

COLUMBUS STATE

COMMUNITY COLLEGE

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BOARD OF TRUSTEES **COMMITTEE OF THE WHOLE MEETING AGENDA**

Friday, November 14, 2025 | 8:00 AM
Center for Workforce Development, 315 Cleveland Ave.
Room 325

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 President Harrison
5. Approval of Minutes
6. Action Items
 - a. Student Recreation Fee3
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- c. Personnel Information Items79

8. Current Updates

- a. Student Success
- b. Columbus State Foundation
- c. Columbus State Community Partners
- d. Other

9. Executive Session (*if needed*)

10. Adjournment



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Establish Student Recreation Fee

BACKGROUND INFORMATION:

Pursuant to Policy 1-08, the Board of Trustees has the authority to establish schedules of fees and tuition.

The College has developed a proposed partnership with the YMCA of Central Ohio that would create a state-of-the-art YMCA facility on the college's downtown campus that would support student and community wellness, including drop-in childcare for student parents. The College is proposing to create a student Recreation Fee that would establish a dedicated revenue stream to support the development and operation of the Columbus State YMCA.

The proposed fee would start in Autumn Semester 2028 and cost students who take for-credit courses up to \$65 each semester. The fee would be collected for up to 30 years. The fee would not apply to students in College Credit Plus courses, registered apprenticeships, and non-credit workforce programs.

For students subject to the fee, it will support:

- Free unlimited membership to a new YMCA fitness and wellness center that would be built on Columbus State's downtown campus.
- Free "drop in" childcare, of up to five hours, at the Columbus State YMCA once that facility opens, subject to availability.
- Free unlimited membership to all existing YMCA facilities throughout the region and country beginning summer 2026.

Before bringing this proposal to the Board for its consideration, the College conducted a student vote to determine support for the fee. Students who would be subject to the fee overwhelmingly voted in favor of the Columbus State YMCA proposal, with 90.8% supporting the project. The vote was conducted from Sept. 16-Sept. 30, 2025, and 12.3% of eligible voters cast ballots (2,347 out of 19,107 students).

If the Board approves the fee, the College will work with the YMCA of Central Ohio to develop a Columbus State YMCA that will be approximately 55,000 square feet. The building would be owned by Columbus State Community College and managed and operated by the YMCA of Central Ohio. The Columbus State YMCA is expected to open in Autumn 2028, which is also

when the College would begin collecting the new fee.

The fee will fund debt service on the new Columbus State YMCA and also support an administrative fee paid to the YMCA of Central Ohio to support operations of the new facility, including providing drop-in childcare that would be available to Columbus State students at the Columbus State YMCA.

In upcoming meetings, the College will seek the Board's approval of the business relationship between the College and the YMCA of Central Ohio, as well as actions to execute the real-estate development. The College will also seek Ohio Department of Higher Education approval of the arrangement that pledges proceeds of the fee to support debt service and the administrative fee for this project.

RECOMMENDATION:

That the Board approves the establishment of a student Recreation Fee of up to \$65 per semester for up to 30 years that would begin in Autumn Semester 2028. The fee would apply to all students registered for one or more for-credit classes, excluding College Credit Plus (CCP) and apprenticeship (APPL) students.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Naming of Spaces Associated with OhioHealth Hall

BACKGROUND INFORMATION:

Policy No. 1-14 enables Columbus State to name College facilities and units to honor long-term and significant financial contributions to the College, among other reasons. The responsibility and authority for naming a unit or facility shall be that of the Board of Trustees, acting after receiving a recommendation from the Naming Advisory Committee.

The nation's healthcare workforce shortage is being felt acutely in Columbus' rapidly expanding metro area, making collaborative and effective strategies to grow the healthcare talent pipeline more important than ever. Together with industry partners, Columbus State Community College designed a healthcare sector strategy that relies on people, space, and equipment to double enrollment in the health sciences over the next 10 years.

Columbus State is developing a new academic building, OhioHealth Hall, to support this strategy. The Board approved the external naming of the building in March 2025 in recognition of OhioHealth's \$25 million philanthropic investment, which has been placed into an endowment to support operating costs related to this strategy. In June 2025, the Board approved the naming of specific indoor and outdoor spaces associated with OhioHealth Hall in support of the healthcare sector strategy and costs associated with the new building.

In recognition of additional philanthropic contributions to OhioHealth Hall, the Naming Advisory Committee recommends that spaces associated with OhioHealth Hall be named as indicated in Exhibit A.

RECOMMENDATION:

That the Board of Trustees accepts the recommendations of the Naming Advisory Committee, as detailed in Exhibit A, for spaces associated with OhioHealth Hall.

RECOMMENDATIONS OF NAMING ADVISORY COMMITTEE OHIOHEALTH HALL

NEW RECOMMENDATIONS

SPACE	LOCATION	PROPOSED NAME	DONOR	GIFT AMT
Small Student Study Space	1 st Floor	Donica Key Student Study Area	Keith B. Key and Donica Key	\$50,000
Wellness Room	3 rd Floor	Dianne Radigan Wellness Room	Dianne Radigan	\$50,000
Small Meeting Room	3 rd Floor	Tannous Family Meeting Room	Robert Tannous	\$25,000
Phone Room	3 rd Floor	Bank of America Phone Room	Bank of America	\$20,000
Lactation Room	3 rd Floor	Brown-Boyd Lactation Room	Rosetta Brown	\$10,000

PREVIOUSLY APPROVED NAMES

SPACE	LOCATION	PROPOSED NAME	DONOR	GIFT AMT
Building Renaming		OhioHealth Hall	OhioHealth	\$25,000,000
Lobby	1 st Floor	Osteopathic Heritage Foundation Lobby	Osteopathic Heritage Foundation	\$1,500,000
RN Skills Lab	2 nd Floor	Bob and Julie Fowler RN Skills Lab	Adrienne and Jim Fowler	\$250,000
Student Lounge	3 rd Floor	Tracy and David Harrison Student Lounge	Tracy and David Harrison	\$100,000
Event Lawn	External	Elford Event Lawn	Elford, Inc.	\$100,000
South Patio	External	Bill and Trisha Jordan Patio	Bill and Trisha Jordan	\$50,000
North Patio	External	Chenelle Family Patio	Joe and Jen Chenelle	\$50,000
Computer Lab	2 nd Floor	Bright Futures Computer Lab	Anonymous	\$25,000
Meeting Room	2 nd Floor	Moody Nolan Meeting Room	Moody Nolan	\$15,000



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

New Policy 5-20, Faculty Workload and Evaluation

BACKGROUND INFORMATION:

On June 27, 2025, Senate Bill 1 (SB1) – passed by the Ohio General Assembly and signed in to law by the governor – became effective for state institutions of higher education.

Pursuant to Ohio Revised Code 3345.45, the Board of Trustees of each state institution of higher education must adopt a faculty workload policy consistent with standards developed jointly with the chancellor of higher education, as well as a faculty annual performance evaluation policy and a post-tenure review policy.

To address these requirements, the College has adapted and updated existing practices regarding these topics into proposed new Policy 5-20 and related procedures. Pending Board approval, the College will submit New Policy 5-20 to the Ohio Department of Higher Education in compliance with the December 31, 2025, reporting deadline.

RECOMMENDATION:

That, in response to the requirements of Chapters 3345.45, 3345.452 and 3345.453 of the Ohio Revised Code, the Board authorizes the adoption of new Policy 5-20, Faculty Workload and Evaluation, effective November 20, 2025.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY & PROCEDURES MANUAL

FACULTY INSTRUCTIONAL WORKLOAD
AND EVALUATION

Effective Month XX, 20XX

Policy 5-20

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New Policy

(A) PURPOSE

The Ohio Revised Code (R.C.) requires institutions of higher education to establish a policy approved by the Board of Trustees that addresses topics related to faculty instructional workload standards, annual performance evaluation processes and post-tenure review.

This policy must be reviewed by the Board at least every five years.

(B) INSTRUCTIONAL WORKLOAD STANDARDS

- (1) R.C. Section 3345.45 requires standards for instructional workloads for full-time and part-time faculty in keeping with the institutions' missions and with special emphasis on the undergraduate learning experience.
- (2) Columbus State must adhere to the following standards for faculty workloads that will be consistent across public community colleges in Ohio for faculty whose principal appointment is in associate degree department/program, with no, or limited, baccalaureate activity:
 - (a) Full-time faculty should have undergraduate teaching as their major responsibility. Some faculty may have unique institutionally assigned administrative responsibilities in addition to professional development and service as part of their workload expectations.
 - i. Faculty with institutionally designated responsibilities are expected to devote at least 75 percent of their total workload to teaching related activities.
 - ii. Other faculty are expected to devote at least 80 percent of their total workload to teaching related activities, with the remaining devoted to professional development and service.
 - (b) Part-time faculty include those persons appointed to carry out instructional responsibilities dictated by enrollment demand or by special needs of an academic unit. Because their primary responsibility is teaching, part-time faculty are not usually expected to engage in other duties. Like all faculty, they are expected to fulfill all teaching obligations, including meeting all

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FACULTY INSTRUCTIONAL WORKLOAD
AND EVALUATION

Effective Month XX, 20XX

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sessions of assigned classes, preparation for the classes, timely grading of assignments and examinations, and maintaining of office hours or another method of permitting students in their classes to meet with them. The actual assignment of instructional responsibilities for a part-time faculty member will be determined by contractual agreement with the College.

- (c) For faculty with responsibilities that differ from those given in the preceding sections — including but not limited to academic administrators, faculty with special institutional assignments, research faculty, and faculty with significant time funded by external grants — teaching assignments should be determined by the appropriate academic officer subject to the approval of the chief academic officer.

(C) ANNUAL PERFORMANCE EVALUATIONS

- (1) R.C. Section 3345.452. requires a faculty annual performance evaluation policy.
- (2) The College shall conduct an annual evaluation for each full-time faculty member who it directly compensates. The College shall provide an appeals process for faculty to appeal the final evaluation.
- (3) The evaluation shall be comprehensive and include standardized, objective, and measurable performance metrics for each of the following areas that the faculty member has spent at least 5 percent of their annual work time on over the preceding year:
 - (a) Teaching;
 - (b) Research;
 - (c) Service;
 - (d) Clinical care;
 - (e) Administration;
 - (f) Other categories, as determined by the College.

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- (4) The evaluation shall include a summary assessment of the performance areas listed in Section (C)(3) including the parameters "exceeds performance expectations," "meets performance expectations," or "does not meet performance expectations."
- (5) Per R.C. Section 3345.451, a written system of student evaluations of faculty members shall account for at least 25 percent of the teaching component of the annual performance evaluation.
 - (a) The College shall include in its student evaluations the minimum set of standard questions developed by the chancellor of higher education.
- (6) Annual performance evaluations shall be conducted by the department chairperson or appropriate administrator, reviewed and approved or disapproved by the dean, and submitted to the chief academic officer for review. If there is disagreement between the chairperson and dean, the chief academic officer shall have final decision authority.

(D) POST-TENURE REVIEW

- (1) R.C. Section 3345.453 requires a post-tenure review policy.
- (2) The College shall conduct a post-tenure review if a tenured faculty member:
 - (a) Receives a "does not meet performance expectations" evaluation within the same evaluative category for a minimum of two of the past three consecutive years on the faculty member's annual performance evaluation; or
 - (b) Maintains tenure after a post-tenure review and then receives an additional "does not meet performance expectations" assessment on any area of the faculty member's annual performance evaluation in the subsequent two years; or
 - (c) Has a documented and sustained record of significant underperformance outside of the faculty member's annual performance evaluation. In such a case, the department chairperson, dean, or chief academic officer may seek an immediate and for cause post-tenure review. For this purpose, for cause

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AND EVALUATION

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shall not be based on a faculty member's allowable expression of academic freedom as defined by the College or Ohio law.

- (3) The College's post-tenure review due process period, from beginning to end, shall not exceed six months, except that a one-time two-month extension may be granted by the president.
- (4) The College shall determine, after a post-tenure review, whether administrative action is warranted. Administrative actions may include censure, remedial training, corrective action in accordance with Policy 3-32, or for-cause termination as detailed in Policy 5-19, as well as any other action permitted by the corrective action process contained in the College's collective bargaining agreement with the Columbus State Education Association.
 - (a) The College shall provide an appeals process for tenured faculty whose post-tenure review process results in a recommendation for corrective action, consistent with the College's collective bargaining agreement with the Columbus State Education Association.
- (E) The President may establish procedures to administer this policy.

New Policy: Approved by the Board of Trustees: November xx, 2025



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Revisions to Policy 3-30, Separation from Employment

BACKGROUND INFORMATION:

On June 27, 2025, Senate Bill 1 (SB1) – passed by the Ohio General Assembly and signed in to law by the governor – became effective for state institutions of higher education.

Pursuant to Ohio Revised Code 3345.454, the Board of Trustees of each state institution of higher education must adopt a policy on faculty retrenchment. As defined by law, “retrenchment” means a process by which a state institution of higher education reduces programs or services, thus resulting in a temporary suspension or permanent separation of one or more institution faculty, to account for a reduction in student population or overall funding, a change to institutional missions or programs, or other fiscal pressures or emergencies facing the institution.

To address these requirements, the College has revised Policy 3-30, incorporating the College’s existing practices into policy. Pending Board approval, the College will submit revised Policy 3-30 to the Ohio Department of Higher Education in compliance with the December 31, 2025, reporting deadline.

RECOMMENDATION:

That, in response to the requirements of Chapter 3345.454 of the Ohio Revised Code, the Board approves the revisions to Policy 3-30, Separation from Employment, effective November 20, 2025.

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POLICY AND PROCEDURES MANUAL

NON-DISCIPLINARY SEPARATION
FROM EMPLOYMENT

Effective ~~March 28, 2013~~

Policy No. 3-30

Page 1 of 1

- (A) Employees may resign their employment with the college.
- (B) Employees may separate their employment with the college by retirement.
- (C) Employees are ordinarily separated from employment with the college at the expiration of a contract, grant, or temporary assignment.
- (D) Employees may be separated from employment with the college due to a layoff, reduction in workforce, or position elimination.
- (E) Faculty members may be separated from employment through a retrenchment process in which the College reduces programs or services to account for a reduction in student population or overall funding, a change to institutional missions or programs, or other fiscal pressures or emergencies facing the institution.
 - (1) A decision to reduce full-time faculty, either through reduction in force, discontinuing a program, or discontinuing a department, will be made by the College after consultation with faculty in the affected department/division and the Columbus State Education Association (CSEA), in accordance with the collective bargaining agreement between the College and CSEA.
- (F) ~~(E)~~ Final paychecks will be processed in accordance with Procedure No. 3-30 (F).
- (G) ~~(F)~~ The Board of Trustees will be notified of all employee separations of employment from Board approved positions.
- (H) This policy must be reviewed by the Board of Trustees at least every five years.
- (I) The President may establish procedures to administer this policy.

Last Effective Date: March 28, 2013, April 15, 1999

*Revised Policy (Approved by the Board of Trustees 3-28-13)

clh



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Review of Policy 5-19, Promotion and Tenure

BACKGROUND INFORMATION:

The Ohio General Assembly passed Senate Bill 1 (SB1), and the governor signed it into law, with an effective date of June 27, 2025.

Pursuant to Ohio Revised Code 3345.45, the Board of Trustees of each state institution of higher education must “review the institution's policy on faculty tenure and update that policy to promote excellence in instruction, research, service, or commercialization, or any combination thereof.”

Policy 5-19 and related procedures address the College's approach to promotion and tenure.

FOR INFORMATION ONLY

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PROMOTION AND TENURE

Effective November 17, 2022

Policy 5-19

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- (A) The purpose of promotion and tenure is to ensure academic excellence, reward service and contributions, and retain the College's most valued faculty. Tenure assures faculty members continued employment with dismissal only for just cause or a reduction in the number of faculty required to deliver the College's academic programs.
- (B) The College employs a four-tier faculty ranking system of Instructor, Assistant Professor, Associate Professor and Professor. Tenure is conferred with the candidate's first promotion, usually to the rank of Assistant Professor, although this may differ based on initial placement in rank upon hiring.
- (C) At time of hire, faculty are assigned the rank of Instructor. Under unusual circumstances, a faculty member may be appointed outside the rank of Instructor with the approval of the President and in accordance with Article 38 of the CSEA Bargaining Agreement and in accordance with Procedure 5-19 (D).
- (D) Tenure is granted after the completion of an appropriate evaluation of each faculty member's work, as defined in Procedure 5-19 (D), and upon the approval of the Board of Trustees.
- (E) Full-time tenure-track faculty members are eligible to receive tenure after seven semesters of qualifying full-time tenure-track service as defined below:
 - (1) Qualifying service includes autumn and spring semesters. Summer term is not considered qualifying service although work completed during this term may be presented as evidence of academic excellence, service, and contributions.
 - (2) Faculty members who resign and later return to Columbus State Community College shall receive no years of past service credit toward tenure eligibility.
 - (3) No more than one year of service credit will be granted for employment during any one fiscal year.
 - (4) Faculty who are granted tenure and the first promotion will accrue the benefits of that rank at the beginning of the next autumn semester.
 - (5) All persons granted tenure before the acceptance of this policy shall continue to be tenured according to the rights and privileges of this policy.
- (F) Regardless of placement into rank at hiring, faculty members are required to apply for tenure in their fourth year of full-time tenure-track employment with the College. A faculty member may petition the dean of the division for a one-time delay of one year in application for tenure due to circumstances in the third or fourth year of full-time tenure-track employment. Such circumstances must have a demonstrable negative

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PROMOTION AND TENURE

Effective November 17, 2022

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impact on the faculty member's ability to perform duties required for tenure or to complete the portfolio for tenure. The petition must be submitted in writing to the Dean no later than October 1 of the fourth year.

- (G) A candidate not awarded tenure may elect to seek due process through the appeal process provided for in this policy. Such action precludes the faculty member from pursuing other forms of due process provided by College policy.
- (H) A faculty member who is not awarded tenure will be terminated at the completion of the academic year in which tenure and the first promotion was considered.
- (I) Tenure will be terminated in the following situations:
 - (1) A tenured person has submitted their resignation.
 - (2) If a tenured faculty member has been placed on layoff due to a reduction in faculty, the faculty member will retain tenure if recalled for employment within two years of the layoff. If a tenured faculty member is recalled at any time and voluntarily refuses recall, tenure will be terminated at that time. If a tenured faculty member is not recalled within the two-year period, tenure will be terminated at the end of the second year. If a tenured faculty member is laid off, it is the faculty member's responsibility to notify the Human Resources Department in writing of any changes in address and/or telephone number.
 - (3) For just cause, which shall include but is not limited to, the following:
 - (a) Serious violations of important College policies such as harassment, discriminatory language or behavior, sexual harassment/sexual violence, academic misconduct and conflict of interest.
 - (b) Any behavior that presents imminent serious threat to the health, welfare, or safety of College employees, students or others in the campus community or to College property.
 - (c) Serious insubordination (i.e., willful disregard of direction by supervisor except as permitted by law).
 - (d) Unlawful possession or distribution of illicit drugs or controlled substances on campus.
 - (e) Illegally bringing or bearing firearms or other lethal weapons/devices on campus.

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PROMOTION AND TENURE

Effective November 17, 2022

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- (f) Intentional falsification of College records.
 - (g) Serious misuse or misappropriation of College equipment, materials, funds, or other resources.
 - (h) Job abandonment (i.e., no call-no show for three consecutive, scheduled workdays).
 - (i) Conviction of a felony that negatively impacts either the College or the ability of the faculty member to perform their responsibilities.
- (J) Full-time tenure-track faculty members are eligible to receive second and third promotions any time after seven semesters of qualifying full-time tenure-track service in rank as defined below:
 - (1) Qualifying service includes autumn and spring semesters. Summer term is not considered qualifying service although work completed during this term may be presented as evidence of academic excellence, service and contributions.
 - (2) No more than one year of service credit will be granted for employment during any one fiscal year.
 - (3) Faculty who are granted promotion will accrue the benefits of that rank at the beginning of the next autumn semester.
 - (4) All persons granted promotions before the acceptance of this policy shall continue in that rank according to the rights and privileges of this policy.
- (K) A candidate not awarded a promotion may elect to seek due process through the appeal process provided for in this policy. Such action precludes the faculty member from pursuing other forms of due process provided by College policy.
- (L) After a faculty member has received tenure, further promotion in rank is not a condition of employment.
- (M) Unsuccessful candidates for promotion in any given year may reapply for promotion during any succeeding year without prejudice or negative inference from the previous denial.
- (N) All proceedings and decisions related to promotion and tenure process shall be held in confidence and made available only to those persons involved in the process.
- (O) The President will adopt and implement procedures for the following:

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PROMOTION AND TENURE

Effective November 17, 2022

Policy 5-19

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- (1) Initial placement in rank.
 - (2) The presentation of a faculty member's work for the promotion and tenure process.
 - (3) The evaluation of a faculty member's work by peers and administrators.
 - (4) The timeline for submissions and evaluations.
 - (5) The composition and tasks of Promotion and Tenure Review Committees.
 - (6) The composition and tasks of the Promotion and Tenure Appeals Committee.
- (P) If for any reason the President determines that there is an issue with the implementation of this policy and related procedures, the President, in consultation with the Senior Vice-President for Academic Affairs and CSEA, may take whatever steps are deemed appropriate to ensure the proper functioning and integrity of the procedures. Such issues might include, but are not limited to, paid or unpaid leaves of absence (due to illness, military duty, jury duty, parental leave, etc.) or catastrophic events (fire, flood, death in the family, etc.). A request for special consideration should be made in a timely manner, and documentation of the situation (if available) should be provided.

Previous Effective Date: August 31, 2015



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Revised Plan to Establish an American Civics Education Course

BACKGROUND INFORMATION:

In September 2025, the Board approved the College's plan to establish a course in American civic literacy. Based on Ohio Department of Higher Education feedback, the College has subsequently revised Section 4 to match Ohio Revised Code. ODHE indicates that Board approval is needed of the revised plan.

The Ohio General Assembly passed Senate Bill 1 (SB1), and the governor signed it into law, with an effective date of June 27, 2025. The new law establishes provisions of Chapter 3345.382 of the Ohio Revised Code that require each state institution of higher education to "develop a course with not fewer than three credit hours in the subject area of American civic literacy."

By law, the course must be a requirement for all students graduating with bachelor's degrees by spring semester 2030. Columbus State currently offers one bachelor's degree (a bachelor's degree in nursing). In addition, the college prepares many students who intend to transfer to four-year institutions to complete a bachelor's degree.

SB1 specifies the following required readings and that students pass an end-of-course cumulative final examination demonstrating proficiency in these readings:

- The entire Constitution of the United States;
- The entire Declaration of Independence;
- A minimum of five essays in their entirety from the Federalist Papers.
- The entire Emancipation Proclamation;
- The entire Gettysburg Address;
- The entire Letter from Birmingham Jail written by Dr. Martin Luther King Jr;
- The writings of Adam Smith, including a study of the principles written in The Wealth of Nations.

The College is planning several courses to meet this requirement, including modifying an existing Intro to American Government course into POLS 1101 Intro to American Government and Civic Literacy. Pending all needed approvals, the course would launch in Spring Semester 2027.

RECOMMENDATION:

That, in response to the requirements of provisions of Chapter 3345.382 of the Ohio Revised Code, the Board approves the College's revised plan to establish a course in American civic literacy, as described in the attached document.



AMERICAN CIVIC LITERACY PLAN
REQUEST FOR APPROVAL

State institutions of higher education shall develop a plan, approved by the institution's board of trustees, to offer a course in American civic literacy pursuant to [ORC Section 3345.382](#). Submit this form, along with supporting documents, to SB1@highered.ohio.gov.

The course shall comply with the criteria, policies, and procedures established under [ORC Section 3333.16](#). For approval of an American civic literacy course, complete the American Civic Literacy Course | Request for Approval form.

OVERVIEW

Name of Institution of Higher Education:

Columbus State Community College

Date of Submission:

September 30, 2025 *(Revised November 5, 2025)*

Primary Institutional Contact for This Request:

Name	Jeffrey Akers
Title	Senior Director of Curriculum Management / Registrar
Phone number	614-287-5040
E-mail	jakers8@csc.edu

Date the institution's Board of Trustees adopted the plan (attach the resolution as an appendix):

September 25, 2025 *(Revised January 22, 2026)*

SECTION 1: CURRICULUM

1.1 Describe where the American civic literacy designated course(s) fits into the curricula (i.e., general education required course, general education optional course, major required course, elective course, etc.).

- 1) Columbus State faculty will develop several courses that meet the Civics Literacy requirement. This plan describes POLS 1101, which will be a General Education course that meets the Social & Behavioral Sciences requirement in the OT-36.
- 2) Under the requirements of ORC 3345.382, Columbus State will develop a selection of Civics literacy courses that meet the requirement for the Nursing baccalaureate major and will be strongly

suggested for all students transferring to a four-year institution. As such, POLS 1101 is one of the courses that will satisfy the requirement.

- 3) For all other academic programs, any one of the Civics Literacy courses will serve as an elective that fulfills one of the OT-36 categories. In this case, POLS 1101 will fulfill a Social & Behavioral Sciences requirement.

SECTION 2: STUDENT SUCCESS

2.1 Provide a plan for students that do not pass the cumulative final examination at the conclusion of the course that assesses student proficiency of the documents listed in division (B) of [ORC Section 3345.382](#), if applicable.

At the conclusion of any Civics Literacy course, students will have two attempts to successfully complete a cumulative final exam. For POLS 1101, the first attempt will be given during the last week of regular instruction. For those students not passing the exam during the first attempt, they will have a second attempt with a different version of the exam during finals week. These students will be offered an opportunity to attend a virtual webinar with political science faculty to prepare them for their second exam attempt. A recording of the webinar will be made available for those students unable to attend.

Students not successfully completing the exam after two attempts may be given an “incomplete grade” to complete additional coursework to prepare them for successful completion of the exam. This will be done during the first four weeks of the succeeding semester.

Alternatively, students may choose to retake the course at a later time.

SECTION 3: APPLICABILITY

3.1 Describe how the institution will ensure students who graduate with a bachelor’s degree in the spring semester of the 2029-2030 academic year, and after, will meet the requirements to complete the course, if applicable.

Columbus State will select appropriate OT-36 courses to modify for Civics Literacy Compliance. In this case, faculty will modify the existing POLS 1100 Intro to American Government course (OT36 - 3 credits) to POLS 1101 Intro to American Government and Civic Literacy. POLS 1101 will meet the OT36 requirements for POLS 1100 and the ORC 3345.382 curriculum requirements for an American Civic Literacy course. The following curriculum additions to POLS 1100 will be made to create POLS 1101:

1. A unit focusing on the American economic system and capitalism, including a study of the principles written in *The Wealth of Nations* by Adam Smith.
2. Reading assignments that require students to read the following in their entirety:
 - a. U.S. Constitution;
 - b. The Declaration of Independence;
 - c. 5 Federalist Papers essays;

- i. No. 10 – Political Factions
 - ii. No. 39 – Federalism
 - iii. No. 51 – Separation of Powers/Checks & Balances
 - iv. No. 70 – Single Executive
 - v. No. 78 – Role of the Federal Judiciary/Judicial Review
 - d. The Emancipation Proclamation;
 - e. The Gettysburg Address;
 - f. The Letter from Birmingham Jail by Dr. Martin Luther King Jr;
 - g. Selected writings of Adam Smith.
3. A cumulative final exam that assesses student proficiency about the reading assignments listed above, with a requirement that the student receives a passing score on the exam.

This is the model for how an existing course can be updated for Civics Literacy Compliance. Upon approval, POLS 1101 will be added to all the appropriate Columbus State systems (e.g., course catalogue, course schedule, programs of study, etc.) as meeting graduation requirements for both the Social & Behavioral Sciences category and the American Civic Literacy requirement. Applicable degree programs, such as the Bachelor of Science in Nursing, will be modified to include a 3+ credit hour American Civic Literacy course as a degree requirement.

SECTION 4: EXEMPTION

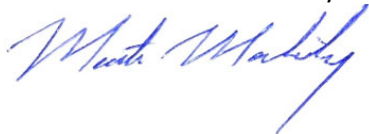
4.1 Pursuant to ORC 3345.382, the boards of trustees of each institution of higher education shall adopt a resolution specifying the conditions under which the state institution's president or designee may exempt a student under division (D)(3) of this section. Attach the resolution as an appendix, if applicable.

The President of Columbus State, or designee, shall have the discretion to exempt students from the American Civic Literacy requirements if they successfully complete one of the following:

- 1. A Chancellor-approved College Credit Plus (CCP) course that satisfies the SB1 law's course content requirements;
- 2. A Chancellor-approved Advanced Placement (AP) course and exam that satisfy the ORC 3345.382's course content requirements, and the student receives a score of three or higher on the exam;
- 3. At least three credit hours, or the equivalent, in a course in the subject area of American history or American government college course which includes the study of the documents described in divisions (B)(1) to (7) of this section. Division (D)(3) of section does not apply after the 2030-2031 academic year.

SECTION 5: VERIFICATION AND SIGNATURE

Columbus State Community College verifies that the information provided is truthful and accurate.



Dr. Martin Maliwesky
Senior Vice-President, CAO – Office of Academic Affairs



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Revisions to Policy 13-12, Space Use (formerly known as Public Use of College Grounds)

BACKGROUND INFORMATION:

Policy No. 13-12 was established in September 2013 and last revised in 2021. The policy promotes the free exchange of ideas and the safe and efficient operation of the College:

The revised policy clarifies various elements, including the:

- Space reservation process
- Designated hours
- Limitation on event types
- Enforcement practices
- Prohibition on interference with campus activities
- Discretionary authority
- Viewpoint neutrality

RECOMMENDATION:

That the Board of Trustees accepts the revisions to Policy No. 13-12, Space Use, as presented, with an effective date of November 20, 2025.

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~~PUBLIC USE OF COLLEGE GROUND~~ SPACE USE

Effective: XX/XX/XXXX

Policy 13-12

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(A) PURPOSE

The purpose of the policy is to promote the free exchange of ideas and the safe and efficient operation of the College by:

- (1) Fostering free speech, assembly and other expressive activities on Columbus State property by all persons, whether or not they are affiliated with the College.
- (2) Maintaining an appropriate educational and work environment for all persons present on College property including, but not limited to, students, faculty, employees, customers and visitors.
- (3) Maintaining the personal security of all persons present on College property and protecting Columbus State property and persons present on College property.

The College recognizes the constitutional freedoms guaranteed by the United States and Ohio Constitutions including freedom of speech, press and assembly. The College also recognizes the need to preserve and protect Columbus State property, students, guests and employees, and to ensure the effective operation of educational, business and related activities of the College.

Expressive activities on College property may be subject to reasonable regulation with regard to the time, place and manner of the activities. Columbus State employees will not consider the content of expressive activities when enforcing this policy. No policy can address every possible activity or situation that may occur on College property and Columbus State reserves the right to address such situations as circumstances warrant.

~~This policy does not apply to use of College facilities and grounds for official events sponsored by Columbus State. Expressive activities carried out under this policy shall not be considered to be speech made by, on behalf of or endorsed by the College. This policy supersedes any provisions in any other earlier adopted College policies that address similar or overlapping issues such as use of outdoor spaces.~~

(B) OUTDOOR AREAS OF CAMPUS GENERALLY AVAILABLE FOR USE

(1) General Access

Any person or group may use, without prior notification, any publicly accessible outdoor area of the College's Columbus campus or Delaware campus except parking lots, garages and driveways. Federal, state and local laws will be

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~~PUBLIC USE OF COLLEGE GROUND SPACE USE~~

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enforced as applicable. The use of walkways or other common areas may not block the free passage of others or impede the regular operation of the College.

Use of general access areas may include speaking, non-verbal expression, distributing literature, displaying signage and circulating petitions. There is no limit to the number of times a month a person or group may access those areas.

During work and class hours or if the area is currently in use for an official Columbus State event, sound amplification ~~may be restricted if it unreasonably interferes with College operations or noise ordinances are violated~~ is prohibited unless approved as part of a space use reservation or as part of an official Columbus State event.

(2) Leased Facilities ~~Regional Learning Centers~~

The College's Regional Learning and Accelerated Training Centers are leased facilities and not owned by Columbus State. ~~Regional Learning Center~~ These facilities generally do not include any outdoor space leased or controlled by the College. Therefore, no publicly-accessible outdoor areas are available for use under this policy. Where any outdoors space is controlled by the College, this policy applies.

(3) Large Groups

Except in circumstances described below, any person or group whose use of an outdoor area is expected or reasonably likely to have more ~~than 100~~ than fifty (50) people must notify the College's Office of Conference & Event Services ~~Police Department~~ at least ~~two-five~~ (25) business days before the day of the expressive activity. Any person or group whose use of an outdoor area is expected or reasonably likely to have more than two hundred (200) people must notify the College's Office of Conference & Event Services at least ten (10) business days before the day of the expressive activity, including The person or group organizing the expressive activity must provide information as to the specific location to be used for the event, the estimated expected number of persons, and the name and contact information of at least one person who can be contacted regarding logistics of the event, which shall include at least one person who will be personally present. Security and clean-up costs will ~~not~~ be charged to the person or group, subject to the College's operational and viewpoint neutral discretion.

Prior notice is necessary to ensure sufficient space for the large group event, that the

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~~PUBLIC USE OF COLLEGE GROUND SPACE USE~~

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large group event does not conflict with any other scheduled use of the outdoor space and that sufficient Columbus State resources are available for crowd control and security. If such advance notice is not feasible because of circumstances that could not be reasonably anticipated, the person or group shall provide the College with as much advance notice as circumstances reasonably permit

(C) ~~STUDENT USE~~ SPACE RESERVATION PROCESS

In addition to the general right of access to outdoor areas of campus described above, any employee, student or student organization may seek to reserve the use of specific outdoor areas by contacting the College's Office of Conference & Event Services ~~Office of Student Engagement and Leadership~~. The College may prioritize official College events and academic uses over non-college sponsored events. Unless space is reserved as an official College event, the request for a space reservation shall be treated as a non-college sponsored event.

Any request by a student or student organization to reserve such area or space shall be made ~~at least one (1) business day prior to the event~~ according to the College's space reservation process. ~~Requests will be granted unless it would conflict or interfere with a previously scheduled event or activity or violate this policy.~~

Reservations are non-transferrable. The College may relocate or reschedule events when required by safety, weather, grounds, conditions, or maintenance needs, with reasonable notice when practicable. ~~A student or student organization that has reserved a specific area or space under this policy will have priority over any other persons seeking to use the area or space during the scheduled time period.~~ Any decision denying a request shall be promptly communicated in writing to the requester and include the basis for the denial. The content of the anticipated speech or other expressive activity shall not form the basis for a denial.

(D) KIOSKS

Columbus State provides outdoor kiosks for the purpose of posting materials in public spaces. Due to the limited space available, posted material may be no larger than 8 ½ x 11 inches and will be removed on the first and fifteenth of every month. Posted materials may not physically cover other materials previously posted on the kiosks.

(E) DESIGNATED HOURS

The President shall designate or restrict hours for expressive activities on College property. The President may alter these designated or restricted hours based on

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unforeseen circumstances, including, but not limited to safety concerns, weather conditions, operational needs, or other events that significantly impact campus functioning. After-hours events require approval and may be confined to a single 24-hour period. Expressive activities may not occupy the same or adjacent spaces on consecutive days and may not be primarily focused on outside or inside habitation.

(F) ~~(E)~~ PROHIBITED ACTIVITIES

- (1) Any event or activity that disrupts the ability of the College to effectively and peacefully teach students, provide client services or conduct any other business and support operations. Examples include, but are not limited to, excessive noise, impeding vehicle or pedestrian traffic and conduct otherwise unlawful.
- (2) Conduct that constitutes harassment. For purposes of this policy, “harassment” means unwelcome conduct that is so severe, pervasive and objectively offensive that it effectively denies an individual access to the individual’s education program or activity.
- (3) Activity that may damage College property. Prohibited actions include, but are not limited to, driving stakes or poles into the ground, hammering nails into buildings and attaching anything to sidewalks, paved areas or any part of any building, structure or fixture (except designated kiosks).
- (4) Distribution/solicitation by placing any material on vehicles in the parking lots or garages.
- (5) Leaving trash, litter, materials or pollutants in any area.

(6) Limitations on Event Types

To preserve the College’s educational mission and avoid competition with local facilities designed for social, religious, and commercial events, the following types of functions, meetings, or activities are not permitted on College property:

- a) Social functions, such as weddings, parties, and banquets, except those sponsored, co-sponsored, or benefiting recognized student, faculty, or staff organizations or the College itself.
- b) Religious services, or events where religious services constitute a substantial portion of the program.

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- c) Events involving gambling, including charitable fundraisers that involve games of chance. Exceptions may be granted for recognized student, faculty, or staff organizations with prior written approval from the President (or designee), such as lawful raffles.
- d) Commercial ventures or proprietary functions intended to generate profit for individuals, groups, or companies, unless sponsored or co-sponsored by the College. This prohibition applies even if the event is affiliated with a recognized College organization.
- e) Events requiring food or refreshments supplied by anyone other than the College's contracted food service provider, unless prior written consent is obtained from the College.

(G) ~~(F)~~ ENFORCEMENT

All persons on College property must follow College policy and procedure and state law. When feasible, officials will advise individuals to cease prohibited conduct before requesting law enforcement intervention, except where behavior threatens health, safety, or property. Violations may result in the removal from property, sanctions/discipline (for students/employees), or arrest.

~~The Police Department and local law enforcement shall enforce the provisions of this policy.~~

~~Any person who violates Section E of this policy may be subject to an order to leave College property. Employees in violation of this policy may be subject to discipline, up to and including termination.~~

(H) INTERFERENCE WITH CAMPUS ACTIVITIES ~~DISPUTE RESOLUTION~~

The College reserves the right to deny facilities use where proposed activity would interfere with instructional, administrative, or operational activities; pose unreasonable risk of damage to property; or require security and/or resources disproportionate to the College's scale.

~~Any person or recognized student organization who believes unlawful, unreasonable or arbitrary limitations have been imposed on any of their speech or~~

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~~PUBLIC USE OF COLLEGE GROUND SPACE USE~~

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~~other expressive activities under this policy may file a complaint with the Legal Office.~~

(I) DISCRETIONARY AUTHORITY ~~The president may establish procedure(s) to administer this policy.~~

The President is authorized to deny requests when the use would materially impair the College's educational mission or public safety obligations. Denials under this policy must be documented in writing with reference to specific operational and/or safety concerns.

(J) VIEWPOINT NEUTRALITY AND COSTS

All decisions under this policy are content- and viewpoint neutral. Security assessments and any other cost allocations are based on objective factors (including, but not limited to: size, location, time, and special safety needs), not the viewpoint or anticipated content of expression.

(K) COMPLAINT PROCESS

The College has adopted a complaint process for individuals or organizations to address complaints alleging violations of this policy or retaliation based on the exercise of protected activities. Individuals or organizations shall submit any complaints alleging violations of this policy according to the process contained in Procedure 13-15 (C). See Free Speech Policy 13-15 for additional information.

(L) The President may establish procedures to administer this policy including definitions, space designations, use restrictions, and space reservation process.

Last Effective Date: September 19, 2013



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Adoption of FY25 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. Columbus State's report is due to the Ohio Department of Higher Education by Nov. 21, 2025. 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 FY25 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 three sections: Efficiency and Effectiveness, Academic Practices, and Additional Practices.

RECOMMENDATION:

That the Board adopt the College's FY25 Efficiency Report as attached.

COLUMBUS STATE

COMMUNITY COLLEGE

November 21, 2025

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 FY25 efficiency report, as required per section 3333.95 of the Ohio Revised Code. The attached report was approved by the Columbus State Board of Trustees on November 20.

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 focus on opening open doors of opportunity for our students and promoting economic prosperity throughout the region.

Creative partnerships are a critical component in Columbus State's efficiency strategy. Recently announced partnerships with the YMCA of Central Ohio and The Ohio State University build on our work with the City of Columbus, Columbus City Schools, and I Know I Can to launch Columbus Promise. Our expanded partnerships reflect our ongoing commitment to create opportunities for Ohioans in a cost-effective manner.

The new Ohio State partnership, called Buckeye Bridge, will provide eligible Columbus State graduates with a tuition-free path to finish their bachelor's degree at Ohio State. Starting in Autumn 2026, associate degree graduates who are Ohio residents and have an adjusted gross income of \$100,000 or less will be eligible to participate in Buckeye Bridge.

This program has enormous potential. More than 1,000 students per year already transfer from Columbus State to Ohio State, the largest transfer partnership in the state. Buckeye Bridge promises to increase that number as the college and university build on their long-established transfer pathways.

Columbus State is also partnering with the YMCA of Central Ohio to address non-academic barriers that affect students, particularly access to affordable child care. The proposed partnership seeks to create a YMCA on the Columbus State campus that will offer recreational and wellness activities as well as drop-in childcare for students who are parents.

Office of the President

550 East Spring Street • PO Box 1609 • Columbus, Ohio 43216-1609 • csc.edu

As you will see in the attached FY25 efficiency report, Buckeye Bridge and the Columbus State YMCA are just the latest examples of innovative partnerships and a proactive approach to grants and philanthropy at Columbus State.

Please contact me if you have any questions.

Thank you,

A handwritten signature in black ink that reads "David T. Harrison". The signature is fluid and cursive, with a small upward tick at the end of the last name.

David T. Harrison
President



FY25 Efficiency Reporting Template

Introduction:

Ohio Revised Code section 3333.95 requires the chancellor of the Ohio Department of Higher Education (DHE) to maintain an “Efficiency Advisory Committee” that includes an “efficiency officer” from each state institution of higher education (IHE). Each IHE must then provide an “**efficiency report**” updated annually to DHE, which is compiled by the chancellor into a statewide report shared at year end with the governor and legislature. The committee itself meets at the call of the chancellor.

There are a number of topics that are required to be addressed per the Ohio Revised Code. Specifically, ORC Section 3333.951(C) requires IHEs to report on their annual study to determine the cost of textbooks for students enrolled in the institution. ORC 3333.951(B) requires Ohio’s co-located colleges and universities to annually review best practices and shared services and report their findings to the Efficiency Advisory Committee. ORC 3345.59(E) requires information on efficiencies gained as a result of the “regional compacts” created in 2018.

The reporting template also requests information regarding college debt and debt collection practices, among other things.

Your Efficiency Report Contact: **Alex Penrod**, Special Assistant to the Chancellor for External Affairs, 614-995-7754 or apenrod@highered.ohio.gov. Please provide your institution’s efficiency report by **Friday, November 21, 2025** via email.



As in previous years, the Efficiency Reporting Template is structured into the following sections:

- **Section I: Efficiency and Effectiveness** – This section captures information on progress made from strategic partnerships and practices that are likely to yield significant savings and/or enhance program offerings.
- **Section II: Academic Practices** – This section covers areas more directly related to instruction, with an emphasis on actions taken to reduce the costs to students of textbooks, including the options of Inclusive Access and Open Educational Resources.
- **Section III: Additional Practices** – This section requests information about ways to create efficiencies that have not been captured in the previous sections.

For purposes of this report, efficiency is defined on a value basis as a balance of quality versus cost:

- Direct cost savings to students (reducing costs)
- Direct cost savings to the institution (reducing costs)
- Cost avoidance for students (reducing costs)
- Cost avoidance to the college/university (reducing costs)
- Enhanced advising, teaching (improving quality)
- IP commercialization (improving quality)
- Graduation/completion rates (improving quality)
- Industry-recognized credentials (improving quality)
- Experiential learning (improving quality)

These are examples only. Please consider your responses to address broader measures of efficiency, quality, cost and value. Please also note that this is only a template. Feel free to respond in any additional way you believe is helpful.



Columbus State Community College FY25 Efficiency Report

Section I: Efficiency and Effectiveness

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.

1. 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?

Columbus State Community College continues to utilize its internal Instructional Cost Model (ICM) to allocate a representative share of institutional revenues and expenditures across courses and sections. The model incorporates key performance metrics including instructional and indirect costs, tuition revenue, subsidy, and average class size. In addition to the ICM, the College reviews financial and operational data from the Integrated Postsecondary Education Data System (IPEDS) Data Feedback Reports, the National Community College Benchmark Project (NCCBP), and the State of Ohio's SB 6 financial ratio analysis. Benchmarking analyses, comparative salary and staffing studies, and cost-per-FTE trend data provide additional perspectives on institutional efficiency and the balance of resources between instructional and administrative functions.

2. How is such data utilized by your institution? Please summarize and provide an overview of your performance based on each measure.

The data collected and analyzed through these mechanisms inform academic program review, institutional resource planning, and annual budget development processes. Columbus State uses the ICM to assess instructional cost structures and to ensure alignment of academic offerings with enrollment demand, student success priorities, and fiscal sustainability.

The College's IPEDS benchmarking results continue to show that Columbus State's costs per FTE remain below the median of its peer comparison group. The College's SB 6 composite score has consistently exceeded 4.0 on a 5-point scale, reflecting strong



fiscal stewardship, sound reserves, and prudent management of operating resources. These outcomes demonstrate that the College maintains a high level of financial strength while continuing to invest in student success initiatives, academic quality, and support services that address both academic and non-academic needs.

Through these ongoing benchmarking efforts, Columbus State ensures that financial resources are deployed efficiently and effectively in direct support of its mission to educate and inspire students, providing them the opportunity to achieve their academic, career, and personal goals.

Facilities Planning

1. Has your institution changed the use of campus space to reduce costs and increase efficient use of capital resources? If so, please describe. Approximately how many buildings have been affected and what is the projected average annual savings of the efforts?

Columbus State continues to implement a comprehensive capital plan focused on optimizing existing facilities, modernizing instructional spaces, and strategically expanding capacity to meet Ohio's evolving workforce needs. The college sequences renovation and construction projects to ensure the most efficient use of capital resources, minimize disruption to academic programs, and maintain instructional continuity throughout the process.

Two major projects exemplify this approach. The complete renovation of Franklin Hall will modernize one of the college's most dated facilities by upgrading mechanical systems, improving energy efficiency, and transforming the building into flexible classrooms and laboratories that support active, collaborative learning. The new OhioHealth Hall is being developed in partnership with regional employers to expand capacity in high-demand healthcare fields and create state-of-the-art learning environments that mirror modern workplaces.

In addition, the college continues to address deferred maintenance priorities such as roof replacements, mechanical upgrades, and building envelope improvements to extend the life of campus facilities and improve energy performance. Given the age of many campus buildings, it is likely that most, if not all, facilities will be touched in some way through renovation, modernization, or system improvements in the coming years.

While specific annual savings figures are not yet available, these efforts demonstrate Columbus State's commitment to responsible capital stewardship—reducing long-term operating costs, extending the useful life of existing assets, and aligning all projects with the college's long-term plan to meet regional and statewide workforce needs.



2. 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. As noted in the prior year's efficiency report, we 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. Capital planning work since the pandemic by AECOM, and updates by JLL, have also informed demands for physical space.

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.

Specific to the Regional Compact in which your institution is a member, please describe collaborations that have occurred within the regional compacts and the efficiencies or enhanced services provided in any of the relevant categories below.

Category	Description
Reducing duplication of academic programming	
Implementing strategies to address workforce education needs of the region	
<u>Office of Talent Strategy (OTS)</u>	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 works closely with local, state, and national leaders in Information Technology, Manufacturing, Biotechnology and Pharmaceutical Manufacturing, Semiconductors, and other growing industries to develop programs and degrees that meet critical workforce needs while expanding student access to high-paying, high-growth careers. Examples of impact to date include:

Bioscience & Pharmaceutical Manufacturing:

- The college launched a partnership with Ohio Life Sciences (OLS), the statewide industry association for biotech companies, to help meet the region's growing talent needs. OLS now is funding the Biotech Bootcamp through December 2025. The Pharmaceutical Manufacturing Bootcamp, originally developed in partnership with Amgen, continues to expand beyond its initial JobsOhio funding and has evolved into a broader Good Manufacturing Practices (GMP) Bootcamp serving students interested in careers in either biotech or pharma. More than 14 pharmaceutical manufacturing employers now hire from this program. College faculty have also completed work to articulate Biotech Bootcamp completion for academic credit, creating a pathway into the newly developed Biotechnology degree program. To date, 11 students have applied to have their bootcamp credit applied toward their degree.

Employer & Economic Development Partnerships:

- In partnership with One Columbus, Columbus State regularly supports employers considering the Columbus region by developing tailored strategies to address their workforce needs. The college is also frequently engaged as a subject matter expert in regional and statewide initiatives aimed at streamlining and aligning workforce efforts.



Central Ohio Compact

In partnership with the Educational Service Center of Central Ohio, Columbus State convenes a coalition of employers, K-12 districts, and universities focused on a regional approach to workforce development. The Compact is an important incubator for innovation in partnerships between employers and educational institutions. The May 2025 summit of the Compact featured Lt. Gov. Jim Tressel, Chancellor Mike Duffey and Director Steve Dackin.

Healthcare partnerships

Columbus State is collaborating with leading industry partners—including OhioHealth, The Ohio State University Wexner Medical Center, and Nationwide Children’s Hospital—to expand the healthcare workforce pipeline. A \$25 million endowment provided by OhioHealth will support Columbus State’s plan to significantly increase enrollment and provide comprehensive wraparound resources that help students successfully complete programs in key healthcare disciplines.

To accommodate this growth, the college is investing voter-approved bond funds in the development of OhioHealth Hall, a \$66.5 million academic facility that will house Nursing, Surgical Technology, and Respiratory Care programs. Groundbreaking took place on September 19, 2025, with an anticipated opening in Autumn 2027.

Respiratory Care, Pharmacy Technology, Surgical Technology, Medical Laboratory, and Nursing have partnered with Nationwide Children’s Hospital to upskill current employees through educational programs supported by Nationwide. Building on this model, Columbus State plans to expand similar partnerships with OhioHealth, Ohio State University, and Mount Carmel to strengthen pathways for individuals already working in the field or seeking to transition into healthcare careers. These efforts will drive significant enrollment growth and help identify the wraparound resources necessary to support student success and program completion—ultimately addressing the region’s critical healthcare workforce needs.



Accelerated Training Center (ATC)

In addition, Columbus State faculty partnered with the Wexner Medical Center to pilot an on-site Surgical Technology cohort on Ohio State’s campus, expanding enrollment in the program. Students in this cohort are set to graduate in May 2026.

Columbus State has launched an Accelerated Training Center (ATC) in Northeast Franklin County — home to the college’s Good Manufacturing Practices (GMP) Manufacturing programs.

Through funding from the State Aspire ESOL grant, the ATC began offering free English for Speakers of Other Languages (ESOL) coursework in July 2024, expanding access for new Americans and multilingual learners seeking to build foundational language and workforce skills. Building on this foundation, the Office of Talent Strategy partnered with Smart Columbus and the ConnectUs Coalition to deliver no-cost digital skills training to residents in local Opportunity Zones, helping close the digital divide for low-income and underrepresented populations. These programs launched in October 2024. In addition, the ATC team has fully operationalized the WorkAdvance: Manufacturing & Production Bootcamp, which equips participants with the Certified Manufacturing Associate (CMfgA) credential — aligned with the Ohio Manufacturers’ Association (OMA) competency ladder to ensure clear pathways into in-demand manufacturing careers.

Strengthening Community Colleges (SCC)

Columbus State is leading a regional partnership to support more than 800 Central Ohio students in earning advanced engineering credentials that are critical to the region’s rapidly growing workforce. Columbus State is collaborating with Marion Technical College and Central Ohio Technical College to deliver this impact.

One key outcome of the grant has been the establishment of the Future Technician Learning Community (FTLC)—a professional student organization designed to improve retention and employment outcomes through enhanced career connections and exposure to advanced technologies. In its first year, the Future Technician Learning Community has



National IT Innovation Center

engaged with 33 employers and enrolled 78 students, laying the foundation for long-term success in the semiconductor and advanced manufacturing sectors. Central Ohio Technical College and Marion Technical College have contributed to the SCC consortium through peer technical tutoring, ESOL services, success coaching, technician training, and career exploration at each respective institution.

The DOL SCC4 project team engages industry partners through Future Technician Learning Community employer events each semester. On March 11, 2025, thirteen employer partners participated in the FTLC Employer Kickoff event, in which they were engaged in discussions to provide curriculum feedback and areas of improvement regarding student skills.

Industry partners demonstrate dedication to the FTLC and student engagement by providing regular facility tours and will continue expanding future involvement through info sessions and webinars, guest speaking opportunities, and LinkedIn group engagement with students.

Columbus State serves as the lead for the \$7.5 million National Science Foundation grant and established a new center focused on creating and scaling a collaborative community of educators, industry leaders, government agencies, and other IT stakeholders working together to prepare tomorrow's workforce for jobs in emerging technologies— from cybersecurity to data analytics, cloud computing, and artificial intelligence. Columbus State is 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).

During FY25, the Working Connections professional development tracks have impacted over 20,000 students through instructor-led coursework updates. The center has a national reach with 33% month-to-month growth in website logins, representing members from 38 states. Online materials exchange to encourage the development of new IT curriculum assets and resources. Through year 2, the clearinghouse has procured



IT Certificate Programs

39 resources, with plans for future expansion of the clearinghouse infrastructure. The IT Innovation Network (ITIN) community of practice hosted 11 events with an average of 34 participants and includes 148 institutions in its membership. The project has also approved 16 mini-grant applications totaling \$160,000 to ITIN members. NITIC hosted three National Business and Industry Leadership Teams (BILTs) focused on broad IT trends and hiring practices, and five subject matter experts BILTs in Data Management, Data Analytics, Networking Infrastructure, Artificial Intelligence, and Software Development, with 80 employers from across the nation.

A new AI IT Certificate program was launched in February 2025 with an initial cohort of 11 students. The AI IT Certificate program was built using curriculum provided by Intel to give community colleges the necessary framework to rapidly build AI training and education. The preparations for this AI Certificate also led the college to pursue an NSF grant for AI education for Advanced Technician Education which was submitted for consideration in October 2024 (the grant was awarded in July 2025, which is outside of the scope of this report).

In May 2025 we launched a bi-monthly IT Roundtable consisting of leaders from existing business partners to provide a forum for IT leaders to share talent needs, talk about IT technology developments, and build relationships with one another. Some of the critical insights gained from the IT Roundtable to-date include the following:

- A need for continued focus on developing business acumen and critical thinking skills for IT student internship candidates.
- Simplified training ideas for employees to learn about and apply AI, including the need for thorough application of data management best practices.
- The need for new IT employees to be prepared to learn about what the business does so that they can best use their IT skills to drive business value and growth.
- The college also began offering a discount to Mid-Ohio Regional Planning Commission members, which encompasses 90,000 employees in the Central Ohio region. Additional collaborations between OTS and MORPC committees are strengthening our ties to various public service and government organizations throughout central Ohio.



**Ohio Semiconductor Collaboration
Network (OSCN)**

Columbus State Community College and its partners made significant strides in advancing semiconductor education and workforce development across Ohio. A key highlight was the statewide Faculty Symposium held in November 2024, a collaborative effort between Ohio State University's HAMMER program, Ohio Association of Community Colleges, Columbus State, Ohio TechNet, and other partners. This well-attended event served as a platform to disseminate best practices in semiconductor manufacturing, share grant opportunities, showcase emerging technologies, and promote career exploration pathways to faculty and stakeholders across the state.

Columbus State and OACC collaborated to create an online career exploration tool called *Chip City Adventures*. This free resource is available statewide and introduces learners to careers in semiconductor manufacturing through engaging, interactive content. This is housed on the Making Ohio website and promoted across Ohio through a partnership with the Ohio Manufacturers' Association,

To support faculty adoption, Columbus State and OACC launched professional development programs for the new courses, available to instructors across Ohio by hosting 10 cohorts with 110 faculty and K-12 instructors. Furthermore, the Ohio Semiconductor Collaboration Network (OSCN) has continued its Community of Practice to foster collaboration among educators, share instructional strategies, and stay informed on curriculum developments.

**Reinforcing Instructors for
Semiconductor Education (RISE)**

The NSF ATE Reinforcing Instructors for Semiconductor Education (RISE) grant, which began in September 2024, is a consortium grant project with four key partners: Columbus State Community College, Marion Technical College, University at Albany/NYCREATES, and Ohio State University. This project is designed to meet the demand of existing advanced manufacturers and new semiconductor manufacturing industries. In addition to developing the RISE Hub for Instructor Recruitment and Professional Development,



<u>Educational Alliance for Semiconductor Experiential Learning (EASEL)</u>	RISE will collaborate with the National Micro Nano Technology-Education Center (MNT-EC) Business and Industry Leadership Team (BILT) to enhance and align curriculum to meet industry needs. The RISE project team is developing a Fellowship program to be launched in the SU26 semester which aims to prepare prospective community college faculty to teach semiconductor and advanced manufacturing related subjects in a community college setting. The EASEL project is a multi-state consortium of community colleges located in regions impacted by semiconductor industry growth. Its mission is to expand experiential and work-based learning opportunities for students pursuing careers in semiconductor manufacturing. Through a strategic partnership with New York CREATES, EASEL offers community college students paid summer internships at the Albany-based semiconductor fabrication facility. In addition, the consortium hosts week-long experiential learning workshops in Albany for both students and faculty. In its inaugural year, the consortium supported: • 6 faculty members from three Ohio colleges in attending workshops in Albany, • 2 Ohio students in completing summer internships at the NY CREATES fab, and • 5 Ohio students in participating in week-long experiential learning workshops. EASEL continues to strengthen the pipeline of skilled talent for the semiconductor industry by providing hands-on, immersive learning experiences that connect education with real-world applications.
Sharing resources to align educational pathways and to increase access within the region	



**Ohio Wesleyan Tuition Match,
Teach Now and Preferred Pathway**

Established in 2024, Columbus State and Ohio Wesleyan University continue with their groundbreaking collaborations to help Columbus State students more quickly, easily, and affordably 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.

**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 Ohio Guaranteed Transfer Pathways (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:
<https://www.csccl.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 Case Western Reserve University. Columbus State is developing course work to meet the requirements for the



Dual Admission

OGTP in Computer Science, enabling our 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.

Columbus State continues our Dual Admission opportunities with 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 Capital University.

Franklin University Pathway Portal

Created in 2022, the Franklin Pathway Portal is going strong, with over 1,300 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 plus free books for all Franklin courses for the duration of their bachelor's degree. This discount, combined with Franklin's generous transfer credit policies, enables students to complete their bachelor's degrees at a significantly lower tuition rate compared to other Central Ohio universities.

Otterbein Pathways Program

The Otterbein Pathways Program is a data-sharing partnership between Columbus State and Otterbein University that supports a seamless transfer experience for students. Participants are added to the Otterbein Connect Blackboard Community, which provides coordinated communication about programs, events, and transfer opportunities at both institutions.



	The agreement allows for the secure sharing of student contact and academic information, enabling Otterbein admissions counselors and advisors to monitor students' progress toward an associate degree and assist with transfer planning. Upon completing their degree at Columbus State, participants may apply to Otterbein without an application fee or the need to submit official transcripts. Participation in the program is voluntary, and students may withdraw at any time. Graduates from an approved Pathways program at Columbus State are eligible for at least a half-tuition scholarship at Otterbein.
Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region	Response incorporated in above category.
Enhancing career counseling and experiential learning opportunities for students	Earn & Learn programs—designed to benefit both students and employers—are a key priority for the college. Current programs include: Modern Manufacturing Work Study - Launched over a decade ago through an initial partnership with Honda of America, the Modern Manufacturing Work Study (MMWS) program was created to build a talent pipeline of electro-mechanical engineering graduates. Today, MMWS has expanded to include employers in advanced manufacturing, automation, and life sciences industries. Students complete front-loaded technical coursework during their first year at Columbus State, then participate in a competitive interview process for part-time positions in their second semester. Those selected work approximately 24 hours per week starting in their third semester. By the end of their fifth semester, students have gained a full year of hands-on experience and are nearing completion of their degree. Most MMWS participants accept full-time positions with their host employers upon graduation or continue their education through Columbus State's Preferred Pathway 2+2 partnership with Miami University. Transfer opportunities will soon expand with the Buckeye Bridge pathway to Ohio State University, where eligible Columbus State graduates can complete a Bachelor of Science in Engineering Technology at no cost.



	IT Flexible Apprenticeship (ITFA) - Modeled after the MMWS program, ITFA offers earn and learn experience 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 launched an Earn & Learn initiative for Columbus Promise Scholars pursuing business, finance, and accounting degree pathways, modeled after the successful Financial Services Professional Apprenticeship (FSPA) program piloted prior to Columbus Promise. Initially developed in partnership with Nationwide Financial, the FSPA program has since expanded to include additional employers, offering Columbus Promise Scholars part-time, paid internship opportunities in professional business settings. The college also supports students in securing traditional internships and short-term micro-internships through its Career Services office.
Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts <u>College Credit Plus Statewide Waiver</u>	Columbus State led a statewide effort to obtain a waiver expanding access to College Credit Plus for students interested in in engineering technology. The Ohio Department of Higher Education’s approval of the waiver will ensure more students can access dual enrollment opportunities, which will strengthen the pipeline from K-12 to higher education. The College continues to lead cross-divisional work groups focused on maximizing opportunities for career awareness and eventual enrollment in engineering technology and healthcare. Based on the positive reception of the engineering technology waiver, we are working with stakeholders to collaborate on a waiver application in healthcare and information technology. Through our annual collaboration meetings, we are also



Alternative Career Education/
Expanded Career Awareness Activities

continuing to work in partnership with districts to develop pathway options for young people, inclusive of College Credit Plus (CCP), CTAG, and articulated credit options.

Columbus State Career Educators have flipped the conversation about postsecondary opportunities. Instead of focusing solely on the institution, our Career Educators have talked with middle and high school students as well as their support networks and school counselors about the opportunities in each sector (Healthcare, Engineering Technology, Information Technology, and Hospitality). The college also has continued to leverage virtual reality headsets to help students visualize the industries and their own role within them. New career exploration software available via CHIP City, a creation made possible by the Office of Talent Strategy, also enables students to learn about emerging industries and what is feasible in the heartland.

New Skills Ready Network

The grant shared by Columbus State, Ohio State University, and Columbus City Schools (CCS) ended in June 2025. Through the duration of the grant, dual enrollment expanded for CCS students, and relationships were solidified among the three key partners. Ohio State University and Columbus State strengthened a construction management pathway and began development of a 2+2 IT pathway as well. Even after the grant, the shared work to support students in high wage, in demand jobs has continued. As CCS moves to an academy model in four of their high schools, Ohio State University and Columbus State are collaborators, with Columbus State particularly looking into college credit options for engineering technology students. The STEAMM Rising initiative continued to serve K-12 teachers learning about the plethora of STEAMM content at each college's campus. Future iterations of summer professional development will focus on supporting academy content areas. In addition, other state and regional work will continue to bring the three partners together.

Ongoing Sector Strategy Work

Cross-divisional work groups focused on maximizing opportunities for career awareness and eventual enrollment in healthcare and engineering technology. Columbus State led a statewide effort to request a waiver in engineering technology to ensure more students



	could access dual enrollment opportunities which will strengthen the pipeline from K-12 to higher education. Partnerships with districts focus on providing pathway options to young people. Columbus State is working with schools to help students better understand the available opportunities.
Enhancing the sharing of resources between institutions to expand capacity	Columbus State's partnerships with institutions have expanded and improved grant opportunities of partner colleges, including Marion Technical College (MTC). Support provided to MTC includes identifying grant opportunities, aligning these opportunities to MTC's priorities, development of grant proposals, and post-award consultation. During FY25, MTC achieved several significant grant milestones. The college received its first NSF S-STEM award, totaling \$998,557, to broaden the participation of rural, low-income students in the STEM workforce. MTC also submitted a TRIO Student Support Services (SSS) grant proposal during the fiscal year. In addition, the college was awarded an NSF ATE grant titled "Empowering Rural Communities: Leveraging Artificial Intelligence in Higher Education and Workforce Development" for \$601,800, and an NSF IUSE award titled "RuralSTEM Catalyst: Empowering Students and Communities Through Innovation and STEM Education" for \$460,067. MTC also participated in the regional RAPIDS 7 proposal. To close out the year, CSCC and MTC held an annual planning session to prepare for FY26.
Other initiatives not included above	

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.

(B) Each state institution of higher education that is co-located with another state institution of higher education annually shall review best practices and shared services in order to improve academic and other services and reduce costs for students. Each state



institution shall report its findings to the efficiency advisory committee established under section [3333.95](#) of the Revised Code. The committee shall include the information reported under this section in the committee's annual report.

Co-located campus: N/A

Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please include an explanation of this shared service.	Monetary Impact from Shared Service
	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

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	\$61.50
Average cost for textbooks that are used	\$69.54*
Average cost for rental textbooks	NA
Average cost for eBook	\$115.54**

*The shift to digital and single-use materials (e.g., CSCC course packets, OER print versions, Inclusive Access companions) has lowered the average new book cost, while traditional textbooks—eligible for resale—maintain higher used prices, with an average savings of \$22.95 per used book.

**This price is for our in-store access code sales only and does not include our Inclusive Access pricing. Average cost for Inclusive Access is \$82.70.



Table 2

Category	Number of Courses
Did not require students to purchase course materials; includes OER and/or institutionally provided materials	334
Exclusively used OER materials	46
Used OER materials together with purchased course materials	NA*
Provided course materials through inclusive access	203

*We do not have an accurate figure for this, many instructors use “open” resources as supplementary educational tools and do not report that to the bookstore or academic administration.

Other Textbook Affordability Practices

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

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.	\$49,000
eBook/Access Codes	Using codes instead of physical textbooks.	\$25,823 (\$33.98 per student)
Used Textbooks	Purchasing used textbooks in place of new textbooks.	\$106,117 (\$22.68 per student)
Eliminated Textbooks	Courses that did not use textbooks	\$668,524
Instant Access (Inclusive Access)	Physical course materials converted into instantly accessible, interactive, and adaptive digital content	\$3,188,545 (\$51.79 per student)
OER Initiative	Usage of OER as primary required text.	\$825,395 (\$36.35 per student)



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
psanders@cscce.edu
614-287-5127

Section III: 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.

1. 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 FY25 savings versus standalone property and casualty insurance were \$904,324, which is \$228,801 more in savings than FY24.

P-Cards

The use of P-Cards continues to yield savings; an estimated \$90,995 in time and effort was saved in FY25 from no longer having to create, print, and mail purchase orders or manual checks. Additionally, a \$16,034 rebate was received from US Bank for the total credit card spend.

In-House Printing

The following savings were attained in FY25 through in-house printing:

Item	Savings
------	---------



1098-T forms	\$2,170
Business cards	\$3,908
Print shop printing (versus outsourcing)	\$198,125

Facilities Management:

The college continues to engage in responsible practices that increase institutional efficiency, student affordability, and sustainability. Some achievements in FY25 include:

LED Lighting Upgrades

Facilities Management continues to invest in energy efficient initiatives with LED upgrades. In FY 25, the LED upgrades continued in Union Hall lower level. In addition to more light, an LED replacement bulb uses less wattage. The College selected LED replacement bulbs that use only 22 watts versus the 28-32 watts of a regular T8 bulb, making the LED bulbs 30% more efficient. The parking garage is now fully converted to LED lighting.

Recycling

CSCC added an additional recycling dumpster on the Columbus campus, bringing the total to three recycling dumpsters. CSCC also has two blue cardboard-only recycling trailers on campus.

The college added four composting bins at Mitchell Hall and the Mid-Ohio Market, further reducing food waste going to the local landfill. About 300 cubic yards of green organic material were responsibly diverted from the landfill.

Fleet

The college traded in 6 older model trucks using trade in value to purchase one new truck. This also reduces our carbon footprint and associated costs with maintenance, insurance, and fuel. Landscaping equipment and mowers were also traded in for newer and fewer pieces of multi-purpose landscape equipment and machines.

The college re-negotiated a parking lot lease with Abbott Labs, saving approximately \$35,000 annually. In addition, Columbus State added one parking lot contract with Ohio State Fair parking management worth \$30,000.

Facilities Management building/storage

The college sold old tools, equipment, supplies, scrap wood/metal that are outdated and obsolete on GovDeals.com.



Facilities Management is working towards consolidation with Landscape Operations into one location. This consolidation will reduce operating costs through reduced utility consumption, less fuel consumption, and increased employee efficiency.

Project Management

Queuing System Implementation

CSCC implemented a new queuing system, Waitwhile, to better manage service delivery to in-person students, visitors and guests. The implementation was piloted with the non-credit registration, Student Central and IT frontliners service desks. This change in the non-credit service desk allowed for a more organized process for registrations of non-native English speakers who are registering in person for English class. Additionally, the service areas gained access to metrics difficult to get via a paper/appointment process, which helped shape service delivery process.

Chat/Text Tool Implementation (Mongoose)

The implementation was completed and rolled out initially in Student Central. The tool supports AI/Chatbot functionality to automatically collect information/inquiries from CSCC students and uses AI to respond more rapidly with information. Additional benefits include using mobile messaging to streamline communication with students.

Enhanced Classroom Scheduling

CSCC implemented Lynx as a new tool to more automate the process of classroom scheduling, projected to save up to 80% of administrative time. Additional benefits include cost savings, increased space utilization, real time resource availability and enhanced reporting and analytics.

Thank you for completing the FY25 Efficiency Reporting Template. We appreciate the important role Ohio's colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.



Appendix A: Columbus State Community College – AY25 – Textbook Cost Study

Columbus State Community College Academic Year 2024-2025 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
\$ 2,632,654	42,809	\$ 61.50
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
\$ 321,567	4,624	\$ 69.54
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
\$ 87,810	760	\$ 115.54

*The shift to digital and single-use materials (e.g., CSCC course packets, OER print versions, Inclusive Access companions) has lowered the average new book cost, while traditional textbooks—eligible for resale—maintain higher used prices, with an average savings of \$22.95 per used book.



Appendix A: Columbus State Community College – AY25 – Courses Using Sources of Information Other than Textbooks

Columbus State Community College Academic Year 2024-2025 Course Source Use Study	
Category	Number of Courses
Did not require students to purchase course materials; includes OER and/or institutionally provided materials	334
Exclusively used OER materials	46
Used OER materials together with purchased course materials	N/A*
Provided course materials through inclusive access	203

*We do not have an accurate figure for this, 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:

Property Acquisition – 183 Jefferson Avenue, Columbus, Ohio 43215 (tax parcel 010-006077-00)

BACKGROUND INFORMATION:

In September 2019, the Board approved the College's capital plan, Making Central Ohio Stronger Educational Facilities and Technology Plan. This plan became the framework for Issue 21, a \$300 million bond issue approved by Franklin County residents in April 2020. As part of the implementation of the capital plan, expanded facilities for the Automotive Technology program has been prioritized.

The recommended location for the construction of a new facility that best serves the College, the program and students has been identified at the southwest corner of Spring Street and Jefferson Avenue.

The College owns the entire proposed site, with the exception of a 0.15-acre property at 183 Jefferson Avenue, so acquiring this lot is also a strategic purchase for the College. Currently, this parcel includes a six-unit multifamily property.

Supported by appraisals, the College will pay up \$930,000 for the property. Provided all contingencies are met, including approval of the purchase by the Controlling Board, the College will use proceeds from the bond issue Series 2020 Facilities Construction and Improvement bonds to purchase the property.

RECOMMENDATION:

That the Board of Trustees:

- approves the purchase of property at 183 Jefferson Avenue (tax parcel 010-006077-00) in Columbus, Ohio,
- authorizes the President to execute the final purchase provided Controlling Board approval, and
- authorizes the release of \$930,000 for this purchase.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Capital Project Report

BACKGROUND INFORMATION

The Board of Trustees approved revisions to Policy 9-02 on Nov. 21, 2024, that delegate authority to the College to approve and administer capital projects that have total estimated project budgets below \$4 million.

To provide the Board with continued visibility about capital projects, the College has prepared the attached summary report that details the status of both projects within board purview (\$4 million or more) and within the College's delegated authority (below \$4 million). This summary report will be provided on an ongoing basis.

FOR INFORMATION ONLY

Capital Project Report

November 2025

Summary – Current Projects of \$4M or More

Project Name	Facility Opening / Project Completion	Total Project Budget	Funding Source	Project Risk Status	Key Project Updates
OhioHealth Hall	Prior to Autumn 2027 Semester	\$66.5M	Bond		Construction Documents complete and bidding is in progress. GMP No. 02 approved at the Sept. BoT meeting. GMP No. 03 to be presented at the Jan. 2026 BoT meeting.
Franklin Hall Renovations	Prior to Spring 2027 Semester	\$35M	\$17.5 Bond \$17.5 State		Construction Documents complete and subcontractor bidding in progress. Demolition 80% complete. Ruscilli GMP-2 Full Renovation Package approved at Sept BoT meeting.
Automotive Technology Center Renovation	2028	\$20-25M	Bond	HOLD pending analysis of new build option	New build option being developed for potential Jan. 2026 BoT approval.
SUBTOTAL		\$126.5M			

Summary – Current Projects Under \$4M (1 of 3)

Project Name	Facility Opening / Project Completion	Total Project Budget	Funding Source	Project Risk Status	Key Project Updates	Approvals since previous Board meeting
Campus Switchgear Replacement	Autumn 2026	\$2.79M	Bond		Enabling construction work has started. Long lead equipment procurement in progress. Detailed schedule of work and outages development in progress.	
Nestor Hall Building Envelope Repairs	Summer 2027	\$2.55M	Design= Bond / Construction = State		AE Selection made. AE contract in progress.	Project Budget of \$2.55M approval executed by Dr. Harrison on 10/06/2025.
Nestor Hall Roof Replacement	Summer 2027	\$2.5M	Design= Bond / Construction = State		AE RFQ out for bid.	Project Budget of \$2.5M approval executed by Dr. Harrison on 10/06/2025.
408 N. 6 th Street – OP Gallo Replacement (Opportunity Pointe Enabling)	Summer 2026	\$2.13	Bond		Design in progress. Purchase of 408 N. 6 th St. building approved at Sept. 2025 BoT mtg.	
WD 3 rd Floor Admin Offices Renovation (Franklin Hall Enabling)	Occupied as of 08/18/2025	\$2.06M	Bond		Construction complete. GC working on last punch list items. Close out.	
Language & Communication / Language Institute move to Phillips Hall at Franklin University (Franklin Hall Enabling)	Occupied as of 05/27/2025.	\$1.50M	Bond	Developing costs for additional post-occupancy security upgrades.	Classes began in space on 05/27. Additional security scope to be completed in Spring 2026. Anticipate Budget increase to address additional security scope requirements.	
Union Hall Boiler Replacement	Complete prior to Autumn 2025 heating season	\$1.11M	Bond		Boilers installed and operational. Project Close Out in Progress.	

Summary – Current Projects Under \$4M (2 of 3)

Project Name	Facility Opening / Project Completion	Total Project Budget	Funding Source	Project Risk Status	Key Project Updates	Approvals since previous Board meeting
WD1 Annex - Renovation	Summer 2026 Semester	\$650K	Bond		Design in progress.	
RH & MH - Fire Alarm Upgrade	Aug. 2026	\$500K	State		Under \$4M Project Budget of \$500K approval request provided to Dr. Harrison.	
WD 223 Testing Center Reconfiguration	Completed and ready for use.	\$460K	Bond		Completed and occupied. Project in Close Out.	
Moeller Hall 117 Xray Lab Renovation	Jan. 2026	\$380K	Grant / Plant Funds		Construction started in July. Equipment Rapid 7 Grant approved and equipment to be installed in Jan. 2026.	
Moeller Hall 224 STNA Lab	2nd 8-week segment of Autumn Semester	\$140K	Grant / Bond		Complete and in Close Out.	
TL 217 Anthropology Lab Furniture Upgrade	Spring 2026	\$114K	TBD		Funding approved. Work to occur over Dec. Holiday break.	
Nestor Hall 344 & 347 ADA Compliant Instructor Workstations	Prior to Spring 2026 Semester	\$89K	TBD		Casework delivery times prevented install prior to Autumn 2025 Semester so work shifted to Dec. Holiday break.	
Mitchell Hall 332 Lactation Space Modification	November 2025	\$79K	Bond		Construction in progress.	

Summary – Current Projects Under \$4M (3 of 3)

Project Name	Facility Opening / Project Completion	Total Project Budget	Funding Source	Project Risk Status	Key Project Updates	Approvals since previous Board meeting
Mid-Ohio Market - Equipment Upgrade	Jan. 2026	\$53K	Donation		Electrical work complete. Equipment installation scheduled for January 2026.	
WD - 1 st Floor Cosmetic Upgrade	Prior to Spring Semester 2026	\$51.3K	Plant Funds			Project Budget of \$51,345.00 approval executed by Dr. Harrison on 10/20/2025.
Gateway Administrative Division: Legal, Compliance & HR	TBD	TBD	TBD		Working on developing scope and getting pricing from contractors.	
	Under \$4M Grand Total	\$17.16M				



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Financial Statements as of and for the Three Months Ended September 30, 2025.

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:

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COLUMBUS STATE

COMMUNITY COLLEGE

November 5, 2025

TO: Dr. David T. Harrison, President

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

SUBJECT: Financial Statements as of September 30, 2025

Attached are the financial statements of the Columbus State Community College District and the Foundation for the three-month period ended September 30, 2025.

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

Revenues. Revenues reported through September are 7.1% (\$2.6M) above last year with tuition accounting for almost \$1.4M of the increase and State Subsidy accounting for \$890K.

The budget for State Subsidy (State Share of Instruction or SSI) is based on the Ohio Department of Higher Education's (ODHE) preliminary FY26 estimate for Columbus State, which was 5.0% higher than last year, primarily due to the reallocation of subsidy resulting from the closure of Eastern Gateway Community College. FY26 is the first year that the new post-secondary employment outcomes (PSEO) component will be factored into the SSI formula.

Year-end revenue projections still reflect the budget approved by the Board in June 2025 for FY26 at this time. Autumn 2025 enrollment is trending slightly below budget (0.7% under) but 7.9% higher compared to enrollment in Autumn 2024.

Term	Budgeted Credit Hours	Actual Credit Hours*	Budget to Actual	Prior Year FTEs	Current Year FTEs*	% Variance
			Increase/ Decrease			
Summer 2025**	37,743	37,027	-1.9%	4,872	5,366	10.2%
Autumn 2025	232,105	230,419	-0.7%	14,235	15,361	7.9%
Spring 2026	217,609					
Summer 2026**	41,201					

*Summer 2025 current year credit hours and FTEs are Census Day numbers provided by the Ohio Department of Higher Education (ODHE). Autumn 2025 credit hours and FTEs are estimates provided by the Office of Institutional Research (IR).

** Summer semester 2025 straddles both FY25 and FY26, with 46% of the revenue attributed to FY26. Likewise, Summer semester 2026 straddles both FY26 and FY27, with 54% of the revenue attributed to FY26.

Expenses and Transfers. Expenses reported through September are 4.1% (\$1.7M) higher than the same period last year. Notable increases in spending occurred within Instructional and Departmental Research, \$1.8M or 9.7% above the same period last year, and Operation and Maintenance of Plant, \$470K or 13.0% above last year. The increase in Instructional and Departmental Research is attributed to higher enrollment for Summer as well as compensation rate adjustments while the increase in Operation and Maintenance of Plant appears to be timing of payments and encumbrances for utilities. Year-end expense projections still reflect what the Board approved in June and will be updated once a better trend for spending patterns is established.

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

Bookstore revenues are up \$666K, or 16.3% compared to the same period last year, and gross margin increased by \$155K, 17.4%. Parking revenue is up \$5K as of September 2025. Food Service revenue is down \$4K. Catering income is down \$1.4K, while vending and Pepsi commission are down \$2.6K combined. Overall, Auxiliary expenses are down 4.2% compared to last year.

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

Contributions can vary significantly from year to year and are down \$6.4M, or 94.6%, from last year, due primarily to a \$1.5M pledge from the Osteopathic Heritage Foundation in August 2024, and a \$5M pledge from Bloomberg in September 2024. Investment earnings, excluding the Mitchell Hall and OhioHealth endowment portfolios, decreased \$533K compared with last year. Investment earnings for all portfolios increased \$122K from last September, while the market value of the investment portfolios increased by \$693K over August 2025, or 1.44%. Operating expenses increased \$10K, 7.0% compared to last year, mainly due to increases in investment fees and campus outreach.

4. **Investments**

The College's portfolio is invested consistent with its investment policy, with 20.00% currently invested in STAR Ohio and other money markets, and the balance in various federal agencies, municipal bonds, and treasury notes. Of the \$1.90M gain from net interest income reported on Exhibit B, \$555K is net unrealized gain while \$1.34M is realized (realized interest includes interest from tax collections). Several investment funds were created to invest the proceeds from the \$150M bonds issued in October 2020, the \$75M bonds issued in October 2024, and proceeds from Franklin County tax collections for debt service for the College's first-ever voted bond issue. Earnings on bond proceeds are not part of the \$1.90M gain reported on Exhibit B.

**COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT SEPTEMBER 30, 2025
With Comparative Figures at September 30, 2024**

EXHIBIT A

<u>Assets</u>	<u>September 30, 2025</u>	<u>September 30, 2024</u>		<u>Liabilities and Fund Balance</u>	<u>September 30, 2025</u>	<u>September 30, 2024</u>	
<u>Current Funds</u>			(1)	<u>Current Funds</u>			(1)
<u>Unrestricted</u>			(2)	<u>Unrestricted</u>			(2)
Educational and general			(3)	Educational and general			(3)
Cash	\$ 9,436,942	\$ 8,443,272	(4)	Accounts payable	\$ 43,412,107	\$ 28,465,604	(4)
Investments (including money markets			(5)	Deferred income			(5)
at cost and treasury bills and agency			(6)	Student tuition	32,376,251	28,782,306	(6)
discount notes at market - (note 1)	137,868,447	141,245,894	(7)	Lab fees and credit bank	330,909	303,317	(7)
Accounts receivable, net of allowance			(8)	Interfund transfers	-	-	(8)
for doubtful accounts	9,225,240	2,313,328	(9)				(9)
Interfund transfers	12,903,874	3,868,714	(10)	Fund balances (Exhibit C):			(10)
Interest receivable	-	-	(11)	Allocated	67,120,520	67,332,721	(11)
Prepaid expense	3,177,307	1,841,336	(12)	Unallocated	29,424,870	32,875,921	(12)
Other Assets	52,847	47,325	(13)	Total fund balances	96,545,390	100,208,642	(13)
Total educational & general	\$ 172,664,657	\$ 157,759,869	(14)	Total educational & general	\$ 172,664,657	\$ 157,759,869	(14)
Auxiliary enterprise				Auxiliary enterprise			
Cash	\$ 7,054,204	\$ 4,564,777	(15)	Accounts payable	\$ 2,420,701	\$ 258,520	(15)
Investments	14,456,631	11,853,299	(16)	Interfund transfers	2,665,605	1,776,485	(16)
Accounts receivable	2,678,860	2,260,809	(17)	Fund balances (Exhibit D):			(17)
Inventories, at cost as defined (note 2)	1,018,567	985,261	(18)	Allocated	175,000	233,500	(18)
Other Assets	-	70,178	(19)	Unallocated	19,946,956	17,465,819	(19)
Due from grant funds	-	-	(20)	Total fund balances	20,121,956	17,699,319	(20)
Total auxiliary enterprise	25,208,262	19,734,324	(21)	Total auxiliary enterprise	25,208,262	19,734,324	(21)
Total unrestricted	\$ 197,872,920	\$ 177,494,193	(22)	Total unrestricted	\$ 197,872,920	\$ 177,494,193	(22)
Total current funds	\$ 197,872,920	\$ 177,494,193	(23)	Total current funds	\$ 197,872,920	\$ 177,494,193	(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, 2025
With Comparative Figures at September 30, 2024**

**EXHIBIT A
(Continued)**

<u>Assets</u>	<u>September 30, 2025</u>	<u>September 30, 2024</u>		<u>Liabilities and Fund Balance</u>	<u>September 30, 2025</u>	<u>September 30, 2024</u>	
Plant funds			(1)	Plant funds			(1)
Unexpended			(2)	Unexpended			(2)
State appropriations receivable	\$ -	\$ -	(3)	Fund balances			(3)
Capital Improvement Fund	1,802,028	1,721,303	(4)	Restricted	\$ 1,802,028	\$ 1,721,303	(4)
Total unexpended	1,802,028	1,721,303	(5)	Total unexpended	1,802,028	1,721,303	(5)
Cash from Bond Proceeds	2,446,983	3,186,841	(6)				(6)
Investments	231,062,876	153,087,704	(7)				(7)
Deposit with trustees/Bond Retirement Fund	315,454	279,194	(8)	Investment in plant:			(8)
Interfund transfers	-	1,804,404	(9)				(9)
Land	31,103,333	31,103,333	(10)	Interfund transfers	14,636,148	-	(10)
Improvements other than buildings	16,598,330	16,598,330	(11)	Interest payable	-	-	(11)
Buildings	246,285,002	235,705,526	(12)	Subscription Liability	9,245,205	8,994,872	(12)
Movable equipment, furniture and library books	69,401,879	69,126,857	(13)	Accounts payable	574,953	849,615	(13)
Construction-in-progress	35,042,222	20,672,795	(14)	Bonds payable	199,516,761	133,728,398	(14)
Leased Assets	11,524,448	7,468,565	(15)	Leased Liabilities	12,002,314	7,266,107	(15)
Noncurrent Intangible Assets	11,777,517	10,693,965	(16)				(16)
Other Assets	28,281	28,281	(17)				(17)
Less: accumulated depreciation	(182,651,753)	(175,757,808)	(18)	Net investment in plant	236,959,192	223,158,995	(18)
Total investment in plant	472,934,571	\$ 373,997,987	(19)				(19)
Total plant funds	\$ 474,736,599	\$ 375,719,290	(20)	Total investment in plant	472,934,571	373,997,987	(20)
	[A]	[B]	(21)	Total plant funds	\$ 474,736,599	\$ 375,719,290	(21)
					[C]	[D]	

(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, 2025
With Comparative Figures at September 30, 2024**

EXHIBIT B

	FY 26			FY 25			FY 26 Projected Year End		FY 25 Projected Year End	
	Budget as approved June 2025	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	Budget as approved May 2024	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	FY 26 Projected Year End	Projected % of Budget	FY 25 Projected Year End	Projected % of Budget
Revenues										
Appropriations										
Subsidy	\$ 82,911,756	\$ 20,685,516	24.95%	\$ 79,181,012	\$ 19,795,254	25.00%	\$ 82,911,756	100.00%	\$ 79,001,586	99.77% (1)
	82,911,756	20,685,516	24.95%	79,181,012	19,795,254	25.00%	82,911,756	100.00%	79,001,586	99.77% (2)
Student										
Tuition	94,374,666	15,587,120	16.52%	81,195,285	14,142,063	17.42%	94,374,666	100.00%	83,639,527	103.01% (3)
Fees	4,362,583	1,747,023	40.05%	3,489,275	1,626,362	46.61%	4,362,583	100.00%	4,121,900	118.13% (4)
Special Courses	2,367,500	733,983	31.00%	2,627,000	633,030	24.10%	2,367,500	100.00%	2,310,653	87.96% (5)
	101,104,749	18,068,126	17.87%	87,311,560	16,401,455	18.78%	101,104,749	100.00%	90,072,080	103.16% (6)
Contracted Services										
Net	877,299	176,753	20.15%	1,075,449	185,907	17.29%	877,299	100.00%	835,289	77.67% (7)
	877,299	176,753	20.15%	1,075,449	185,907	17.29%	877,299	100.00%	835,289	77.67% (8)
Other										
Partnership Revenue	78,040	14,000	17.94%	61,647	5,500	8.92%	78,040	100.00%	21,061	34.16% (9)
Miscellaneous	1,457,289	305,905	20.99%	1,172,265	278,161	23.73%	1,457,289	100.00%	1,421,731	121.20% (10)
Transfer In for Debt Service	980,101	-	0.00%	980,101	-	0.00%	980,101	100.00%	980,101	100.00% (11)
	2,515,430	319,905	12.72%	2,214,013	283,661	12.81%	2,515,430	100.00%	2,421,893	109.39% (12)
Total Revenues	187,409,234	39,250,300	20.94%	169,782,034	36,666,277	21.60%	187,409,234	100.00%	172,330,848	101.50% (13)
Operating Expenditures										
Instruction and Department Research	88,696,534	20,035,318	22.59%	83,138,210	18,266,242	21.97%	88,696,534	100.00%	85,045,983	102.29% (14)
Public Service	414,332	83,953	20.26%	436,562	70,211	16.08%	414,332	100.00%	321,472	73.64% (15)
Academic Support	8,464,961	2,146,223	25.35%	7,458,272	2,071,977	27.78%	8,464,961	100.00%	7,993,621	107.18% (16)
Student Services	20,029,155	4,093,996	20.44%	18,553,390	4,035,810	21.75%	20,029,155	100.00%	16,099,279	86.77% (17)
Institutional Support	46,090,693	12,663,497	27.48%	41,997,479	13,341,411	31.77%	46,090,693	100.00%	41,883,347	99.73% (18)
Operation and maintenance of plant	17,588,942	4,097,791	23.30%	17,544,759	3,628,022	20.68%	17,588,942	100.00%	16,673,544	95.03% (19)
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% (20)
Total Expenditures	183,444,415	43,660,727	23.80%	171,288,470	41,953,623	24.49%	183,444,415	100.00%	170,177,045	99.35% (21)
Non-operating & Encumbered										
Transfer for Capital Equipment	1,414,819	See Exhibit C		600,000	See Exhibit C		1,414,819	N/A	600,000	N/A (22)
Transfer for Capital Improvements	1,730,000			500,000			1,730,000	N/A	500,000	N/A (23)
Transfer for Student Success & Innovation	-			-			-	N/A	-	N/A (24)
Transfer for Scholarships	-			-			-	N/A	-	N/A (25)
Transfer for Technology Initiatives	820,000			820,000			820,000	N/A	820,000	N/A (26)
Transfer for One Time Compensation	-			-			-	N/A	-	N/A (27)
Total expenditures and transfers	187,409,234	43,660,727	23.30%	173,208,470	41,953,623	24.22%	187,409,234	100.00%	172,097,045	99.36% (28)
Net Operational Revenues for Budgeted Activity	-	(4,410,427)	N/A	(3,426,436)	(5,287,346)	N/A	-	N/A	233,803	N/A (29)
Post-Budget Items										
Interest Income	-	1,896,689		-	3,834,653		-	1,896,689	8,454,001	- (30)
Net Operating Revenues	\$ -	\$ (2,513,738)	-	\$ (3,426,436)	\$ (1,452,693)	-	\$ -	\$ -	\$ 8,687,804	- (31)
Reserve expenditures from Exhibit C										
Net Revenues/(Expenditures)	\$ -	\$ 3,370,043		\$ (3,426,436)	\$ 4,983,176		\$ 3,370,043 *		\$ 9,342,207	(32)
		(5,883,781)			(6,435,869)		(1,473,354)		(654,403)	(33)
	[A]	[B]	[C]	[D]	[E]	[F]	[G]	[H]	[I]	[J]

*As it is very early in the fiscal year, the amount in [G](32) 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 the October 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, 2025

EXHIBIT C

	Preliminary Balance at June 30, 2025	Net Change for Current Period	Board Approved Adjustments	Transfers	Expenditures	Balance at September 30, 2025	
Unrestricted							
Allocated							
Capital Improvements & Land Acquisition	\$ 6,137,141	\$ -	\$ 1,730,000	\$ (1,730,000)	\$ (19,120)	\$ 6,118,021	(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	(228,647)	-	-	-	(503,709)	(732,356)	(5)
Fire Science	318,660	-	-	-	-	318,660	(6)
Capital Improvements - Other	1,484,565	-	-	1,000,000	(32,378)	2,452,187	(7)
COVID-19	165,146	-	-	-	-	165,146	(8)
Capital Equipment	4,956,977	-	1,414,819	-	(106,074)	6,265,722	(9)
Budget/Tuition Stabilization	20,756,987	-	-	-	-	20,756,987	(10)
Accumulated Lab Fees	2,635,288	-	-	-	(151,010)	2,484,278	(11)
Broadbanding	103,337	-	-	-	-	103,337	(12)
Scholarships	88,240	-	-	-	(112,932)	(24,692)	(13)
Student Success and Innovation	13,387,969	-	-	-	(360,751)	13,027,217	(14)
Technology Initiatives	3,141,613	-	820,000	730,000	(2,029,232)	2,662,381	(15)
Human Capacity Development/Wellness	191,048	-	-	-	-	191,048	(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	16,848	-	-	-	-	16,848	(22)
Partnerships for Student Success	20,529	-	-	-	-	20,529	(23)
Grant Reserve	-	-	-	1,000,000	-	1,000,000	(24)
Recovery Reserve	9,582,575	-	-	(1,000,000)	(54,836)	8,527,738	(25)
	\$ 66,525,745	\$ -	\$ 3,964,819	\$ -	\$ (3,370,043)	\$ 67,120,520	(26)
Unallocated	35,903,033	(5,883,387)	(3,964,819)	-	3,370,043	29,424,870	(27)
Total General Fund	\$ 102,428,778	\$ (5,883,387)	\$ -	\$ -	\$ -	\$ 96,545,390	(28)
	[A]	[B]	[C]	[D]	[E]	[F]	

COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON FOR AUXILIARY SERVICES
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2025
With Comparative Figures at September 30, 2024

EXHIBIT D

	FY 26			FY 25			FY26 Projected Year End		FY 25 Projected Year End	
	Budget as approved June 2025	Actual to Date	% of Budget Expended to Date	Budget as approved May 2024	Actual to Date	% of Budget Expended to Date	FY 26 Projected Year End	Projected % of Budget	FY 25 Projected Year End	Projected % of Budget
Auxiliary										
Sales/Revenues										
Bookstore	\$ 9,900,000	\$ 4,756,771	48.05%	\$ 8,632,427	\$ 4,090,523	47.39%	\$ 9,900,000	100.00%	\$ 10,078,684	116.75% (1)
Food Services	255,000	107,396	42.12%	220,000	111,396	50.63%	255,000	100.00%	255,783	116.27% (2)
Parking	1,279,215	404,154	31.59%	825,000	398,714	48.33%	1,279,215	100.00%	1,265,272	153.37% (3)
Total Revenues	11,434,215	5,268,321	46.08%	9,677,427	4,600,633	47.54%	11,434,215	100.00%	11,599,738	119.86% (4)
Cost of Goods Sold										
Bookstore	7,923,715	3,710,086	46.82%	6,989,221	3,198,855	45.77%	7,923,715	100.00%	7,844,440	112.24% (5)
Food Service	500	-	-	500	-	-	500	100.00%	-	- (6)
Gross Margin	3,510,000	1,558,235	44.39%	2,687,706	1,401,778	52.16%	3,510,000	100.00%	3,755,298	139.72% (7)
Operating Expenses										
Bookstore	1,482,266	381,530	25.74%	1,439,980	395,135	27.44%	1,482,266	100.00%	1,357,405	94.27% (8)
Food Services	102,242	20,868	20.41%	95,827	24,758	25.84%	102,242	100.00%	89,128	93.01% (9)
Parking	329,839	40,308	12.22%	411,753	55,462	13.47%	329,839	100.00%	286,264	69.52% (10)
Auxiliary Administration	302,470	72,124	23.85%	289,482	62,418	21.56%	302,470	100.00%	208,449	72.01% (11)
Total Expenses	2,216,817	514,830	23.22%	2,237,042	537,773	24.04%	2,216,817	100.00%	1,941,246	86.78% (12)
Auxiliary Operating Income/(Loss)	1,293,183	1,043,405	80.69%	450,664	864,005	191.72%	1,293,183	100.00%	1,814,052	402.53% (13)
Interest Income	-	191,467	-	-	316,125	-	-	-	773,415	- (14)
Net Income/(Loss)										
Bookstore	494,019	856,622	173.40%	203,226	812,658	399.88%	494,019	100.00%	1,650,254	812.03% (15)
Food Services	152,258	86,528	56.83%	123,673	86,638	70.05%	152,258	100.00%	166,655	134.75% (16)
Parking	949,376	363,846	38.32%	413,247	343,252	83.06%	949,376	100.00%	979,008	236.91% (17)
Auxiliary Administration	(302,470)	(72,124)	23.85%	(289,482)	(62,418)	21.56%	(302,470)	100.00%	(208,449)	72.01% (18)
Net Auxiliary Income/(Loss)	\$ 1,293,183	\$ 1,234,872	0.00%	\$ 450,664	\$ 1,180,130	-	\$ 1,293,183	0.00%	\$ 2,587,467	- (19)
Reserve Expenditures										
Non-operating Revenues/Expenditures	(75,000)	-		(125,000)	-		(75,000)		-	(20)
College Credit Plus	-	-		-	-		-		-	(21)
College Strategic Priorities	(100,000)	-		(125,000)	(16,500)		(100,000)		(74,465)	(22)
Food Services/Renovations	-	-		-	-		-		-	(23)
Transfer for Debt Service	-	-		-	-		-		-	(24)
	[A]	[B]	[C]	[D]	[E]	[F]	[G]	[H]	[I]	[J]

**COLUMBUS STATE COMMUNITY COLLEGE
CASH FLOW FORECAST
AS OF SEPTEMBER 30, 2025**

EXHIBIT E

	Actual April 2025	Actual May 2025	Actual June 2025	Actual July 2025	Actual August 2025	Actual September 2025	
Beginning Cash	\$ 14,117,653	10,157,320	4,891,114	2,043,538	7,674,980	28,673,160	(1)
Cash Receipts	7,639,205	13,556,152	6,017,467	9,628,958	19,797,057	12,042,237	(2)
Cash Disbursements	(13,080,071)	(19,997,797)	(15,239,841)	(18,044,202)	(17,332,891)	(13,837,023)	(3)
Financial Aid	(1,519,466)	4,175,439	1,374,798	3,046,687	18,534,014	2,278,960	(4)
Outflow for investments	-	(11,000,000)	(4,000,000)	-	-	(21,000,000)	(5)
Inflow from investments	3,000,000	8,000,000	9,000,000	11,000,000	-	-	(6)
Ending Cash	<u>\$ 10,157,320</u>	<u>4,891,114</u>	<u>2,043,538</u>	<u>7,674,980</u>	<u>28,673,160</u>	<u>8,157,334</u>	(7)

	Forecasted October 2025	Forecasted November 2025	Forecasted December 2025	Forecasted January 2026	Forecasted February 2026	Forecasted March 2026	
Beginning Cash	\$ 8,157,334	5,617,334	5,327,334	5,037,334	5,397,334	5,857,334	(8)
Cash Receipts	8,600,000	2,600,000	6,600,000	22,100,000	8,600,000	9,600,000	(9)
Cash Disbursements	(18,140,000)	(14,640,000)	(14,640,000)	(14,140,000)	(14,140,000)	(14,140,000)	(10)
Financial Aid	-	(1,250,000)	750,000	11,400,000	-	450,000	(11)
Outflow for investments	-	-	-	(19,000,000)	-	-	(12)
Inflow from investments	7,000,000	13,000,000	7,000,000	-	6,000,000	4,000,000	(13)
Ending Cash	<u>\$ 5,617,334</u>	<u>5,327,334</u>	<u>5,037,334</u>	<u>5,397,334</u>	<u>5,857,334</u>	<u>5,767,334</u>	(14)

COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
BALANCE SHEET AT SEPTEMBER 30, 2025
With Comparative Figures at September 30, 2024

<u>Assets</u>	<u>September 30,</u> <u>2025</u>	<u>September 30,</u> <u>2024</u>	
Cash	\$ 8,065,663	\$ 7,656,965	(1)
Investments at market value (see note)	14,779,963	14,098,537	(2)
Investments for Mitchell Hall at market value	4,024,367	4,357,634	(3)
Investments for OhioHealth Endowment at market value	30,105,251	26,960,727	(4)
Pledges Receivable - Mitchell Hall	509,443	868,488	(5)
Pledges Receivable - Other	5,105,670	6,338,709	(6)
Accounts Receivable	156,764	416,596	(7)
Other Assets	-	-	(8)
Total Assets	<u>\$ 62,747,121</u>	<u>\$ 60,697,656</u>	(9)
<u>Liabilities</u>			
Interfund transfers	\$ 2,974,763	\$ 579,619	(10)
Deferred Revenue	10,000	-	(11)
Pledge Payable	-	-	(12)
Trade Payables	2,847	1,692	(13)
Total Liabilities	<u>2,987,610</u>	<u>581,311</u>	(14)
<u>Fund balance</u>			
Permanently Restricted	32,253,586	32,274,150	(15)
Temporarily Restricted	20,974,647	21,824,011	(16)
Unrestricted			
Allocated	195,045	59,625	(17)
Unallocated	<u>6,336,233</u>	<u>5,958,559</u>	(18)
Total fund balance	<u>59,759,511</u>	<u>60,116,345</u>	(19)
Total Liabilities and fund balance	<u>\$ 62,747,121</u>	<u>\$ 60,697,656</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</u> <u>Portfolio</u>
Cash & Equivalents	\$ 912,893	912,893	1.87%
Equities	25,890,079	30,006,726	61.35%
Fixed Income	18,146,889	17,989,962	36.78%
Mutual Funds	<u>-</u>	<u>-</u>	0.00%
Total Investments	<u>\$ 44,949,861</u>	<u>\$ 48,909,581</u>	<u>100.00%</u>

COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2025
With Comparative Figures at September 30, 2024

	September 30, 2025					September 30, 2024	
	Unrestricted Allocated	Unrestricted Unallocated	Temporarily Restricted	Permanently Restricted	Total All Funds	Total All Funds	
Revenue							
Contributions							
Scholarships and Programs	\$ -	\$ 86,090	\$ 21,739	\$ 27,261	\$ 135,090	\$ 1,572,837	(1)
Taste the Future	-	202,271	-	-	202,271	200,690	(2)
Contributions for Columbus State	-	-	33,378	-	33,378	5,047,074	(3)
Mitchell Hall	-	-	98	-	98	98	(4)
Creative Campus	-	-	-	-	-	-	(5)
Administration Fee Income	-	-	-	-	-	-	(6)
Rental Income	-	-	-	-	-	-	(7)
Interest Income	-	17,670	-	-	17,670	7,783	(8)
Investment Income							
Realized	-	23,690	73,967	-	97,657	239,512	(9)
Unrealized	-	39,169	121,884	-	161,053	552,176	(10)
Investment income - Mitchell Hall							
Realized	-	-	15,422	-	15,422	38,874	(11)
Unrealized	-	-	16,364	-	16,364	34,845	(12)
Investment income - OhioHealth							
Realized	-	-	165,328	-	165,328	245,358	(13)
Unrealized	-	-	1,251,319	-	1,251,319	473,927	(14)
Investment income-subtotal	-	62,859	1,644,284	-	1,707,143	1,584,692	(15)
Total revenues	-	368,890	1,699,499	27,261	2,095,650	8,413,174	(16)
Expenditures							
Scholarships and Programs	-	-	1,606,726	-	1,606,726	1,469,478	(17)
Contributions to Columbus State	-	-	138,629	-	138,629	111,301	(18)
Corporate Gift	-	-	-	-	-	4,413	(20)
Creative Campus	-	-	-	-	-	-	(21)
Mitchell Hall	-	-	-	-	-	-	(22)
Administrative Fee Expense	-	-	-	-	-	-	(23)
Management and general	3,035	154,415	377	-	157,827	147,377	(24)
Total expenditures	3,035	154,415	1,745,732	-	1,903,182	1,732,569	(25)
Excess (deficit) of revenues over expenditures	(3,035)	214,475	(46,233)	27,261	192,468	6,680,605	(26)
Transfers	-	-	(476)	476	-	-	(27)
Other Board Distributions	189,536	(189,536)	-	-	-	-	(28)
Fund balance at beginning of period	8,544	6,311,294	21,021,356	32,225,849	59,567,043	53,435,740	(29)
Fund balance at end of period	\$ 195,045	\$ 6,336,233	\$ 20,974,647	\$ 32,253,586	\$ 59,759,511	\$ 60,116,345	(30)
	[A]	[B]	[C]	[D]	[E]	[F]	

**COLUMBUS STATE COMMUNITY COLLEGE
NOTES TO FINANCIAL STATEMENTS
AS OF SEPTEMBER 30, 2025**

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	\$ 27,386,173	\$ 27,386,173	4.40%	1
STAR Ohio/Plant	1,802,028	1,802,028	4.40%	1
STAR Ohio/Auxiliary	2,149,058	2,149,058	4.40%	1
STAR 2020B Bonds	2,012,366	2,012,366	4.40%	1
STAR 2024 Bond Proceeds	1,437,206	1,437,206	4.40%	1
CSCC Operating Fund	107,869,284	110,482,274	4.03%	967
Auxiliary Services	12,094,389	12,307,574	4.02%	953
2020B Bond Proceeds Meeder	48,962,052	49,872,544	3.92%	131
2020B Bond Proceeds PNC	62,743,117	62,877,314	3.95%	237
County Proceeds	27,631,966	27,827,828	4.25%	131
Plant Fund	10,451,074	10,630,250	3.90%	902
2024 Bond Proceeds Meeder	25,152,247	25,522,949	3.94%	442
2024 Bond Proceeds PNC	50,458,261	50,882,417	3.84%	584
	<u>\$ 380,149,223</u>	<u>\$ 385,189,983</u>		

* Weighted

<u>Portfolio Composition</u>	<u>Type</u>	<u>% of Total</u>
	STAR Ohio	9.03%
	Agencies	43.70% *
	Municipal Bonds	12.60%
	Corporate Issues	10.79%
	Treasury Notes	12.91%
	Stocks	0.00%
	Cash & Equivalents	10.97%
		<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 average 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 6%, the final installment being due in 2045. Approximately \$17.64M 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 \$181.88M, 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>
Adam Albert	Grounds/Facilities Tech	Facilities Operations & Mailroom Services	9/2/2025	\$37,960
Dahianna Ontaneda Delgado	Science Laboratory Tech	Biological & Physical Sciences	9/2/2025	\$46,675
Nick Eaddy	Science Laboratory Tech	Biological & Physical Sciences	9/2/2025	\$46,675
Matthew Sconce	Science Laboratory Tech	Biological & Physical Sciences	9/8/2025	\$46,675
Journey Morgan	Advisor	Advising and Career Services	9/8/2025	\$51,101
Libbie Taylor	Academic Office Specialist	Health Professions & Wellness	9/8/2025	\$39,125
Jebediah Flink	Science Laboratory Tech	Biological & Physical Sciences	9/8/2025	\$46,675
Natalie Canterbury	Program Coordinator	Admissions	9/15/2025	\$54,772
Daniel Shiloh	Administrative Assistant	Delaware Campus & RLC's	9/22/2025	\$48,214
Jenna Ronto	Specialist	Advising and Career Services	10/6/2025	\$43,368
Jessica Ricks	Advisor	Advising and Career Services	10/13/2025	\$51,101
Jaime Hoffman	Deputy Chief Financial Officer	Resource Planning & Analysis	10/13/2025	\$170,000
Ashley Dunn	Advisor	Advising and Career Services	10/13/2025	\$51,101
Adam Bennett	Compliance Officer	Compliance Office	10/20/2025	\$70,000

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>
David Gelo	Student Services Specialist	Student Central	9/9/2025
William Card	System Administrator II	Enterprise Computing	9/22/2025
Allysen Todd	Dean, Arts & Sciences	Academic Affairs	9/30/2025
Becky Smith	Instructional Designer II	Instructional Services	10/3/2025
Samuel Dewalt	Senior Accountant	Cashiers & Student Accounting	10/6/2025
Harley Helman	Generalist	Delaware Campus & RLC's	10/10/2025
Anna Valerius	Advisor	Student Central	10/16/2025
Antiwan Towns	Maintenance Technician	Maintenance	10/17/2025
Laurie Needles	Coordinator	Instructional Services	10/31/2025