainability, and reduce the college's carbon footprint. Other benefits include a reduction or avoidance of related shredding, recycling, and transportation costs. Use of technology to aid in print reduction includes implementing online sharing resources (i.e., Teams and DocuSign) and adding technology to presentation and conference spaces which can reduce the need for printed materials.



Section IV: Future Goals

The DeWine-Husted administration recognizes that each IHE faces unique challenges and opportunities with respect to the institution's highest priority goals over the next several years. With that in mind, please provide any suggestions about possible roles the state could play in supporting your institutional goals.

8. Please provide your thoughts and suggestions regarding ways the State of Ohio can further support strength, resiliency and reputational excellence in Ohio's post-secondary education system.

In our role as the state's largest community college and the region's workforce convener, Columbus State is focused on student success and meeting the workforce needs of Central Ohio. Job growth in Central Ohio is directly tied to the ability to expand the talent pipeline at the pace and scale needed to meet industry demands. Community colleges are key to meeting this demand, particularly with the shortage that currently exists in fields such as healthcare, IT and advanced technologies (including semiconductor, EV battery, and biotech manufacturing). The college is continually developing more career pathways, including short-term credentials and degree opportunities, for a diverse range of learners that includes K-12 students, military veterans and other adult learners, traditional college-age students and others.

Meeting this demand also requires community colleges to find new ways to meet students where they are, with expanded supports that better address or remove the non-academic barriers that affect student success, such as transportation, housing, food and child-care gaps. Columbus State has a partnership ethos that continues to provide support for these priorities while we maintain our focus as an affordable, high-quality solution for students throughout the region.

The state has begun to recognize this need through new investments like the Talent Ready and Ohio Work Ready Grant programs as well as a significant investment in Super RAPIDS funding. But more can be done to support Ohio's workforce ecosystem and fuel economic prosperity throughout the state. Additional opportunities to provide flexibility and resources would be:

- Providing state community colleges parity with other community colleges to request local support through operating levies.
- Incentivizing partnerships between Ohio's career centers, comprehensive high schools, and community colleges to enhance workforce development and meet the needs of students.
- Creating tighter alignment between community colleges and universities to expand pathways to a debt-free bachelor's degree.
- Removing financial barriers to high-demand fields by establishing a state grant, akin to OCOG, that supports students seeking associate degrees in fields such as healthcare, advanced technologies and IT.



- Eliminating the GPA requirement for College Credit Plus, which limits current participation in CCP.
- Expanding flexibility and financial support for short-term certificate programs (both credit and non-credit) that meet workforce needs.
- Increasing funding for earn and learn models;
- Direct funding for non-academic supports;
- Increasing State Capital funding to modernize and repurpose an aging infrastructure in an inflationary market; and
- Funding and/or mechanisms that give education institutions the ability to secure individuals to teach in healthcare courses and in clinical scenarios. It is increasingly challenging for colleges to offer market rate salaries and keep pace with the current competitive wage climate for these roles. Such staffing shortages at colleges will not only impact care, but they will also impact the ability of education institutions to keep up with the replacement pipeline. Innovation in this space is becoming imperative.

Appendix A: Columbus State Community College – AY24 – Textbook Cost Study

Columbus State Community College Academic Year 2023-2024 Textbook Cost Study		
Average Cost for New Textbooks		
New textbook sales in U.S. dollars/Number of new units sold = Average Cost		
Textbook Sales	Units Sold	Average Cost
\$ 3,362,387	48,486	\$ 69.35
Average Cost for Used Textbooks		
Used textbook sales in U.S. dollars/Number of used units sold = Average Cost		
Textbook Sales	Units Sold	Average Cost
\$ 322,575	5,396	\$ 59.78
Average Cost for Rental Textbooks		
Rental sales in U.S. dollars/Number of textbook units rented = Average Cost		
Textbook Rentals	Units Rented	Average Cost
N/A	N/A	N/A
Average Cost for eBooks		
eBook sales in U.S. dollars/Number of eBook units sold = Average Cost		
eBook Sales	Units Sold	Average Cost
\$ 315,361	3,185	\$ 99.01

Appendix A: Columbus State Community College – AY24 – Courses Using Sources of Information Other than Textbooks

Columbus State Community College Academic Year 2023-2024 Course Source Use Study	
Category	Number of Courses
Did not require students to purchase course materials; includes OER and/or institutionally provided materials	101
Exclusively used OER materials	47
Used OER materials together with purchased course materials	N/A*
Provided course materials through inclusive access	168

*At this time, an accurate figure for this is unavailable, many instructors use “open” resources as supplementary educational tools and do not report that to the Bookstore or academic administration.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Policy Revisions: Chapter 1 - Board Operations (Policies 03-08 and 13) and Policy 9-02 - Capital Expenditures, and Establishing Threshold Amount for Capital Project Oversight

BACKGROUND INFORMATION:

The College is proposing revisions to policies throughout Chapter 1 (Board Operations), to the associated Board Procedure 1-05(B), and to Policy 9-02 (Capital Expenditures).

The Board Operations updates provide general revisions to reflect best practices and current processes. Revisions include:

- Articulating the Board’s ability to delegate authority;
- Revising the timeline to reflect when, on an annual basis, the Nominating Committee is to be appointed, when recommendations are due, and when Board officers are elected;
- Updating references to reflect current state law;
- Reflecting current practices for public notice of meetings;

The Capital Expenditure updates will provide the Board with better oversight of the College’s capital-improvements program while streamlining approval of smaller projects.

- Updating capital oversight processes to enhance oversight of capital program while streamlining approval of smaller projects.
- Under the revised Policy 9-02, the Board shall set an amount, determined by total estimated project budget, that will determine the oversight process and delegation authority for individual capital projects. The College recommends that the threshold amount be set at \$4 million; the Board may revise the threshold amount in the future as needed through future Board Actions.

RECOMMENDATION:

That the Board approves the revisions, as presented, to Chapter 1 - Board Operations (Policies 03-08 and 13), associated Board Procedure 1-05(B), and Policy 9-02 - Capital Expenditures. These updates shall have the effective date of Nov. 21, 2024.

In concert with the revisions to Policy 9-02, the Board establishes the threshold amount that will determine the capital project oversight process and delegation authority at \$4 million.

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LEGAL BASIS AND AUTHORITY
OF THE BOARD OF TRUSTEES

Effective ~~October 30, 1987~~

Policy ~~No.~~-1-03

Page 1 of 1

- (A) The powers and duties of the Columbus State Community College District are described in Chapter 3358 of the Ohio Revised Code.
- (B) The Columbus State Community College District is chartered as a state community college district by the authority of the Ohio Department of Higher Education ~~Board of Regents~~ in accordance with Chapter 3358 of the Ohio Revised Code, effective July 1, 1987.
- (C) The Columbus State Community College District is incorporated as a political subdivision of the state and as a body corporate with all the powers of a corporation as described in Chapter 3358 of the Ohio Revised Code.
- (D) The Columbus State Community College District shall include all the territories of Delaware, Franklin, Madison, and Union Counties.

Last Effective Date: **October 30, 1987;**

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MEMBERSHIP OF AND APPOINTMENT
TO THE BOARD OF TRUSTEES

Effective February 15, 1996

Policy No. 1-04

Page 1 of 2

- (A) Nine (9) members shall constitute the full membership of the Columbus State Community College District Board of Trustees. The duration of appointment for each trustee shall be for six (6) years, staggered such that three (3) terms will expire every second year. Each term shall end on the same day of the same month of the year as did the term which it succeeds.
- (B) Each member shall be a qualified elector of the state of Ohio, as defined in Section ~~3503.01~~ 3358.03 of the Ohio Revised Code ~~residing in the Columbus State Community College District.~~
- (C) Members and officers of the Columbus State Community College District Board of Trustees, before entering upon their official duties, shall take and subscribe to an oath that they will honestly, faithfully, and impartially perform the duties of their offices.
- (D) No member of the Columbus State Community College District Board of Trustees shall, at any time, act or purport to act on behalf of the Board of Trustees without prior authority from the Board of Trustees.
- (E) The trustees shall serve without compensation but may be paid for their necessary expenses when engaged in the business of the Board of Trustees.
- (F) The members of the Board of Trustees of the Columbus State Community College District are appointed by the Governor of the state of Ohio with the advice and consent of the senate.
- (G) Trustees shall continue in office subsequent to the expiration date of their terms until their successors take office or until a period of sixty days has elapsed, whichever occurs first.
- (H) Effective January 1, 1995, in accordance with Section 3.17 ~~(A)~~ of the Ohio Revised Code, any member of the ~~Board of Trustees~~ of an institution of higher education who fails to attend at least three-fifths of the regular and special meetings held by that ~~Board of Trustees~~ during any two-year period forfeits ~~his- their-~~ position on that ~~Board of Trustees~~.
- (I) If there is a vacancy on the Board of Trustees, such vacancy shall be filled by the Governor of the state of Ohio with the advice and consent of the senate. Any trustee appointed to fill a vacancy occurring prior to the expiration of the term for which ~~his/her~~ their predecessor was appointed shall hold office for the remainder of such term.

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MEMBERSHIP OF AND APPOINTMENT
TO THE BOARD OF TRUSTEES

Effective ~~February 15, 1996~~

Policy No. 1-04

Page 2 of 2

- (J) Three (3) months prior to the completion of a term of a trustee, or immediately upon the existence of a vacancy on the Board of Trustees, the President will notify the Governor's office of such event.

Last Effective Date: February 15, 1996

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POLICY AND PROCEDURES MANUAL

ORGANIZATION OF THE BOARD OF TRUSTEES

Effective ~~August 15, 1999~~

Policy ~~No.~~ 1-05

Page 1 of 3

- (A) Officers of the Board of Trustees shall be a ~~Chairman~~ and a ~~Vice-Chairman~~ who shall be members of the Board of Trustees, a Secretary who may be a member of the Board of Trustees, and a Treasurer who is not a member of the Board of Trustees. The Board of Trustees may elect one or more Deputy Treasurers who are not members of the Board of Trustees.
- (B) The ~~Chairman~~ and ~~Vice-Chairman~~ shall be elected before the end of each calendar year to serve one-year ~~during the first regular scheduled meeting following the beginning of the calendar year~~ for terms that begin of the following one calendar year. Neither the ~~Chairman~~ nor the ~~Vice-Chairman~~ shall serve in that office for more than two (2) consecutive years in each position. The Secretary, Treasurer, and Deputy Treasurers shall serve at the pleasure of the Board of Trustees.
- (C) The duties of the officers of the Board of Trustees are:
- (1) The duties of the ~~Chairman~~ of the Columbus State Community College District Board of Trustees shall be to preside at all sessions of the Board of Trustees; to preserve order; to enforce rules; to sign all documents, bonds, notes, agreements, deeds, and leases ~~ordered~~ required to be executed by the Board of Trustees except as may be delegated to the President by action of the Board of Trustees; and to appoint all standing committees and all special committees not otherwise provided for. In addition to the duties prescribed by law or by the rules of the Board of Trustees, the ~~Chairman~~ shall exercise such other powers as may be delegated to this office by the Board of Trustees.
 - (2) In cases of absence or disability of the ~~Chairman~~ of the Board of Trustees, the ~~Vice-Chairman~~ shall perform all duties of the ~~Chairman~~ until the ~~Chairman~~ resumes office or until such vacancy is filled.
 - (3) The Secretary of the Board of Trustees may be a member of the Board of Trustees or the President of the college or ~~his/her~~ their designee. The Secretary of the Board of Trustees shall perform the duties usually pertaining to this office and such other duties as are imposed by law or by action of the Board of Trustees. A non-member Secretary may be compensated for services by action of the Board of Trustees.

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ORGANIZATION OF THE BOARD OF TRUSTEES

Effective ~~August 15, 1999~~

Policy No. 1-05

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- (4) The Treasurer shall be the fiscal officer of the district and shall receive and disburse all funds of the district under the direction of the college President. No contract of the Board of Trustees involving the expenditure of money shall become effective until the ~~€~~Treasurer certifies that there are funds of the Board of Trustees otherwise unappropriated sufficient to provide therefor. The Treasurer shall keep accounts of the Board of Trustees in the manner required by law or requested by the Ohio Department of Higher Education~~Board of Regents or by the State Department of Education~~, the Board of Trustees, or the President.
- (5) In cases of absence or disability of the Treasurer or a vacancy in the office of Treasurer, the Deputy Treasurer(s) shall perform all of the duties of the Treasurer until the Treasurer resumes office or until such vacancy is filled. The Deputy Treasurer(s) shall from time to time perform the duties of the Treasurer as may be directed by the Treasurer.
- (D) The Board of Trustees may appoint consultants as follows:
- (1) The Board of Trustees may request the Ohio Attorney General to appoint an attorney who will act as its counsel on legal matters by direction of the Board of Trustees.
 - (2) The Board of Trustees may request the Ohio State Auditor to appoint auditors who will audit the financial records and status of the Columbus State Community College District in accordance with state code.
 - (3) The Board of Trustees may appoint other consultants who will serve at the pleasure of the Board of Trustees to advise on specific matters pertinent to the planning, development, evaluation, or operation of the college.
- (E) Committees of the Board of Trustees may be appointed in concurrence with the following:
- (1) The Chair~~man~~ of the Board shall appoint members of the Board of Trustees to appropriate committees of the Board of Trustees to consider matters to be acted upon by the Board of Trustees.

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ORGANIZATION OF THE BOARD OF TRUSTEES

Effective ~~August 15, 1999~~

Policy ~~No.~~-1-05

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- (2) The committees of the Board of Trustees may be standing committees and special committees and shall be advisory only.
- (3) No member shall be appointed concurrently Chair ~~chairman~~ of more than one (1) standing committee.
- (4) Standing and special committees of the Board of Trustees may include, as ex-officio members, appropriate representation of employees and students as selected by a procedure approved by the Board of Trustees.

Last Effective Date: August 15, 1999

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ORGANIZATION OF THE BOARD OF TRUSTEES

Effective January 1, 1997

Board Procedure No. 1-05 (B)

Page 1 of 1

- (1) The current Chair~~man~~ of the Board will select a Nominating Committee for election of officers.
 - (a) The Nominating Committee will be composed of two (2) Board members and the President of the eCollege.
 - (b) The Nominating Committee will be selected in time to complete and present the nomination of officers at the final Board meeting of the calendar year. The Board shall elect officers at the final Board meeting of the calendar year, no later than the November Board of Trustees meeting. The election of officers will take place at the January Board of Trustees meeting.
 - (c) Members of the Nominating Committee will be ineligible for nomination.
 - (d) Should the Chair~~man~~ serve a second term, ~~he/she~~ they may serve on the Nominating Committee.

- (2) Terms and Responsibilities of Board Officers
 - (a) Officers will be elected annually for terms of one (1) calendar year. The Chair~~man~~ and Vice-Chair~~man~~ will serve no more than two (2) consecutive years in each position.
 - (a)(b) The Chairman of the Board serves on and is active in the Development Foundation Board of Directors in addition to the responsibilities described in Chapter 1 of the college's Policy and Procedures Manual. If a Board member cannot complete their term as officer, the Board of Trustees will vote at the next feasible meeting to address the vacancy.

- (3) The Nominating Committee also will recommend Board appointments to College affiliates, including the Development Foundation Board of Directors and the Columbus State Community Partners Board of Directors.

Last Effective Date: January 1, 1997

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MEETINGS OF THE BOARD OF TRUSTEES

Effective Date: XX/XX/XX

Policy 1-06

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- (A) The Board of Trustees may convene for specific types of meetings:
- (1) Regular meetings will be convened by the ~~Chairperson~~ Chair based on a schedule ~~at a time and place established by the Board of Trustees for each calendar year during its annual organization meeting held during January of each year.~~ During regular meetings, the Board of Trustees may consider action on items duly presented before the ~~m~~ Board of Trustees. ~~During the regular meeting in January, the Board of Trustees will elect its officers and consider action of an organizational nature.~~
 - (2) Special meetings may be convened by the ~~Chairperson~~ Chair or by a majority vote of the members of the Board of Trustees to consider action on specific items for which the meeting was called. A notice of the meeting, including a ~~list~~ description of items to be considered, shall be conveyed to the members of the Board of Trustees at least three (3) working days in advance of the meeting.
 - (3) Special emergency meetings may be convened by the ~~Chairperson~~ Chair or by a majority of the members of the Board of Trustees to consider action on specific items for which the meeting was called. Items to be considered must be time-sensitive or address topic(s) related to an ~~be of an emergency nature.~~ A notice of the meeting, including a ~~list~~ description of items to be considered, shall be conveyed to the members of the Board of Trustees as far in advance of the meeting as practicable.
- (B) All regular, special and special emergency meetings of the Board of Trustees shall be open to the public.
- (C) ~~(B)~~ The Board of Trustees may hold an executive session only at a regular, or special or special emergency meeting, in accordance with Section 121.22 of the Ohio Revised Code, for the sole purpose of any of the following listed matters-topics.
- ~~(4)(1) To consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of an employee(s) or any official(s) or the investigation of charges or complaints against an employee(s), licensee(s), or regulated individual(s) except as otherwise provided by law unless said-~~

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~~employee(s), official(s), licensee(s), or regulated individual(s) request a public hearing.~~

~~(5)(2) To consider the purchase of property for public purposes, or for the sale of property at a competitive bidding if premature disclosure of information would give an unfair competitive or bargaining advantage to a person whose personal, private interest is adverse to the general public. No member shall use this section as a subterfuge for providing covert information to prospective buyers or sellers. A purchase or sale of public property is void if the seller or buyer of the public property has received covert information from a Trustee that has not been disclosed to the general public in sufficient time for other prospective buyers and sellers to prepare and submit offers.~~

~~(6)(3) To have conferences with an attorney for the Board of Trustees concerning disputes involving the Board of Trustees that are subject to pending or imminent court action.~~

~~(7)(4) To prepare for, conduct, or review negotiations or bargaining sessions with employees concerning their compensation or other terms and conditions of their employment.~~

~~(8)(5) To discuss matters required to be kept confidential by federal law or rules or state statutes.~~

~~(9)(6) To review specialized details of security arrangements where disclosure of the matters discussed might reveal information that could be used for the purpose of committing or avoiding prosecution for violation of the law.~~

~~(10)(7) Any other matters that may be provided for in future amendments to the Ohio Revised Code.~~

- (D) ~~(C)~~Any regular or special meeting or executive session may be adjourned for the purpose of considering specific items or issues at a later date(s) established by the Board of Trustees. The reconvened, adjourned session shall be open to the public unless the adjourned meeting was an adjourned executive session which was closed to the public since the items being considered were those specifically permitted to be discussed at a meeting closed to the public.

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- (D) ~~By a majority vote of Board of Trustees membership present at a regular or special meeting, the Board of Trustees may decide to hold a public hearing or a discussion session at which time the public may be invited to participate in the discussions of specific programs, proposals, issues, or problems. The purpose, time, and place of such hearings or sessions shall be given to the various agencies of public information~~
- (E) ~~Meetings of the Board of Trustees shall be held in an appropriate location designated by the Board of Trustees.~~
- (E) A majority of the Board of Trustees shall constitute a quorum. Less than a quorum may adjourn any meeting to a future date.
- (F) In accordance with Section 3345.82 of the Ohio Revised Code, the Board of Trustees can conduct a meeting as defined in Section A of this policy (“meeting”) using electronic communication so long as the ~~following~~ criteria in Sections 2 and 3 below are met:
- (1) Electronic communication is defined as live, audio-enabled communication that permits the trustees attending a meeting, the trustees present in-person at the place where the meeting is conducted, and all members of the public present in-person at the place where the meeting is conducted to simultaneously communicate with each other during the meeting.
 - (2) Trustee’s’ Responsibilityies:
 - (a) Each trustee must be present annually for one-half of the regular meetings of the Board. ~~Trustees should provide at the annual organization meeting, the meetings they intend to attend in-person for the year to the extent practical.~~
 - (b) If a trustee intends to attend a board meeting through electronic communication, the trustee must notify the ~~Chairperson~~ Chair of the Board and the Office of the President in advance of the meeting. That notification shall take place within at least 48 hours of intent to attend in advance or . In the event of a declared emergency, the trustee must notify the Chairperson of the Board as soon as practical. If the Chairperson Chair intends to attend electronically,

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they ~~Chair~~ shall notify the Vice ~~Chairperson~~ Chair.

- (3) Meeting Conduct:
- (a) During a meeting conducted by electronic communication, one-third of the trustees must be present in-person. If the ~~Chairperson~~ Chair determines within 48 hours of a scheduled meeting this criterion will not be met, they shall either:
 - (i) Work with the trustees previously intending to attend by electronic means to attend in-person to meet ~~with the~~ the one-third requirement.
 - (ii) Reschedule the meeting.
 - (b) During a meeting conducted by electronic communication, votes of the Board of Trustees are conducted using a roll call.
 - (c) The Board of Trustees will follow all other established procedures during a meeting conducted by electronic communications.
- (G) The President of the College shall ~~prepare and~~ deliver to each member of the Board of Trustees, at least three (3) working days prior to each regular and special meeting, a written agenda of business to be considered during the meeting. The President of the College shall deliver, at least three (3) working days prior to each regular meeting, ~~unapproved~~ draft minutes of previous meetings.
- (H) Unless in conflict with these rules of procedure or the laws of the state of Ohio, "Roberts Rules of Order" as revised shall govern the procedure of all Board of Trustees meetings.
- (I) A resolution, rule, or formal action of any kind by the Board of Trustees is valid only when adopted in a regular or special meeting of the Board of Trustees. The Board may delegate authority as appropriate. A resolution, rule, or formal action adopted in an open meeting of the Board of Trustees that results from deliberations in meetings of the Board of Trustees not open to the public is invalid unless the deliberations were for the purpose specifically authorized above and were conducted at an executive session of the Board of Trustees held in compliance with these regulations.

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- ~~(J)~~ ~~All regular and special meetings of the Board of Trustees shall be open to the public.~~
- ~~(K)~~ ~~A majority of the Board of Trustees shall constitute a quorum. Less than a quorum may adjourn any meeting to a future date.~~
- (J) ~~(L)~~ The following matters, when brought to the Board of Trustees for formal approval, shall be considered non-administrative and require a majority vote of the whole membership of the Board of Trustees: election of officers; approval of contracts, bonds, notes, and agreements; approval of fiscal operating budget and revisions thereof; appointment of a President; amendment or repeal of college policy; approval of student fee schedules; approval of salary programs; approval to propose operating levy to citizens; and suspension of rules during a meeting.
- (K) ~~(M)~~ All matters not listed in Section J ~~L~~ of this policy will be considered administrative and require a majority vote of those present when a quorum is in session.
- (L) ~~(N)~~ The order of business of regular meetings of the Board of Trustees shall be determined by the ~~Chairperson~~ Chair of the Board of Trustees.
- (M) ~~(O)~~ Any policy or procedure related to conducting regular or special meetings of the Board of Trustees not required by law may be suspended by a majority vote of the Board of Trustees, but such suspension shall be in effect only during the meeting at which such suspension was voted.
- (N) ~~(P)~~ The minutes of regular or special meetings of the Board of Trustees of the Columbus State Community College District shall be recorded and open to public inspection after adoption by the Board of Trustees. The minutes of executive sessions need only reflect the general subject matter of discussion. If the minutes of the Board of Trustees show that all meetings and deliberations of the Board of Trustees have been conducted in compliance with the above regulations, any instrument executed by the Board of Trustees purporting to convey, lease, or otherwise dispose of any right, title, or interest in any public property shall be conclusively presumed to have been executed in compliance with the Ohio Revised Code insofar as title or other interests of any bona fide purchases, lessees, or transferees of the property are concerned.
- (O) By a majority vote of Board of Trustees' membership present at a regular or special

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meeting, the Board of Trustees may decide to hold a public hearing or a discussion session at which time the public may be invited to participate in the discussions of specific programs, proposals, issues, or problems. Notice of the purpose, time, and place of such hearings or sessions shall be provided in accordance with College Policy 1-07.

- (P) ~~(Q)~~ Individuals or groups who wish to be heard ~~relative to an item not appearing on the agenda of~~ during a meeting of the Board of Trustees shall must file such a request, in writing, with the President of the College ~~at least three (3) working days~~ prior to the start of the meeting. The request must state the purpose and topic which the individual or group wishes to present. The Chair will determine whether a request will be granted, and if so, the manner and time of that hearing. ~~The hearing will be held at a time of the meeting deemed appropriate by the Chairperson. Individuals or groups who wish to be heard relative to an item appearing on the agenda must make such a request, in writing, to the President of the College prior to the call to order of the meeting. The Chairperson~~ Chair of the Board of Trustees may, on certain occasions within their authority, ask for and grant public participation on issue(s) being considered by the Board of Trustees without prior written request having been made.

Last Effective Date: September 23, 2021; October 30, 1987

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

NOTICE OF MEETINGS OF THE
BOARD OF TRUSTEES

Effective August 15, 1999

Policy No. 1-07

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(A) ~~Any person may ascertain the time and place of all regular meetings of the Board of Trustees and the time, place, and purpose of all special meetings of the Board of Trustees by:~~

~~(1) Writing to the following address: Columbus State Community College, 550 East Spring Street, P.O. Box 1609, Columbus, Ohio 43216, c/o President's Office.~~

~~(2) Telephoning the following number during normal business hours: (614)287-2402.~~

~~(3) Reading the bulletin board located on the ground floor of the Columbus State Community College Franklin Hall.~~

The President's Office shall publicly share information about all regular, special and special emergency meetings of the Board of Trustees in accordance with Section 121.22 of the Ohio Revised Code.

(B) ~~Any representative of the news media may obtain notice of all regular and special meetings of the Board of Trustees by requesting in writing that such notice be provided. Such notice will only be given, however, to one representative of any particular publication or radio or television stations. A request for such notification shall be addressed to: President's Office, Columbus State Community College, 550 East Spring Street, P.O. Box 1609, Columbus, Ohio 43216.~~

The President's Office shall post public information, including the date, time, location, agenda and minutes of Board of Trustees meetings, on the Ceollege's website. The website shall include the annual schedule of regular meetings, as well as notice of any special or special emergency meeting(s).

(C) ~~The President's Office shall notify all media representatives on the list described in Section 1-07 (B) of all regular meetings of the Board of Trustees by doing at least one of the following:~~

~~(1) Providing an annual schedule of regular meetings.~~

~~(2) Providing telephone notice, which must be made no later than twenty four hours prior to the start of the meeting; such telephone notice shall be complete if a message has been left for the representative or if, after reasonable effort, the President's Office has been unable to provide such telephone notice.~~

~~(3) Sending written notice, which must be mailed no later than three working days prior to the day of the meeting.~~

~~(4) Informing such representative personally no later than twenty four hours prior to the start of the meeting.~~

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

NOTICE OF MEETINGS OF THE
BOARD OF TRUSTEES

Effective August 15, 1999

Policy No. 1-07

Page 1 of X

The President's Office also will provide electronic notice in advance of regular, special or special emergency Board of Trustees meetings to members of the public who have requested such notifications.

~~(D) In the event of a special meeting of the Board of Trustees not of an emergency nature, the President's Office shall notify all media representatives on the list described in Section 1-07 (B) of such meeting by providing either the notice described in Section 1-07 (C)(2), that described in Section 1-07 (C)(3), or that described in Section 1-07 (C) (4).~~

~~(E) In the event of a special meeting of the Board Trustees of an emergency nature, the President's Office shall notify all media representatives on the list described in Section 1-07 (B) of such meeting by doing at least one of the following:~~

~~(1) Notifying such representatives by telephone as far in advance of the meeting as possible; such telephone notice shall be complete if a message has been left for the representative or if, after reasonable effort, the President's Office has been unable to provide such telephone notice.~~

~~(2) Informing such representatives personally as far in advance of the meeting as possible.~~

~~(F) In providing the notices required in Sections 1-07 (C), (D), and (E), the President may rely on assistance provided by any member of the Columbus State Community College; any such notice is complete if given by such a member in the manner provided in Sections 1-07 (C), (D), and (E).~~

~~(D)(G)~~ The President's Office shall maintain a list of all persons who have requested, in writing, notice of all meetings of the Board of Trustees of the Columbus State Community College at which specific subject matters designated by such persons are scheduled to be discussed. Any person may have his/her name placed on such list. Members of the public may be added to the notification list through a request sent via e-mail to president@csc.edu. The President's Office shall, no later than three working days prior to each meeting, send by first class mail, an agenda of the meeting to such persons. The Board of Trustees may establish a reasonable fee for this service.

~~(E)(H)~~ The President's Office will ~~prepare and~~ distribute the agenda of regular meetings of the Board of Trustees at least three (3) working days prior to the date of the meeting ~~for proper posting(s) in various areas of the college.~~

Last Effective Date: August 15, 1999

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

RESPONSIBILITIES OF THE BOARD
OF TRUSTEES

Effective ~~October 30, 1987~~

Policy ~~No.~~ 1-08
Page 1 of 2

- (A) The Board of Trustees may:
- (1) Own and operate a state community college.
 - (2) Hold, encumber, control, acquire by donation, purchase or condemnation, construct, own, lease, use, and sell real and personal property as necessary for the conduct of the state community college program on whatever terms and for whatever consideration may be appropriate for the purpose of the college.
 - (3) Accept gifts, grants, bequests, and devises absolutely or in trust for support of the college.
 - (4) Employ a President, faculty, and such other employees as necessary and proper for the college and fix their compensation.
 - (5) Provide for the college necessary lands, buildings or other structures, equipment, means, and appliances.
 - (6) Establish schedules of fees and tuition.
 - (7) Grant appropriate associate degrees to students successfully completing the state community college's programs and certificates of achievement to those students who complete other programs.
 - (8) Prescribe rules and regulations for the effective operation of the college and exercise such powers as are necessary for the efficient management of the college.
 - (9) Enter into contracts and conduct state community college programs or technical courses outside the college district.
 - (10) Purchase a policy or policies of insurance insuring the district against loss or damage to property, whether real, personal, or mixed, which is owned by the district or leased by it as lessee or which is in the process of construction by or for the district. Purchase a policy or policies of fidelity insurance in such amounts and covering such trustees, officers, and employees of the district as the board may

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

RESPONSIBILITIES OF THE BOARD
OF TRUSTEES

Effective ~~October 30, 1987~~

Policy No. 1-08

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consider necessary or desirable. Purchase a policy or policies of insurance insuring its officers and employees against liability on account of damage or injury to persons and property, including liability on account of death or accident by wrongful act, occasioned by the operation of a motor vehicle, motor vehicles, or auxiliary equipment, or self-propelling equipment or trailers while any such vehicle, equipment, or trailer is being used or operated in the course of the business of the district. Purchase a policy or policies of insurance insuring the district against any liabilities to which it may be subject on account of damage or injury to persons or property, including liability for wrongful death.

- (B) The Board of Trustees, on its own behalf, reserves unto itself, without limitation, all powers, right and authority, duties, and responsibilities conferred upon and vested in by the laws and Constitution of the State of Ohio and of the United States in the executive management and administrative control of the college and its properties and facilities and of its employees.
- (C) The Board of Trustees may delegate any authority to the President as allowed by federal or state requirements.

Last Effective Date: October 30, 1987

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

FISCAL OVERSIGHT

Effective ~~October 1, 2004~~

Policy No. 1-13

Page 1 of 1

- A. **Independent Auditing Firms.** The President shall not engage the independent audit firm in the performance of non-audit services during its tenure as the independent audit firm auditing the college's annual financial statements.
- B. **Audit Committee.** Acting as a committee of the whole, the Board of Trustees shall perform the functions of the Audit Committee including:
- (1) The appointment, retention, and oversight of the work of any registered public accounting firm employed by the college.
 - (2) The establishment of procedures for the receipt, retention, and treatment of complaints received by the college regarding accounting, internal controls, and auditing matters.
- C. **Certification.** The President shall certify to the Board of Trustees the following:
- (1) S/he has reviewed the annual audit report.
 - (2) Based on his/her knowledge, the annual audit report does not contain any untrue statement of material fact or omission of a material fact necessary in order to make the statement misleading.
 - (3) Based on his/her knowledge, the financial statements present in all material respects the financial condition and results of operation.
 - (4) S/he has established and maintained internal controls.
 - (5) S/he has disclosed to the auditors and to the Board of Trustees all significant deficiencies in the design or operation of internal controls that could adversely affect the college's ability to record, process, summarize, and report financial data and has identified for the auditors any material weaknesses in internal controls.
 - (6) S/he has indicated in the report whether or not there were significant changes in internal controls or in other factors that could significantly affect internal controls subsequent to the date of his/her evaluation, including any corrective actions.
- D. **Assessing Internal Controls.** The President shall periodically report to the Board of Trustees on an external assessment of the college's internal control structure and procedures for financial reporting.
- E. **Financial oversight.** The College shall present action items and informational items to the Board of Trustees to support the Board's financial oversight role, including as described in Policies 9-01 (Operational Budget), 9-02 (Capital Expenditures), and 9-07 (Financial Reports).

COLUMBUS STATE COMMUNITY COLLEGE
POLICY & PROCEDURES MANUAL

CAPITAL EXPENDITURES
Policy 9-02
Page X of X

Effective November 17, 2022

- (A) Purpose: To require Columbus State Community College to be strategic in the use of its facilities and equipment resources to meet its mission and to maintain safe and attractive facilities and to do so in a responsible manner.
- (B) The College's campuses are those locations at which the College owns the property, and on which there is potential for growth in the number of degrees and certificate programs offered.
- Other facilities at which the College provides course and service offerings shall be considered college sites.
- (C) The College shall maintain a master plan and facilities plans that consider its campuses and college sites that reflect the College's mission and strategic direction.
- (D) The College shall properly maintain its assets, including systems and utility infrastructures.
- (E) In administering capital budgets, the College will abide by College policy and procedure and all applicable federal, state and local statutes and regulations.
~~The Board may delegate authority to the President to proceed with design or construction of capital projects previously approved by the Board if estimates exceed those included in the respective Board Actions, as long as the estimates do not exceed a material threshold as determined by the Board. Overages within the material threshold shall be reported to the Board at its next Board meeting in writing along with appropriate rationale for the estimated overage. Overages that exceed the material threshold will be brought back to the Board for approval.~~
- (F) The Board of Trustees shall set an amount, determined by total estimated project budget, that will determine the oversight process and delegation authority for individual capital projects. The Board may revise this amount at any point through Board Action.
1. For capital projects at or above the amount set by the Board of Trustees, the Board must approve the total estimated project budget and any material threshold or contingency(ies) above that value. The College must obtain Board approval of any Design Services and/or Construction Services related to these projects unless the Board specifically delegates authority for these actions. The Board may delegate authority to the President or other College leaders to:
 - a. Administer portions, contracts or elements of the capital project.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY & PROCEDURES MANUAL

CAPITAL EXPENDITURES

Effective ~~November 17, 2022~~

Policy 9-02

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- b. Proceed with the capital project if costs exceed the approved total estimated project budget so long as the overage does not exceed the approved material threshold. Overages within the material threshold amount shall be reported to the Board at its next Board meeting in writing along with appropriate rationale for the estimated overage. Overages that exceed the material threshold must be brought to the Board for approval.
2. For capital projects below the amount set by the Board of Trustees, the Board delegates authority to the President to approve and administer these projects, including all necessary contracts.
- (G) The Board of Trustees delegates authority to the President or other appropriate College leaders to sign all capital project-related contracts that have been approved through the relevant process spelled out in College policy, along with all applicable federal, state and local statutes and regulations.
- (H) The President shall present an annual report to the Board of Trustees that provides an overview of the capital plan. This annual report shall include all capital projects with a total project estimated budget above the bid threshold established by Ohio Revised Code Section 3354.16, including any adjustments by the Ohio Department of Higher Education.
- ~~(F)~~(I) The President may establish procedures to administer this policy.

Last Effective Date: August 15, 1997; August 15, 2005; November 17, 2022



**COLUMBUS STATE COMMUNITY COLLEGE
BOARD ACTION**

DATE: _____

SUBJECT:

Construction Manager at Risk Contract: Franklin Hall Renovation (CTI-240016)

BACKGROUND INFORMATION:

Franklin Hall has been identified as the building on campus with the significant deferred maintenance issues. These can most efficiently be addressed by performing a comprehensive building renovation.

While addressing the deferred maintenance issues, the College plans to convert Franklin Hall into a state-of-the-art classroom building for general education, transitioning the building from a current blend of administrative and instructional spaces. The renovated Franklin Hall will include modern classrooms, with sizes and configurations that align with the College’s curriculum. These classrooms will provide flexibility for future campus renovation activities.

In July 2024, the Board of Trustees approved a total budget of \$35 million for this project, as well as an additional 5% material threshold (\$1.75 million) in July 2024. The project is funded by a combination of State funds and Franklin County bond proceeds.

The Construction Manager-at-Risk (CMR) contract for this project will be \$26.5 million. Utilizing the statutorily required selection process, the CMR firm selected for this project is Ruscilli Construction.

Design on this project began in October 2024. With approval of this contract, construction is anticipated to commence in July 2025 and be complete for Spring Semester 2027.

RECOMMENDATION:

That the Board of Trustees authorizes the College to enter into the following contract with the Selected Firm.

Project:	Company:	Amount:
Franklin Hall Renovation	Ruscilli Construction	\$ 26,500,000



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

General Contractor Contract: Union Hall Café HVAC Upgrades (CTI-230015)

BACKGROUND INFORMATION:

The Union Hall Café kitchen is heated and cooled by a mix of rooftop and basement Heating Ventilation and Air Conditioning (HVAC) equipment. Unacceptable heat loads in the kitchen and serving line areas during summer months has presented the need to increase cooling capacity following kitchen upgrades that were completed in 2018. The Engineer of Record, Prater Engineering, has developed a design solution that includes removing and replacing two rooftop air handling units and providing an upgraded control system that aligns with our campus standards.

The General Contractor contract for this project is \$285,000. Using the statutorily required General Contractor selection process, the firm selected for this project is Ohio Heating and Refrigeration Inc. In addition to the contract, we are requesting a construction contingency of 10% (\$28,500). The estimated total project budget is \$360,920, funded by Franklin County bond proceeds.

Structural work will be completed over the 2024 year-end break while the food service operations are closed. Based on the manufacturing lead-time for the HVAC units, they will be delivered and installed between Spring and Summer semesters.

RECOMMENDATION:

That the Board of Trustees authorizes the College to enter into the following contract with the selected firm as well as a 10% construction contingency.

Project:	Company:	Amount:
Union Hall Café HVAC Upgrades	Ohio Heating and Refrigeration Inc.	\$285,000
Contingency (10%)	Columbus State	\$28,500



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Financial Statements as of and for the Three Months Ended September 30, 2024.

BACKGROUND INFORMATION:

Columbus State Community College policy requires that monthly the President provide each Board of Trustees member a copy of the college's financial statements.

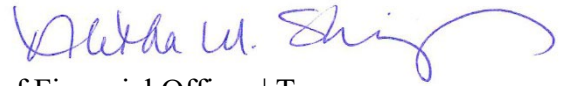
FOR INFORMATION ONLY

COLUMBUS STATE

COMMUNITY COLLEGE

October 28, 2024

TO: Dr. David T. Harrison, President



FROM: Aletha M. Shipley, Senior Vice President | Chief Financial Officer | Treasurer

SUBJECT: Financial Statements as of September 30, 2024

Attached are the financial statements of the Columbus State Community College District and the Foundation for the three-month period ended September 30, 2024.

1. **General Fund** (Exhibit B)

Revenues. Revenues reported for September are 4.9% (\$1.7M) above last year with tuition accounting for almost \$1M of the increase. Fees accounted for \$442K of the increase, mostly due to revenue related to credit card merchant fees.

The budget for state subsidy (State Share of Instruction or SSI) is based on The Ohio Department of Higher Education's (ODHE) preliminary FY25 estimate for Columbus State, which is 1.3% higher than last year. Final FY25 allocations will be provided by ODHE this fall.

Year-end revenue projections reflect that Autumn 2024 enrollment is trending higher compared to enrollment in Autumn 2023 and slightly higher than budgeted (overall, FY25 enrollment was budgeted to increase by 3.5% over FY24). Spring and Summer 2025 enrollments are also projected to be close to what was budgeted.

Term	Budgeted Credit Hours	Actual Credit Hours*	Budget to Actual Increase/ Decrease	Prior Year FTEs	Current Year FTEs*	% Variance
Summer 2024**	32,266	33,624	4.2%	4,517	4,873	7.9%
Autumn 2024	212,415	213,522	0.5%	13,545	14,235	5.1%
Spring 2025	192,818					
Summer 2025**	37,877					

* Summer 2024 current year credit hours and FTEs are preliminary estimates provided by the Office of Institutional Effectiveness (IE). Autumn 2024 credit hours and FTEs are estimates provided by the Resource Planning & Analysis (RPA) Office based on current trends.

** Summer semester 2024 straddles both FY24 and FY25, with 46% of the revenue attributed to FY25. Likewise, Summer semester 2025 straddles both FY25 and FY26, with 54% of the revenue attributed to FY25.

Expenses and Transfers. Expenses reported for September are 2.2% (\$888K) higher than the same period last year. The increase is due primarily to higher summer instructional costs resulting from summer enrollment being up 7.9% over the prior year and other contractual increases, while expenses in many other areas combined for a decrease of \$280K because of lower personnel costs due to more vacant positions. Year-end expense projections (column G, row 22) provided on Exhibit B assumes underspending due primarily to one-time vacancy savings.

2. **Auxiliary Fund** (Exhibit D)

Bookstore revenues are up \$305K or 7.4%, compared to the same period last year. Textbook sales for Autumn 2024 are down due to the addition of several Inclusive Access classes, including some courses that previously had higher dollar textbook requirements, while general merchandise revenue and interest earnings were up. Parking revenue is up \$135K as of September 2024. Parking revenue reported by the third-party service provider is generally one month in arrears; while the new parking management service agreement commenced in FY24, the first revenue recognized wasn't until August 2023, so prior year revenue represented only two months compared to three month's revenue reported this year. Overall, Auxiliary expenses are up \$56K compared to last year, due mainly to an increase in personnel expense, primarily for one time compensation and seasonal labor costs during peak. Food Service revenues are up \$3K compared to last year.

3. **Foundation** (Exhibits F and G)

Contributions can vary significantly from year to year and are up \$4.9M, or 253%, from last year, due to a \$5M pledge from Bloomberg for programs in manufacturing, biotechnology, and information technology. Investment earnings, excluding the Mitchell Hall and OhioHealth endowment portfolios, increased \$1.2M over last year. Unrestricted expenses are up 45.3% compared to last year, mainly due to increased investment and credit card fees, staff expense, and expenditures for outreach and fundraising activities.

4. **Investments**

The College's portfolio is invested consistent with its investment policy, with 21.87% currently invested in STAR Ohio and other money markets, and the balance in various federal agencies, municipal bonds, and treasury notes. Of the \$3.83M net interest income reported on Exhibit B, \$2.99M is net unrealized income while \$837K is realized. Several investment funds were created in FY21 to invest the proceeds from the \$150M of bonds issued in October 2020 and proceeds from Franklin County tax collections for debt service for the College's first-ever voted bond issue. Earnings on bond proceeds and tax collections are not part of the \$3.83M reported on Exhibit B.

**COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT SEPTEMBER 30, 2024
With Comparative Figures at September 30, 2023**

EXHIBIT A

<u>Assets</u>	<u>September 30, 2024</u>	<u>September 30, 2023</u>		<u>Liabilities and Fund Balance</u>	<u>September 30, 2024</u>	<u>September 30, 2023</u>	
Current Funds			(1)	Current Funds			(1)
Unrestricted			(2)	Unrestricted			(2)
Educational and general			(3)	Educational and general			(3)
Cash	\$ 8,443,272	\$ 9,429,338	(4)	Accounts payable	\$ 28,465,604	\$ 26,249,411	(4)
Investments (including money markets at cost and treasury bills and agency discount notes at market - (note 1))	141,245,894	141,818,958	(5) (6) (7)	Deferred income			(5)
Accounts receivable, net of allowance for doubtful accounts	2,313,329	12,730,665	(8) (9)	Student tuition	28,782,306	26,728,679	(6)
Interfund transfers	3,868,714	-	(10)	Lab fees and credit bank	303,317	326,817	(7)
Interest receivable	-	-	(11)	Interfund transfers	-	11,948,913	(8)
Prepaid expense	1,841,336	2,558,023	(12)	Fund balances (Exhibit C):			(9)
Other Assets	47,325	41,112	(13)	Allocated	67,332,721	85,430,105	(10)
Total educational & general	<u>\$ 157,759,869</u>	<u>\$ 166,578,096</u>	(14)	Unallocated	32,875,921	15,894,171	(11)
				Total fund balances	<u>100,208,642</u>	<u>101,324,276</u>	(12)
				Total educational & general	<u>\$ 157,759,869</u>	<u>\$ 166,578,096</u>	(13)
							(14)
Auxiliary enterprise				Auxiliary enterprise			
Cash	\$ 4,564,777	\$ 3,590,943	(15)	Accounts payable	\$ 258,520	\$ 1,375,594	(15)
Investments	11,853,299	11,057,201	(16)	Interfund transfers	1,776,486	1,322,468	(16)
Accounts receivable	2,260,809	2,531,545	(17)	Fund balances (Exhibit D):			(17)
Inventories, at cost as defined (note 2)	985,261	1,359,857	(18)	Allocated	233,500	151,000	(18)
Other Assets	70,178	70,178	(19)	Unallocated	17,465,819	15,760,662	(19)
Due from grant funds	-	-	(20)	Total fund balances	<u>17,699,319</u>	<u>15,911,662</u>	(20)
Total auxiliary enterprise	<u>19,734,324</u>	<u>18,609,724</u>	(21)	Total auxiliary enterprise	<u>19,734,324</u>	<u>18,609,724</u>	(21)
Total unrestricted	<u>\$ 177,494,193</u>	<u>\$ 185,187,820</u>	(22)	Total unrestricted	<u>\$ 177,494,193</u>	<u>\$ 185,187,820</u>	(22)
Total current funds	<u>\$ 177,494,193</u>	<u>\$ 185,187,820</u>	(23)	Total current funds	<u>\$ 177,494,193</u>	<u>\$ 185,187,820</u>	(23)
	[A]	[B]			[C]	[D]	

(See accompanying summary of significant accounting policies and notes to financial statements)

(Continued)

**COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT SEPTEMBER 30, 2024
With Comparative Figures at September 30, 2023**

**EXHIBIT A
(Continued)**

<u>Assets</u>	<u>September 30, 2024</u>	<u>September 30, 2023</u>	<u>Liabilities and Fund Balance</u>	<u>September 30, 2024</u>	<u>September 30, 2023</u>
Plant funds			Plant funds		
Unexpended			Unexpended		
State appropriations receivable	\$ -	\$ -	Fund balances		
Capital Improvement Fund	1,721,303	1,629,608	Restricted	\$ 1,721,303	\$ 1,629,608
Total unexpended	<u>1,721,303</u>	<u>1,629,608</u>	Total unexpended	<u>1,721,303</u>	<u>1,629,608</u>
Cash from Bond Proceeds	3,186,841	4,832,507			
Investments	153,087,704	151,478,186	Investment in plant:		
Deposit with trustees/Bond Retirement Fund	279,194	279,194	Interfund transfers	-	-
Interfund transfers	1,804,404	12,604,697	Interest payable	-	-
Land	31,103,333	31,103,333	Subscription Liability	8,994,872	11,452,009
Improvements other than buildings	16,598,330	16,598,330	Accounts payable	849,614	518,813
Buildings	235,705,526	218,606,818	Bonds payable	133,728,398	144,702,322
Movable equipment, furniture and library books	69,126,857	65,658,941	Leased Liabilities	7,266,107	8,414,837
Construction-in-progress	20,672,795	20,080,270			
Leased Assets	7,468,565	8,759,772	Net investment in plant	223,158,995	209,307,301
Noncurrent Intangible Assets	10,693,965	12,471,514			
Other Assets	28,281	28,281	Total investment in plant	<u>373,997,987</u>	<u>374,395,282</u>
Less: accumulated depreciation	(175,757,808)	(168,106,561)	Total plant funds	<u>\$ 375,719,290</u>	<u>\$ 376,024,890</u>
Total investment in plant	<u>373,997,987</u>	<u>\$ 374,395,282</u>		<u>[C]</u>	<u>[D]</u>
Total plant funds	<u>\$ 375,719,290</u>	<u>376,024,890</u>			
	[A]	[B]			

(See accompanying summary of significant accounting policies and notes to financial statements)

**COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2024
With Comparative Figures at September 30, 2023**

EXHIBIT B

	FY 25			FY 24			FY 25 Projected Year End		FY 24 Projected Year End	
	Budget as approved May 2024	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	Revised Budget as approved January 2024	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	FY 25 Projected Year End	Projected % of Budget	FY 24 Projected Year End	% of Budget
Revenues										
<u>Appropriations</u>										
Subsidy	\$ 79,181,012	\$ 19,795,254	25.00%	\$ 78,173,195	\$ 19,637,085	25.12%	\$ 79,181,012	100.00%	\$ 78,173,193	100.00% (1)
	79,181,012	19,795,254	25.00%	78,173,195	19,637,085	25.12%	79,181,012	100.00%	78,173,193	100.00% (2)
<u>Student</u>										
Tuition	81,195,285	14,142,063	17.42%	77,209,396	13,142,607	17.02%	82,053,277	101.06%	76,989,178	99.71% (3)
Fees	3,489,275	1,626,362	46.61%	3,037,532	1,184,755	39.00%	3,489,275	100.00%	2,863,776	94.28% (4)
Special Courses	2,627,000	633,030	24.10%	2,484,866	629,809	25.35%	2,627,000	100.00%	2,520,951	101.45% (5)
	87,311,560	16,401,455	18.78%	82,731,794	14,957,171	18.08%	88,169,552	100.98%	82,373,905	99.57% (6)
<u>Contracted Services</u>										
Net	1,075,449	185,907	17.29%	1,103,497	139,692	12.66%	1,075,449	100.00%	705,564	63.94% (7)
	1,075,449	185,907	17.29%	1,103,497	139,692	12.66%	1,075,449	100.00%	705,564	63.94% (8)
<u>Other</u>										
Partnership Revenue	61,647	5,500	8.92%	105,633	20,480	19.39%	61,647	100.00%	57,836	54.75% (9)
Miscellaneous	1,172,265	278,161	23.73%	1,131,369	212,541	18.79%	1,172,265	100.00%	1,287,073	113.76% (10)
Transfer In for Debt Service	980,101	-	0.00%	995,044	-	0.00%	980,101	100.00%	995,044	100.00% (11)
Mitchell Hall Transfer In	-	-	-	400,000	-	-	-	-	400,000	100.00% (12)
	2,214,013	283,661	12.81%	2,632,046	233,021	8.85%	2,214,013	100.00%	2,739,953	104.10% (13)
Total Revenues	169,782,034	36,666,276	21.60%	164,640,532	34,966,969	21.24%	170,640,026	100.51%	163,992,615	99.61% (14)
<u>Operating Expenditures</u>										
Instruction and Department Research	83,138,210	18,266,242	21.97%	72,476,631	17,097,939	23.59%	82,820,493	99.62%	79,698,544	109.96% (15)
Public Service	436,562	70,211	16.08%	483,158	113,930	23.58%	315,642	72.30%	432,886	89.60% (16)
Academic Support	7,458,272	2,071,977	27.78%	7,421,989	1,917,113	25.83%	8,108,386	108.72%	7,457,371	100.48% (17)
Student Services	18,553,390	4,035,810	21.75%	19,129,745	4,852,054	25.36%	16,954,718	91.38%	18,037,609	94.29% (18)
Institutional Support	41,997,479	13,341,411	31.77%	50,181,416	12,068,946	24.05%	42,715,555	101.71%	39,883,396	79.48% (19)
Operation and maintenance of plant	17,544,759	3,628,022	20.68%	17,304,123	4,475,748	25.87%	16,599,141	94.61%	17,182,356	99.30% (20)
Transfer for debt service	2,159,798	539,950	25.00%	2,159,798	539,950	25.00%	2,159,798	100.00%	2,159,798	100.00% (21)
Total Expenditures	171,288,470	41,953,622	24.49%	169,156,860	41,065,680	24.28%	169,673,733	99.06%	164,851,960	97.46% (22)
<u>Non-operating & Encumbered</u>										
Transfer for Capital Equipment	600,000	See Exhibit C		600,000	See Exhibit C		600,000	N/A	600,000	N/A (23)
Transfer for Capital Improvements	500,000			900,000			500,000	N/A	900,000	N/A (24)
Transfer for Student Success & Innovation	-			-			-	N/A	-	N/A (25)
Transfer for Scholarships	-			-			-	N/A	-	N/A (26)
Transfer for Technology Initiatives	820,000			820,000			820,000	N/A	820,000	N/A (27)
Transfer for One Time Compensation	-			-			-	N/A	641,000	N/A (28)
Total expenditures and transfers	173,208,470	41,953,622	24.22%	171,476,860	41,065,680	23.95%	171,593,733	99.07%	167,812,960	97.86% (29)
Operational Revenues	(3,426,436)	(5,287,346)	N/A	(6,836,328)	(6,098,711)	N/A	(953,708)	N/A	(3,820,345)	N/A (30)
Interest Income	-	3,834,653	-	-	760,107	-	3,834,653	-	7,305,343	- (31)
Net Operating Revenues	\$ (3,426,436)	\$ (1,452,693)	-	\$ (6,836,328)	\$ (5,338,604)	-	\$ 2,880,945	-	\$ 3,484,998	- (32)
Reserve expenditures from Exhibit C	(3,426,436)	4,983,176		(6,836,328)	2,695,970		4,983,176 *		-	(33)
Net Revenues/(Expenditures)	\$ -	\$ (6,435,868)		\$ -	\$ (8,034,574)		\$ (2,102,230)		\$ 3,484,998	(34)
	[A]	[B]	[C]	[D]	[E]	[F]	[G]	[H]	[I]	[J]

*As it is very early in the fiscal year, the amount in [G](33) contains only the actuals expended year to date. Estimated year-end entries for State capital appropriations, capitalization of assets, depreciation expense and other required year-end audit accruals and adjustments will be included in future monthly financial statements.

**COLUMBUS STATE COMMUNITY COLLEGE
STATEMENT OF CHANGES IN FUND BALANCES OF CURRENT
EDUCATIONAL AND GENERAL FUNDS
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2024**

EXHIBIT C

	Preliminary Balance at June 30, 2024	Net Change for Current Period	Board Approved Adjustments	Transfers	Expenditures	Balance at September 30, 2024	
Unrestricted							
Allocated							
Capital Improvements & Land Acquisition	\$ 6,288,082	\$ -	\$ 500,000	\$ (500,000)	\$ (2,365)	\$ 6,285,717	(1)
Bookstore/DX Modifications	263,490	-	-	-	-	263,490	(2)
Student Support Services	199,785	-	-	-	-	199,785	(3)
Creative Campus	77,491	-	-	-	-	77,491	(4)
Advancement	283,015	-	-	-	(135,632)	147,383	(5)
Fire Science	318,660	-	-	-	-	318,660	(6)
Capital Improvements - Other	1,001,765	-	-	-	(164,132)	837,633	(7)
COVID-19	165,146	-	-	-	-	165,146	(8)
Capital Equipment	4,805,504	-	600,000	-	(55,691)	5,349,813	(9)
Budget/Tuition Stabilization	20,756,987	-	-	-	-	20,756,987	(10)
Accumulated Lab Fees	1,130,370	-	-	-	(53,477)	1,076,894	(11)
Broadbanding	103,337	-	-	-	-	103,337	(12)
Scholarships	703,920	-	-	-	(308,566)	395,354	(13)
Student Success and Innovation	13,991,939	-	-	-	(172,114)	13,819,825	(14)
Technology Initiatives	5,100,891	-	820,000	500,000	(3,031,779)	3,389,112	(15)
Human Capacity Development/Wellness	217,088	-	-	-	-	217,088	(16)
Campus Safety Initiatives	176,134	-	-	-	-	176,134	(17)
Energy Efficiency/Sustainability Initiatives	1,570,416	-	-	-	-	1,570,416	(18)
Health Care Self-Insurance Escrow	1,241,018	-	-	-	-	1,241,018	(19)
Health Care HSA Incentive	86,636	-	-	-	-	86,636	(20)
Self-Insured Workers Compensation Benefits	152,500	-	-	-	-	152,500	(21)
One-Time Compensation	535,104	-	-	-	(523,617)	11,487	(22)
Partnerships for Student Success	20,529	-	-	-	-	20,529	(23)
Recovery Reserve	11,206,089	-	-	-	(535,804)	10,670,285	(24)
	\$ <u>70,395,897</u>	\$ <u>-</u>	\$ <u>1,920,000</u>	\$ <u>-</u>	\$ <u>(4,983,176)</u>	\$ <u>67,332,721</u>	(25)
	[A]	[B]	[C]	[D]	[E]	[F]	

**COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON FOR AUXILIARY SERVICES
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2024
With Comparative Figures at September 30, 2023**

EXHIBIT D

	FY 25			FY 24			FY 25 Projected Year End		FY 24 Projected Year End		
	Budget as approved May 2024	Actual to Date	% of Budget Expended to Date	Revised Budget as approved January 2024	Actual to Date	% of Budget Expended to Date	FY 25 Projected Year End	Projected % of Budget	FY 24 Projected Year End	% of Budget	
Auxiliary											
Sales/Revenues											
Bookstore	\$ 8,632,427	\$ 4,406,648	51.05%	\$ 8,864,489	\$ 4,101,755	46.27%	\$ 8,632,427	100.00%	\$ 9,700,877	109.44%	(1)
Food Services	220,000	111,396	50.63%	205,000	108,510	52.93%	220,000	100.00%	225,477	109.99%	(2)
Parking	825,000	398,714	48.33%	574,167	264,068	45.99%	825,000	100.00%	904,339	157.50%	(3)
Total Revenues	9,677,427	4,916,759	50.81%	9,643,656	4,474,333	46.40%	9,677,427	100.00%	10,830,693	112.31%	(4)
Cost of Goods Sold											
Bookstore	6,989,221	3,198,855	45.77%	7,429,477	3,124,983	42.06%	6,989,221	100.00%	7,388,181	99.44%	(5)
Food Service	500	-	-	500	-	-	500	100.00%	500	-	(6)
Gross Margin	2,687,706	1,717,903	63.92%	2,213,679	1,349,350	60.96%	2,687,706	100.00%	3,442,012	155.49%	(7)
Operating Expenses											
Bookstore	1,439,980	395,135	27.44%	1,338,258	352,381	26.33%	1,439,980	100.00%	1,313,418	98.14%	(8)
Food Services	95,827	24,758	25.84%	95,388	21,325	22.36%	95,827	100.00%	86,731	90.92%	(9)
Parking	411,753	55,462	13.47%	294,069	55,925	19.02%	411,753	100.00%	311,753	106.01%	(10)
Auxiliary Administration	289,482	62,418	21.56%	273,953	51,649	18.85%	289,482	100.00%	204,482	74.64%	(11)
Total Expenses	2,237,042	537,773	24.04%	2,001,668	481,280	24.04%	2,237,042	100.00%	1,916,384	95.74%	(12)
Auxiliary Net Operating Income/(Loss)	450,664	1,180,131	261.86%	212,011	868,070	409.45%	450,664	100.00%	1,525,628	719.60%	(13)
Net Income/(Loss)											
Bookstore	203,226	812,658	399.88%	96,754	624,391	645.34%	203,226	100.00%	999,278	1032.80%	(14)
Food Services	123,673	86,639	70.05%	109,112	87,185	79.90%	123,673	100.00%	138,246	126.70%	(15)
Parking	413,247	343,252	83.06%	280,098	208,143	74.31%	413,247	100.00%	592,586	211.56%	(16)
Auxiliary Administration	(289,482)	(62,418)	21.56%	(273,953)	(51,649)	18.85%	(289,482)	100.00%	(204,482)	74.64%	(17)
CARES Offset/Transfer-In from Recovery Reserve	-	-	-	-	-	-	-	-	-	-	(18)
Net Auxiliary Income/(Loss)	\$ 450,664	\$ 1,180,131	0.00%	\$ 212,011	\$ 868,070	-	\$ 450,664	0.00%	\$ 1,525,628	-	(19)
Reserve Expenditures											
Non-operating Revenues/Expenditures	(125,000)	-	-	(20,000)	-	-	(125,000)	-	-	-	(20)
College Credit Plus	-	-	-	-	-	-	-	-	-	-	(21)
College Strategic Priorities	(125,000)	(16,500)	-	(100,000)	(9,000)	-	(125,000)	-	(35,000)	-	(22)
Food Services/Renovations	-	-	-	-	-	-	-	-	-	-	(23)
Transfer for Debt Service	-	-	-	-	-	-	-	-	-	-	(24)

**COLUMBUS STATE COMMUNITY COLLEGE
CASH FLOW FORECAST
AS OF SEPTEMBER 30, 2024**

EXHIBIT E

	Actual April 2024	Actual May 2024	Actual June 2024	Actual July 2024	Actual August 2024	Actual September 2024	
Beginning Cash	\$ 8,702,775	12,847,757	10,123,615	3,158,550	8,136,046	28,524,926	(1)
Cash Receipts	9,092,360	15,337,945	12,364,852	10,387,768	19,383,927	5,951,098	(2)
Cash Disbursements	(15,006,034)	(20,901,777)	(17,371,447)	(15,543,021)	(17,345,068)	(14,166,019)	(3)
Financial Aid	58,656	2,839,690	41,531	132,749	13,350,022	4,033,483	(4)
Outflow for investments	-	-	(2,000,000)	-	-	(17,000,000)	(5)
Inflow from investments	10,000,000	-	-	10,000,000	5,000,000	-	(6)
Ending Cash	<u>\$ 12,847,757</u>	<u>10,123,615</u>	<u>3,158,550</u>	<u>8,136,046</u>	<u>28,524,926</u>	<u>7,343,488</u>	(7)

	Forecasted October 2024	Forecasted November 2024	Forecasted December 2024	Forecasted January 2025	Forecasted February 2025	Forecasted March 2025	
Beginning Cash	\$ 7,343,488	6,105,488	5,695,488	5,823,974	5,533,974	5,558,974	(8)
Cash Receipts	3,102,000	9,880,000	4,478,486	20,050,000	10,915,000	8,180,000	(9)
Cash Disbursements	(13,840,000)	(15,640,000)	(12,840,000)	(12,140,000)	(14,890,000)	(10,840,000)	(10)
Financial Aid	8,500,000	350,000	(510,000)	7,800,000	7,000,000	(875,000)	(11)
Outflow for investments	-	-	-	(16,000,000)	(3,000,000)	-	(12)
Inflow from investments	1,000,000	5,000,000	9,000,000	-	-	4,000,000	(13)
Ending Cash	<u>\$ 6,105,488</u>	<u>5,695,488</u>	<u>5,823,974</u>	<u>5,533,974</u>	<u>5,558,974</u>	<u>6,023,974</u>	(14)

**COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
BALANCE SHEET AT SEPTEMBER 30, 2024
With Comparative Figures at September 30, 2023**

<u>Assets</u>	<u>September 30, 2024</u>	<u>September 30, 2023</u>	
Cash	\$ 7,656,965	\$ 7,716,394	(1)
Investments at market value (see note)	14,098,537	11,382,400	(2)
Investments for Mitchell Hall at market value	4,357,634	4,120,820	(3)
Investments for OhioHealth Endowment at market value	26,960,727	25,579,590	(4)
Pledges Receivable - Mitchell Hall	868,488	1,762,277	(5)
Pledges Receivable - Other	6,338,709	3,122,449	(6)
Accounts Receivable	416,596	15,029	(7)
Other Assets	-	377,123	(8)
Total Assets	<u>\$ 60,697,656</u>	<u>\$ 54,076,082</u>	(9)
<u>Liabilities</u>			
Interfund transfers	\$ 579,619	\$ 1,063,321	(10)
Deferred Revenue	-	1,794	(11)
Pledge Payable	-	-	(12)
Trade Payables	1,692	549,525	(13)
Total Liabilities	<u>581,311</u>	<u>1,614,640</u>	(14)
<u>Fund balance</u>			
Permanently Restricted	32,274,150	31,963,707	(15)
Temporarily Restricted	21,824,011	14,502,389	(16)
Unrestricted			
Allocated	59,625	86,634	(17)
Unallocated	<u>5,958,559</u>	<u>5,908,712</u>	(18)
Total fund balance	<u>60,116,345</u>	<u>52,461,442</u>	(19)
Total Liabilities and fund balance	<u>\$ 60,697,656</u>	<u>\$ 54,076,082</u>	(20)
	[A]	[B]	

Note: Investments

Investments are valued at market, which is generally determined by use of published market quotations. Realized gains and losses from sale or redemption of investments are based upon the cost of the specific investment sold or redeemed. Purchases and sales of investments are reflected on a trade-date basis. A summary of investments is as follows:

	<u>Cost</u>	<u>Market</u>	<u>Percent of Portfolio</u>
Cash & Equivalents	\$ 12,369,823	12,564,591	27.66%
Equities	15,612,809	17,847,001	39.30%
Fixed Income	15,039,056	15,005,306	33.04%
Mutual Funds	-	-	0.00%
Total Investments	<u>\$ 43,021,688</u>	<u>\$ 45,416,898</u>	<u>100.00%</u>

EXHIBIT G

**COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2024
With Comparative Figures at September 30, 2023**

	September 30, 2024					September 30, 2023	
	Unrestricted Allocated	Unrestricted Unallocated	Temporarily Restricted	Permanently Restricted	Total All Funds	Total All Funds	
Revenue							
Contributions							
Scholarships and Programs	\$ -	\$ 41,538	\$ 1,328,768	\$ 202,531	\$ 1,572,837	\$ 249,259	(1)
Taste the Future	-	200,690	-	-	200,690	260,373	(2)
Contributions for Columbus State	-	-	5,047,074	-	5,047,074	1,420,289	(3)
Mitchell Hall	-	-	98	-	98	98	(4)
Creative Campus	-	-	-	-	-	-	(5)
Administration Fee Income	-	-	-	-	-	-	(6)
Rental Income	-	-	-	-	-	-	(7)
Interest Income	-	6,888	895	-	7,783	12,936	(8)
Investment Income							
Realized	-	53,297	186,215	-	239,512	33,250	(9)
Unrealized	-	126,871	425,305	-	552,176	(480,782)	(10)
Investment income - Mitchell Hall							
Realized	-	-	38,874	-	38,874	33,233	(11)
Unrealized	-	-	34,845	-	34,845	3,490	(12)
Investment income - OhioHealth							
Realized	-	-	245,358	-	245,358	111,696	(13)
Unrealized	-	-	473,927	-	473,927	138,500	(14)
Investment income-subtotal	-	180,168	1,404,524	-	1,584,692	(160,613)	(15)
Total revenues	-	429,284	7,781,359	202,531	8,413,174	1,782,342	(16)
Expenditures							
Scholarships and Programs	-	-	1,469,478	-	1,469,478	903,766	(17)
Contributions to Columbus State	-	-	111,301	-	111,301	7,307	(18)
Corporate Gift	-	-	4,413	-	4,413	-	(20)
Creative Campus	-	-	-	-	-	-	(21)
Mitchell Hall	-	-	-	-	-	-	(22)
Administrative Fee Expense	-	-	-	-	-	-	(23)
Management and general	6,970	140,135	272	-	147,377	101,464	(24)
Total expenditures	6,970	140,135	1,585,464	-	1,732,569	1,012,537	(25)
Excess (deficit) of revenues over expenditures	(6,970)	289,149	6,195,895	202,531	6,680,605	769,805	(26)
Transfers	-	-	-	-	-	-	(27)
Other Board Distributions	-	-	-	-	-	-	(28)
Fund balance at beginning of period	66,595	5,669,410	15,628,116	32,071,619	53,435,740	51,691,637	(29)
Fund balance at end of period	\$ 59,625	\$ 5,958,559	\$ 21,824,011	\$ 32,274,150	\$ 60,116,345	\$ 52,461,442	(30)
	[A]	[B]	[C]	[D]	[E]	[F]	

**COLUMBUS STATE COMMUNITY COLLEGE
NOTES TO FINANCIAL STATEMENTS
AS OF SEPTEMBER 30, 2024**

1) **Investments**

<u>Investment Fund</u>	<u>Cost</u>	<u>Market Value</u>	<u>Yield to Maturity*</u>	<u>Average Maturity (days)</u>
STAR Ohio/Operating	\$ 21,531,505	\$ 21,531,505	5.29%	1
STAR Ohio/Plant	1,721,303	1,721,303	5.29%	1
STAR Ohio/Auxiliary	3,046,820	3,046,820	5.29%	1
STAR 2020A Bonds	51,883	51,883	5.29%	1
STAR 2020B Bonds	913,758	913,758	5.29%	1
CSCC Operating Fund	118,648,088	119,714,389	3.48%	989
Auxiliary Services	8,751,820	8,806,479	2.89%	858
2020B Bond Proceeds	56,126,196	56,048,913	3.29%	150
2020B Bond Proceeds PNC	61,592,839	60,354,207	4.24%	358
County Proceeds	25,141,711	25,496,560	4.83%	285
Plant Fund	10,203,214	10,222,384	2.84%	869
	<u>\$ 307,729,136</u>	<u>\$ 307,908,200</u>		

* Weighted

<u>Portfolio Composition</u>	<u>Type</u>	<u>% of Total</u>
	STAR Ohio	8.85%
	Agencies	22.63% *
	Municipal Bonds	16.32%
	Corporate Issues	15.79%
	Treasury Notes	23.40%
	Stocks	0.00%
	Cash & Equivalent	13.01%
		<u>100.00%</u>

* This includes discount notes, callable, non-callable, securitized, and step-up agency investments.

2) **Inventories**

Bookstore inventories at year-end are stated at actual cost. A complete physical inventory is taken annually and adjustments, if any, are recorded.

Inventory is valued using the FIFO method for the Retail Operations in Mitchell Hall. Inventory is taken annually and adjustments, if any, are recorded.

3) **Plant Funds**

Physical plant and equipment are stated at cost at date of acquisition or fair value at date of donation in case of gifts. Depreciation of physical plant and equipment is recorded.

4) **Long-term debt**

Outstanding long-term debt consists of bonds payable in annual installments varying from \$775,000 to \$9,930,000 with interest rates of .47% to 5%, the final installment being due in 2041. Approximately \$18.62M are general receipts bonds collateralized by a gross pledge basis, of the general receipts of the college, which include the full of every type and character of receipts, excepting only those specifically excluded which are primarily those that are appropriated from the State of Ohio. Debt service for this long-term debt is paid from an annual allocation in the College's Operating fund and from the Development Foundation from funds raised through a capital campaign. The balance of the bonds, nearly \$115.11M, are voted general obligation debt. Debt service for this debt is paid from collections of ad valorem taxes in Franklin County, Ohio.

5) **Interfund Accounts**

All interfund borrowings have been made from current funds and amounts are due currently without interest.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Personnel Information Items.

BACKGROUND INFORMATION:

In accordance with a Board of Trustees resolution approved and adopted at their regular meeting held on October 18, 1978, the President has the authority to make staff appointments to positions which have already been approved by the Board and included in the current budget and to accept faculty and staff resignations.

FOR INFORMATION ONLY

COLUMBUS STATE COMMUNITY COLLEGE

BOARD OF TRUSTEES

INFORMATION ONLY

In accordance with a Board Resolution approved and adopted at a regular meeting held on October 18, 1978, which enables the President to make employee appointments to positions which have already been approved by the Board and included in the current budget, the following persons have been **appointed**.

<u>NAME</u>	<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DATE</u>	<u>SALARY</u>
Cerelia Bizzell	Director, Student Engagement & Belonging	Student Life	9/23/2024	\$86,246
Celi Ramirez	Coordinator	Payroll	9/23/2024	\$60,000
Casimir Hunter	Employee Engagement Coordinator	Employee Experience	9/30/2024	\$50,000
Jaleesa Ivy	Director, Pathways Academic Advising	Advising and Career Services	10/7/2024	\$86,246
Kristin Carpenter	Manager, Talent Development	Organizational Devel. & People	10/28/2024	\$90,000

COLUMBUS STATE COMMUNITY COLLEGE

BOARD OF TRUSTEES

INFORMATION ONLY

In accordance with a Board Resolution approved and adopted at a regular meeting held on October 18, 1978, which enables the President to make employee appointments to positions which have already been approved by the Board and included in the current budget, the following resignations/voluntary cash separation incentives/reductions in force/terminations/retirements have been accepted.

<u>NAME</u>	<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DATE</u>
Constance Nobile	Specialist	Allied Health Professions	9/5/2024
Kelly Weir	Associate Vice President	Business Services	9/6/2024
Akpabio Akpabio	Chairperson	Information Systems Technology	9/12/2024
Ryan Moore	Specialist	Student Central	9/20/2024
Shelley Toale	Coordinator	Facilities Operations	9/30/2024
Celi Ramirez	Coordinator	Payroll	9/30/2024
Rachel Ellis	Specialist	Trio & Special Projects	10/4/2024
Nicole Clark	Academic Office Specialist	Health Professions & Wellness	10/8/2024
Brittany Simmons	Specialist	Advising and Career Services	10/11/2024
Nick Saa	Police Officer	Patrol	10/18/2024
Michelle Kohar	Advisor	Student Central	10/22/2024
Rae Steiner	Records Specialist	Enrollment Services Operations	10/22/2024
Ikea Tucker	Program Coordinator	Admissions	10/23/2024
Andrew Kinder	Grounds/Facilities Technician	Facilities Operations & Mailroom Services	10/24/2024

COLUMBUS STATE

COMMUNITY COLLEGE

Board Meeting Schedule – 2025

COMMITTEE OF THE WHOLE MEETINGS

<u>Date</u>	<u>Time</u>	<u>Location</u>
Friday, January 17, 2025	8:00 a.m.	Franklin Hall Boardroom
Friday, March 21, 2025	8:00 a.m.	Franklin Hall Boardroom
Friday, June 20, 2025	8:00 a.m.	Franklin Hall Boardroom
Friday, July 18, 2025	8:00 a.m.	Center for Workforce Development (Room TBD)
Friday, September 19, 2025	8:00 a.m.	Center for Workforce Development (Room TBD)
Friday, November 14, 2025*	8:00 a.m.	Center for Workforce Development (Room TBD)
Friday, January 16, 2026	8:00 a.m.	Center for Workforce Development (Room TBD)

(Third Friday of odd-numbered months only. Other meetings may be called as needed).

**Adjusted due to scheduling conflict.*

BOARD OF TRUSTEES MEETINGS

<u>Date</u>	<u>Time</u>	<u>Location</u>
Thursday, January 23, 2025	6:00 p.m.	Mitchell Hall Crane Room
Thursday, March 27, 2025	6:00 p.m.	Delaware Campus
Thursday, June 26, 2025	6:00 p.m.	Mitchell Hall Crane Room
Thursday, July 24, 2025	6:00 p.m.	Mitchell Hall Crane Room
Thursday, September 25, 2025	6:00 p.m.	Mitchell Hall Crane Room
Thursday, November 20, 2025*	6:00 p.m.	Mitchell Hall Crane Room
Thursday, January 22, 2026	6:00 p.m.	Mitchell Hall Crane Room

(Fourth Thursday of odd-numbered months only. Other meetings may be called as needed.)

**Adjusted due to scheduling conflict*

Office of the President/vlh