

Clark State Community College
Board Strategic Conversation - Operations
November 15, 2011

Participants

Board Members: Jim Doyle, Sharon Evans, Peggy Noonan, Brad Phillips, Heather Tiefenthaler, Vice Chair Heather Corbin, and Chairman Andy Bell

Clark State Faculty and Staff: Cynthia Applin, Chris Bays, Ed Busher, Jane Cape, Marilyn Carlson, Randy Conover, Martha Crawmer, Kris Culp, Dixie Depew, Barb Deschappelles, David Devier, Jennifer Dietsch, Jim Franks, Joe Jackson, Dee Malcuit, Marvin Nephew, Greg Ping, Karen Rafinski, Holly Snyder, Stu Sector, Mellanie Toles, and Kathy Wilcox

Facilitator: Mel Marsh

Overall Financial Perspective

Overall Financial Picture

Vice President Jackson provided a detailed look at the financials, including the following:

- Operating budget
- Auxiliary enterprises
- Restricted accounts
- Reserve funds
- Financial aid and scholarships
- Senate Bill 6 financial ratio analysis

In response to the question whether all of these sources are secured for the future or if any are at risk, discussion ensued regarding the following:

- State Share of Instruction (SSI) funding from the Ohio Board of Regents is at risk. It is probably not at risk of disappearing, but it is at risk of being reduced since it fluctuates with the economic means of the State.
- Enrollment revenue is cyclical. As long as we can hold steady or increase enrollment, we should be in good shape.
- All restricted accounts are potentially at risk since they are all external funding resources.
- GEAR Up (restricted) funding will be eliminated soon; 5.0 FTE staff will be laid off as a result. The only thing to be paid out by the College might be Unemployment because there were no provisions in the contract for Unemployment. It was noted that the College generated overhead revenue from this grant over the five-year period we received the funding, which will help offset this expense. Marvin Nephew indicated that efforts are being made to consider these employees for other available positions at the College. The group discussed whether the College would be responsible for paying it if those laid off were offered other available positions but declined them.
- Pell grant funding is the one item in the restricted accounts that might be at risk of reduction, but not elimination. There are talks at the federal level of taking measures to reduce the number of students that would be eligible.
- OCOG funding is no longer provided to our students due to a change in regulations at the State level, which requires Pell funding to be applied to student accounts first. Although community colleges lobbied against this change, the policy decision stood, and most of this funding now goes to higher cost institutions. It was noted that this does not impact College revenue per se, but it was

something that was out of the College's control that had a negative financial impact on our students.

Understanding of Specific Needs

- *Anticipated Growth and How We Plan to Finance It* – The space planning assessment indicates a current deficit of approximately 22,000 sq. ft. on the Leffel Lane campus. Athletic/recreation, office space, and student lounge space are identified as the space types with the greatest current needs/deficits. If enrollment goes up, additional space will be needed. It was noted that increased enrollment will bring increased revenue, but financing expansion will be an issue. (It was determined that how to finance future expansion should be discussed at a later date once consensus is reached about how best to expand.)
- *Performing Arts Center (PAC) Financials* – An overview of the 2010-2011 revenue and expenses was reviewed. It was noted that although a net surplus was realized, the large amount of endowment revenue received in that time period made that possible. In response to a question regarding whether there is an amount or percentage they feel comfortable subsidizing the PAC, the Board indicated that it depends on how well we are doing as an institution. The question arose as to how the HBC impacts the PAC either positively or negatively, and it was noted that we may need to articulate some sort of policy about that.

Although the PAC is 18 years old, the PAC staff has done a good job keeping facility needs in check via a repair and replacement schedule. Equipment has been replaced and stage maintenance has taken place over the years to ensure that the PAC remains a state-of-the-art facility. Discussion ensued regarding whether any grant funding might be available for facility upkeep; it was noted that there may be a good possibility that local entities would contribute to those needs since they were willing to contribute to the building of the HBC. Mr. Jackson reported that the College is trying different ways to get facility needs met there, such as including replacement of the carpet in the Theatre area as an alternate on the PAC renovation project.

College Financial Reserves

College reserve funds are the accumulation of surpluses from the day we opened until now. At June 30, 2011, the balance was \$8,551,702. Neither the State nor the Ohio Board of Regents has any requirement as far as college reserves, but our Board established a minimum of 15% of our current year budget in reserves. We are currently well above that threshold. Each year, these funds are appropriate for certain initiatives, but any actual expenditures from reserves are always presented to the Board for approval ahead of time.

Greene Center Business Plan

President Rafinski briefly reviewed the Greene Center (GC) Business Plan, which was designed to cover the next five years. Based on GC enrollment, the Center does not have adequate faculty or support staff; options include hiring new faculty and staff or shifting them from the main campus. It was noted that most of the overall 3.5% enrollment growth experienced this fall was due to the GC. The GC advisory committee, comprised of variety of Greene County stakeholders, meets three times a year. The group provides insight into what the employers/community needs and serves as the eyes and ears and our supporters in the community.

It was noted that a group is travelling to Owens Community College's branch campus in Findlay to get some tips on their reporting structure and how they operate. The Findlay campus is 12 years old and outgrew its original site.

Technology and Other Infrastructure

Barb Deschappelles presented the IT Roadmap and provided a brief overview of things that have significantly impacted IT recently:

- The transition from quarters to semesters
- Implementation of a Datatel portal website that will provide an entering site for all to access information based on their goals (i.e., faculty, staff, and students could have different sets of information they need). It will also provide a framework to move toward a single sign-on versus the use of several different logins and passwords.
- The new HBC building and the addition of the second floor of the Greene Center; things are still being wrapped up at both locations.
- Student email was moved to Google successfully
- Increase of the College's bandwidth from 20 Mbps to 45 Mbps, which is adequate for our current needs

In response to a question regarding whether we try to team with others to purchase software and other items, Ms. Deschappelles reported that the College has purchased some virtual desktops and virtual servers via the OARnet statewide contract, and we have received licensing fees at a 70% discount. It was noted that purchasing with other colleges is part of the larger shared services discussion occurring at the State level.

When asked if there is a mountain of unfunded IT needs, Ms. Deschappelles indicated that the problem right now is lack of human resources to deploy/make use of the technology we have. We went from a three-year PC replacement schedule to a five-year schedule. Most buildings are wireless now; we have replaced and added servers, routers, etc.; and we have added more smart classrooms, so progress is being made. She summarized the current situation by stating that IT is supporting double the students, more faculty, more staff, and more buildings – all with fewer IT staff.

2001 Campus Master Plan Status Report

Vice President Jackson reviewed the Campus Master Plan adopted in June 2003. He indicated that the projects identified at that time but have not yet been completed include new student housing, a softball/baseball stadium, a parking lot, relocation of the scene shop, and a new gym/wellness center. It was noted that the Greene Center was not even a consideration at that time.

The main purposes of the space planning study were to: 1) see what types of spaces we are lacking and what we have an abundance of; and 2) to revisit the idea of the connector building between Rhodes Hall (RH) and the LRC and the new gym/wellness center. Instead of moving the Business Division faculty to the old library space, the focus now is moving the Success Center there. The next project would be the RH/LRC connector, which would include the renovation of the first floor of RH. The addition of 22,000 sq. ft. would allow us to relocate the Business Division faculty out here and move more external service groups to the BEC.

President Rafinski reviewed the list of current capital projects as well as future priorities, in rank order. The Board expressed interest in receiving more information about the projects before prioritizing them or committing to them.

Group Discussion

Small groups discussed the following questions and shared their input as follows:

How can we ensure the long-term financial sustainability of Clark State?

- Monitor the needs of our student; make sure we are meeting them; provide good customer service
- Monitor retention, graduation and success rates
- Follow successful students; monitor what they have done and help others do the same
- Good budgeting
- Stay relevant on programming by meeting the needs of the business community

With limited financial resources available, where should we concentrate our efforts in the future geographically and program-wise?

- Focus on the type of student we have; not try to be all things to all people
- Serve the population we have
- Focus on where we get the most bang for our buck (the most students served for the money)
- Focus on both Greene and Clark Counties
- Focus on niche technical programs the Greene County needs and wants, and stop transferring programs down there (e.g., networking)
- Focus on some specific program marketing needed to raise awareness. Geospatial is an example of a program that we started at the request of industry; however, there can be issues if potential students are not sure what the program is about and/or are not aware of the industry need for such individuals.
- We need to follow what health care facilities can get reimbursed for (what services performed by whom) as this drives the hiring practices. For example, if services of a PTA (versus a PT) cannot be billed, health care facilities will not hire PTAs.
- The Greene Center should share Wright State facilities for all possible student support services. Clark is the undereducated county; this is where we need the Success Center and support services. We can't abandon the needs of students in this county.
- Continue enrollment growth; retain the high quality faculty we have and provide great customer service
- Focus on student and faculty comfort in Rhodes Hall classrooms (better temperature control and furniture needed)
- A gymnasium is needed
- Classes at the Greene Center – economize in those areas
- Continue to grow overall, with emphasis on the Greene Center and Ohio Hi Point
- Invest in student services (more faculty, more staff, and better facilities and services for students)
- Focus on transfer students
- Focus on the Greene Center; huge growth potential there
- The Greene Center's CPE partnership with Wright State
- Make sure we are up to speed in IT

Next Steps

Mel Marsh will review the notes of all of the Strategic Conversations and identify the suggested next steps.

The meeting adjourned at 7:32 p.m.