

# CLARK STATE COMMUNITY COLLEGE BOARD OF TRUSTEES REGULAR MEETING

**Minutes**  
**November 16, 2010**

The Clark State Community College Board of Trustees met in regular session in the Boardroom of the Sara T. Landess Technology and Learning Center on Tuesday, November 16, 2010. Chairman Andy Bell presided and called the meeting to order at 6:35 p.m.

**Roll Call:** Present: Jim Doyle, Faye Flack, Peggy Noonan, Les Smithers, Heather Tiefenthaler, Chairman Andy Bell, and President Rafinski

Excused: Heather Corbin, Bill Mercurio, and Élise Spriggs

Others Present: Jane Cape, Dean of Business and Applied Technologies; Marilyn Carlson\*, Dean of the Greene Center; Martha Crawmer, Dean of Arts and Sciences; Kris Culp, Vice President of Advancement; David Devier, Vice President of Academic and Student Affairs; Dixie Depew, Controller; Jennifer Dietsch\*, Director of Marketing; Angi Edwards, Staff Senate President; Jim Franks, Executive Director/Dean, Corporate and Public Services; Joseph Jackson, Vice President for Business Affairs; Everdeen Mason, Springfield News-Sun Reporter; Marvin Nephew, Director of Human Resources; Jeff Reed, Assistant Professor, Arts and Sciences/Faculty Senate President; Mellanie Toles, Assistant to the President; Kathy Wilcox, Dean of Health and Human Services

## **Recognition of Guests**

Chairman Bell welcomed the guests and asked them to introduce themselves.

## **Public Comment**

There were no public comments.

## **Approval of Minutes**

Chairman Bell asked for a motion to approve the minutes of the Regular Board Meeting held on October 19, 2010. Trustee Flack made a motion to approve the minutes, with one correction noted: The last sentence in the first bulleted item should read "March 2011" instead of "March 2010." Trustee Doyle seconded, and the motion passed unanimously.

## **Presentation**

Director of Marketing Jennifer Dietsch provided a presentation entitled "Cutting through the Noise," which detailed the College's attempts to catch the attention of potential students and their families amid the mass of advertising messages they are exposed to on a daily basis.

Ms. Dietsch indicated that the College currently targets high school students, young adults, adults needing training/retraining, displaced workers, and parents. Current marketing messages include the College's closeness, affordability, and convenience, and the facts that we offer over 80 degrees and certificates and students can start their Bachelor's degrees with us.

The College's marketing budget was detailed, as well as the current marketing mix, which includes radio, print, online, outdoor display, direct mail, and miscellaneous ads. Over half of our marketing is done via radio and online combined. Ms. Dietsch noted that we use both geographical and behavioral targeting online, which has proven quite successful. Some of the more unique marketing spots include ads on high school billboards and on Kroger grocery carts. In the near future, we will be building a link site for people to access Clark State's web site more easily with their cell phones.

Chairman Bell thanked Ms. Dietsch for her insightful presentation, noting that he learned a lot.

\*Marilyn Carlson and Jennifer Dietsch exited the meeting at 7:08 p.m.

### **Performing Arts Center Endowment Report**

The Foundation agreed to invest the Performing Arts Center (PAC) Endowment funds that were transferred from the College as a restrictive endowment fund known as the Clark State Performing Arts Center Endowment Fund. Eligible investments are spelled out in the agreement. The income generated from these funds must be used for the purpose of operating, programming and maintaining the PAC. The Foundation agreed to issue quarterly reports to the Clark State Board of Trustees regarding the status of the investment of the funds. Following is a recap at 9/30/10:

Investment @ Cost	\$1,267,243
Interest Earnings	\$666,781
Commonfund Management Fees	\$(36,801)
Foundation Management Fees	\$(63,363)
Market Gain/(Loss)	\$135,123
Balance 9/30/10	\$1,968,983
Quarterly (July-September) Rate of Return	3.11%
Barclays Aggregate Bond Index (July-Sep Quarter)	2.48%
September Return	0.44%
Barclays Aggregate Bond Index (September)	0.11%

The Foundation Board approved transferring these funds into the High Quality Bond Fund at their June 2003 meeting. In August 2006, the Foundation Board approved assessing management fees to endowment accounts it manages. This figure (\$63,363) represents the 1.25% fee for four fiscal years (FY 2007 – FY 2010). Lynne Funk from The Commonfund met with the Foundation Finance/Investment Committee on October 21, 2010, to review fund performance, asset allocation, spending policy, investment policy and provide a market forecast.

### **Board Finance and Facilities Committee Report**

The Board Finance and Facilities Committee met on Wednesday, November 10, 2010, at 12:15 p.m. in the TLC Boardroom. All members were scheduled to be present. Agenda items discussed included:

- FY 2010 Audit Report and Management Letter and Senate Bill 6 Ratio Analysis
- Annual Planned Allocation for Use of Reserve Funds
- Independent Public Accountant Request for Proposal
- FY 2011/FY 2012 Capital Bill
- Reserve Spending Authorization

Minutes of the meeting have been distributed to all Trustees. The next meetings of the Board Finance and Facilities Committee are tentatively scheduled for April 5, 2011, and June 7, 2011.

## **Human Resources Update**

### *Filled Positions:*

#### Exempt:

- Academic Coordinator, Student Support Services (.75 FTE), Jennifer Thal, effective October 24, 2010
- Assistant Registrar (1.0 FTE), Diana L. Seaman, effective November 1, 2010

### *Advertised Positions/Searches/Interviews:*

#### Exempt:

- Academy Commander (.75 FTE)
- Early College Programs Admissions Specialist (1.0 FTE)

## **Liaison Reports**

### Clark State Foundation

- The Foundation fund balance as of September 30, 2010, is \$14.7 million.
- The Finance/Audit/Investment Committee has recently met with their investment managers, CommonFund and Security National Bank. The full Board has acted to continue those relationships.
- The integration of the Circle of Friends into the Foundation Board structure has been completed. The Circle of Friends Committee is now composed of Clark State Foundation Board Members Charlie McFarland, Don Lynam, Teresa Demana, Lynn McLaughlin, Eric Samuelsson and Stephanie Singer.
- We now have Champion City Scholars in every grade of the program, from 8 through 14.
- The annual scholarship reception was held in October; scholarship donors and recipients have the opportunity to meet each other and share their stories.
- We are completing the photographs of individuals who will be in the Audience Mural.

### Council of Governments

- There are currently 88 children enrolled at the Early Childhood Education Center, including schoolagers. Enrollment is at 81%, and the Center is adequately staffed.
- Efforts continue to fill the remaining slots.
- At a special meeting held on October 27<sup>th</sup>, the Council discussed exploring alternatives regarding Center management in an effort to get costs under control. The next meeting will be held on December 8<sup>th</sup> at 5:00 p.m.

## **Action Items**

The following items were presented for Board approval:

### ***Personnel Recommendations ~ Exempt Employees***

In accordance with established hiring procedures and after approval by President Rafinski, the following recommendations for exempt employees are being presented to the Board of Trustees for formal approval:

#### *New Hires:*

- Academic Coordinator, Student Support Services (.75 FTE), Jennifer Thal, effective October 24, 2010
- Assistant Registrar (1.0 FTE), Diana L. Seaman, effective November 1, 2010

#### Impact on students and/or student learning:

- Academic Coordinator position has a direct impact on student enrollment, success, and retention. Provides students with academic and career advising and student support services.
- Assistant Registrar: New position has a direct impact on student enrollment, success, and retention. Assists Registrar with the daily operations of the Records and Registration Office.

Implications for budget, personnel, or other resources: These positions are already funded in the 2010-2011 budget.

It was requested that the Board of Trustees move to accept the personnel recommendations as indicated.

### ***Employee Rewards and Recognition Policy***

Each year at Charter Night, employees are formally recognized for their years of service to the College; other employees are recognized for outstanding work among their peer groups. We celebrate the overall success of the College and our students' successes, and we recognize the positive impact on the communities we serve.

We have created a new policy statement along with revised procedures to implement a "fresh look" on how we honor employees through Rewards and Recognition.

#### 3358:5-5-05 Employee Recognition and Rewards Policy

- (A) Recognizing employees' contributions to the success of the College is a core value of Clark State Community College. As such, our Employee Recognition and Rewards Policy provides an avenue to recognize individuals and groups/teams for their contributions to the overall success of the College, the students we educate, and for their positive impact on the communities we serve. This policy is designed to promote individual/team spirit and unity of purpose within the College based on shared achievement and meeting organizational goals. This noteworthy recognition is for those contributions made beyond those acknowledged during the annual/periodic performance management process.
- (B) This policy applies to all regular employees (staff & instructional faculty) and adjunct faculty. Executive Cabinet members are not eligible for recognition under the provisions of this policy.

- (C) The Employee Recognition and Rewards Policy seeks to recognize deserving staff, instructional faculty, and adjunct faculty members with performance recognition and monetary awards during the annual Charter Night Recognition event or any other time deemed appropriate by the President. The Employee Recognition and Rewards Policy includes but is not limited to the:
- (1) President's Award for Outstanding Service (for regular staff members)
  - (2) Faculty Professional Excellence Award (for full-time and part-time faculty members)
- (D) This policy shall be administered as set forth in the associated procedures established by the president or his/her designee.
- (E) The office of the Director of Human Resources shall be assigned the responsibility of developing, implementing, and maintaining the Employee Recognition and Rewards Program.

Effective: November 16, 2010

Impact on students and/or student learning: Celebrates formally our instructional and service to students

Implications for budget, personnel, or other resources: \$8,000

It was requested that the Board of Trustees approve the Employee Rewards and Recognition Policy as recommended by the administration.

### ***Employee Performance Management System Policy***

The College has developed a new policy statement accompanied by revamped procedures to ensure a robust, comprehensive Employee Performance Management System in which all employees participate. Different procedures are acknowledged for faculty and staff as deemed appropriate.

Through this policy, each employee is provided with clear performance objectives, ongoing coaching and feedback, and professional development.

3358:5-3-11 Employee Performance Management System Policy

- (A) Clark State Community College hires employees with the specific knowledge, skills, and competencies necessary to achieve organizational goals. To help employees maintain and enhance these individual attributes and experience personal success, Clark State employs a robust, comprehensive Employee Performance Management System in which all regular employees participate. This system is employed throughout the performance cycle in order to align the employee's performance goals/objectives with the College's Mission, Vision, and Strategic Plan. It provides each employee with clear performance objectives, ongoing coaching and feedback, professional development, recognition for outstanding work, and serves as data for human resources decisions. The Employee Performance Management System also serves as a means to measure employees' effectiveness on the job; identify areas where employees need training, growth, improvement and/or additional resources; and as a means to encourage supervisors to motivate and communicate with employees.

- (B) This policy and associated procedures address separate performance management processes for all regular employees including staff and instructional faculty.
- (C) Our Employee Performance Management System is composed of the below four major components. These components are implemented throughout the year in order to provide a continuous process of effective, two-way communication between the supervisor and the employee.
  - (1) Planning and goal setting
  - (2) Managing/Coaching
  - (3) Mid-Year Reviews (staff only)
  - (4) Annual Reviews (bi-annual for specific instructional faculty)
- (D) This policy shall be administered as set forth in the associated procedures established by the president or his/her designee.
- (E) The office of the Director of Human Resources shall be assigned the responsibility of developing, implementing, and maintaining the Employee Performance Management System.

Effective Date: November 16, 2010

Impact on students and/or student learning: Employee success is paramount to student success!

Implications for budget, personnel, or other resources: None

It was requested that the Board of Trustees approve the Employee Performance Management System policy as recommended by the administration.

***Annual Planned Allocation for Use of Reserve Funds***

The Financial Condition policy of the Policies and Governance document establishes a target for reserve funds of 15% of the current operating budget. As of June 30, 2010, College Reserves are 24.9% of the 2010-2011 Educational and General Budget. Below is the proposed annual allocation plan for reserve funds in compliance with the Financial Planning/Budgeting section of this document. Please note that taking action on this plan does not authorize these expenditures.

	<b>PLANNED ALLOCATION</b>
<b>UNAPPROPRIATED RESERVES</b>	1,221,420.30
<b>APPROPRIATED RESERVES</b>	
<b>Student Assistance (Dreamkeepers)</b>	75,000.00
<b>Severance</b>	200,000.00

<b>Unemployment Compensation</b>	125,000.00
<b>Equipment - Instructional</b>	125,000.00
B&J Photo (data projector)	
C&H Distributors (stools/work benches A+ lab)	
<b>Equipment - Non-Instructional</b>	75,000.00
Business Equipment (file cabinets - Computing Svcs)	
Ikon Office Solutions (folding machine - Campus Wide)	
Office Depot (shredders - Health Div/HR)	
Rose Products (vacuums - Physical Plant)	
Alfax (tables/chairs - Conference Services)	
John Deere (grounds vehicle - Grounds/Fleet)	
Midport Electronics (radios - Campus Police)	
<b>Equipment - PAC</b>	100,000.00
<b>ADA Modifications</b>	50,000.00
<b>Capital Projects</b>	
<i>Parking Lot/Sidewalk Improvements</i>	125,000.00
Hertz Furniture System Corp. (seminar tables)	
Bartha Visual Inc. (lecterns)	
Dynamix Engineering (architect/engineer)	
Scioto Industries (HVAC contractor)	
Saturn Electric (electrical contractor)	
Steelcase (furnishings)	
Elements IV Interiors (furnishings)	
<i>Repair/Replacement Plan Projects</i>	175,000.00
<i>Vehicle Replacement</i>	50,000.00
<i>Painting Schedule</i>	50,000.00
<i>Creative Arts &amp; Conference Center Technology/Equipment</i>	250,000.00
<i>Fire Training Tower</i>	500,000.00
<i>Disaster Recovery Learning Lab</i>	125,000.00
<b>Land Acquisition/Demolition</b>	125,000.00
<b>Legal/Audit Contingencies</b>	150,000.00

<b>Self Funded Dental Benefit</b>	112,641.19
Reserve for Claims	
Claims and Fees	
<b>New Certificate and Degree Programs</b>	150,000.00
<b>Technology Replacement</b>	400,000.00
Apple Computer (MACs - Library lab)	
Weingarten Gallery (computers - Library lab)	
Pacific Business Systems (MACs - Library lab)	
Global Computer (laptops-Library/Court Reporting)	
Dalco Electronics (computer systems - Campus Wide)	
<b>Strategic Plan for Energy Management Implementation</b>	200,000.00
<b>Strategic Plan Projects</b>	225,000.00
<b>Service District Outreach</b>	400,000.00
<b>Facilities Planning</b>	50,000.00
<b>FY 2012/FY 2013 Fiscal Contingency Planning</b>	750,000.00
<b>Campus Master Plan Implementation</b>	<u>250,000.00</u>
<b>SUBTOTAL APPROPRIATED RESERVES</b>	<u>4,837,641.19</u>
<b>TOTAL RESERVES</b>	<u><u>6,059,061.49</u></u>

15% requirement = \$3,652,500

Action is being requested tonight for Trustees to approve the release of up to \$400,000 from Reserves as noted in the Reserve Spending Authorization, which follows this item.

This plan was presented to the Board Finance and Facilities Committee at their November 10<sup>th</sup> meeting. The Committee recommends approval to the Board of Trustees.

Impact on students and/or student learning: The projects listed under Appropriated Reserves are initiatives that are not funded in the annual operating budget due to the fact that they are expenditures for capital or nonrecurring items.

Implications for budget, personnel, or other resources: None. Reserve funds are separate and distinct from operating funds.



It was requested that the Board of Trustees approve the annual allocation plan for the reserve funds as presented. Actual expenditure of appropriated amounts for these initiatives will require Board action in accordance with the College's Purchasing Policy.

### ***Reserve Spending Authorization***

The annual planned allocation for use of reserve funds was discussed at the November 10, 2010, Board Finance and Facilities Committee meeting. As was reported at that meeting, balances are in compliance with the Board policy governance mandate. As a result of this meeting, a recommendation on the annual allocation plan for reserve funds will be presented to the full Board at the November meeting. This plan simply allocates funds for various strategic initiatives, the expenditure of which requires subsequent Board action.

In the interest of operating the Institution efficiently and quickly responding to student, instructional and operational needs, the Board Finance and Facilities Committee concurred with the recommendation that the full Board approve the release of up to \$400,000 from College Reserves. These funds will be used to replace a compressor at the Applied Science Center; fund the remaining amount of the Ground Lease buy-out not included in the operational budget; contract for professional design services and for a space utilization study for the facility space planning project; and fund the local match required by the Army Corps of Engineers for water/sewer infrastructure for the Disaster Recovery Learning Lab as well as funding equipment and technology expenses for this lab. Financial reports reflecting Reserve allocations and expenditures are discussed with the Board Finance and Facilities Committee.

Impact on students and/or student learning: State-of-the-art fully functioning facilities are paramount to the learning environment.

Implications for budget, personnel, or other resources: None. There are no implications for the General Fund budget. These funds are from College Reserves.

It was requested that the Board of Trustees approve the release of up to \$400,000 from College Reserves for the expenses as noted above during FY 2011. All funds spent will be reported to the Board Finance and Facilities Committee.

### ***Annual Financial Report – Audited***

The audit report was reviewed with the Board Finance and Facilities Committee at their November 10<sup>th</sup> meeting. Present at this meeting were Dennis Obyc and Chris Racz, partner and manager, respectively, in charge of the audit from Crowe-Horwath, and Dixie Depew, Clark State Controller. (Please reference the minutes of this Committee meeting for highlights of the audit report.)

Mr. Obyc commended the work of the College's Business Office and especially that of Dixie Depew, Controller, and David Farrell, Staff Accountant, in preparing the documentation required by auditing standards.

The Auditor of State's review of the audit report is not complete. The report is not available for public distribution. Trustees have been provided a copy of the audit report.

Impact on students and/or student learning: There is no direct impact as a result of this audit engagement. However, the prudent and efficient use of assets does have a resulting positive effect on student learning in the way of providing adequate state-of-the-art equipment and facilities as well as

retaining qualified professional faculty and staff. Clean audits also reflect positively on the reputation of the College, which is beneficial during fundraising campaigns.

Implications for budget, personnel, or other resources: The total cost of the audit of \$51,000 is included in the current year operating budget.

It was requested that the Board of Trustees accept the final FY 2009-2010 audit report.

***Trustee Doyle made a motion to approve all of the action items listed above. Trustee Smithers seconded the motion, and it passed unanimously.***

## **Report of the President**

President Rafinski submitted the following in a written report:

- We have purchased more bandwidth for the College to speed up our technology infrastructure. Many of you will remember when we increased to 20Mbps in 2006. Our new target increases the bandwidth to 45 Mbps, averaging 56-60% of total bandwidth, which will give us room for growth. There was a price break at 45 Mbps when we spoke with OARNET, which made it actually cheaper than 40 Mbps. Our costs will increase approximately \$800 per month.
- A reminder that the Trustees'/Presidents' Legislative Summit hosted by ACCT/AACC will happen in Washington, DC, February 13-16 at the Marriott Wardman Park Hotel. This conference allows us to meet our Ohio delegation and set up meetings with legislators. It was noted that the conference dates conflict with the date of our newly added February Board meeting.
- We have submitted PDAC proposals for two primary projects. The first is dollars for the build-out of the second floor of the Greene Center, and secondly, a phase II build-out of accompanying infrastructure for fire training in the area located next to the Disaster Recovery Learning Lab. We also have a proposal in with Senator Brown in regard to the fire tower that made his short list, but we understand that now our project is off his list. Regardless, the Dayton Coalition process will move ahead with proposals due to the respective entities by November 1<sup>st</sup>.
- We have submitted an application for a national award for our work with CodeBlue in the workforce development section of the annual Bellwether awards presented at the Community College Futures Assembly in Florida in late January.
- The Ohio Board of Regents has indicated to us to anticipate a 20% reduction in the capital bill, expected to be acted on in December during the Lame Duck session. Other reports indicate that there will be no capital bill, which would be the first time in 200 years of history in Ohio.
- We received a federal grant for Real Time Writing in the amount of \$286,454 for a two-year period, effective in January 2011. The project design is to partner with Great Oaks Institute to expand access to our training program to meet the demand of court reporters in west-center and southwest Ohio and the tri-state area, including Kentucky and southeast Indiana. The project is designed to be replicated in other parts of the country in its curriculum, operation, and marketing materials.
- The dedication of the Disaster Recovery Learning Lab went off without a hitch. In a beautifully landscaped building, the event was well attended and included tours of the home and classroom. The project is fully completed, and final numbers were as follows:
  - State Capital Bill Appropriation \$235,000
  - U.S. Army Corps of Engineers (federal) \$195,000
  - Clark State Community College \$112,325
  - CodeBlue – drying equipment, furnishings, floorings, window treatments, appliances
- Trustee Smithers will be honored for his 16 years of service to the College with a dinner at the Simon Kenton Inn on Monday, November 22, at 6:00 p.m. All Trustees are encouraged to attend.

## **Report of the Board Chairman**

Chairman Bell reported that he, Trustee Flack and President Rafinski met with consultant Mel Marsh regarding possible facilitation of the upcoming Board strategic discussions. The group felt that 6-8 hours would be required for her to do the job properly; this includes pre-planning, facilitating the meeting itself, and follow-up afterward. Discussion ensued regarding whether the rest of the Trustees were comfortable with hiring a facilitator. It was noted that doing so would allow Chairman Bell and President Rafinski to fully participate in the meeting and should take some of the administrative burden off of President Rafinski and the staff. The goal is to keep the Board focused on a set of future thinking issues instead of what the College is currently doing. Trustees concurred that they would like to contract with Ms. Marsh for the first two strategic discussions and then re-evaluate how to proceed after that.

***Trustee Flack made a motion to hire Mel Marsh to facilitate the first two strategic discussions to be held the second half of the fiscal year with the potential of hiring her in the next fiscal year as well. Trustee Doyle seconded the motion, and it passed unanimously.***

Chairman Bell:

- Reported that the buzz word at the recent ACCT meeting was student success. He noted that the emphasis of our mission statement is access, and he suggested that we add a student success component. He asked that Vice President Culp develop some suggestions for the Board to review, and the group agreed that it was a good idea. They suggested that it be changed before our next catalog is printed in the spring.
- Encouraged Trustees to attend as many Trustee conferences and development activities as possible, stressing the value of the topics discussed and networking opportunities. He noted that we are lacking involvement in OACC and ACCT opportunities and encouraged everyone to reconsider them.
- Presumed that the administration is looking at various scenarios to handle the impending budget cuts, which are estimated at as much as \$2.9 million or roughly the amount of the College's budget in 2006, and asked that the Board be kept abreast of the situation. It was suggested that the entire strategic discussion in April be devoted to this topic.
- Appointed Trustees Smithers, Doyle and Flack to the Nominating Committee, which will nominate the 2011 Board Chair and Vice Chair. Trustee Smithers will serve as Chair of the Committee.
- Asked that the Board be updated on the status of the College's risk management program at some point in the near future.

## **Trustees' Open Forum**

Trustee Smithers encouraged Trustees to attend the Community College Futures Assembly. He previously served as a Bellwether Awards judge, and felt that the assembly was a worthwhile event.

Three Trustees' terms on the Board expire on November 30, 2010: Trustees Doyle, Flack, and Smithers. Trustees Doyle and Flack have submitted their applications for reappointment, but this will be Trustee Smithers' last meeting. He commented that he has had a great time serving on the Board, and felt honored to have been appointed by two different governors. He noted that he has served on many boards, but without a doubt this has been the best one. (Trustee Smithers will be officially honored for his service at his farewell dinner on November 30.) Trustee Flack commented that she hopes for another chance to serve, but if that does not occur, she has truly enjoyed working with the Board and staff and seeing how we benefit the community every single day. She noted that it has been a joy to be part of an organization in which everyone was heading in the same direction. Trustee Doyle

also expressed his desire to serve another term, noting that he would like to seek ways to get the Early Childhood Education Center back on solid ground since the loss of the Early Learning Initiative funding has caused major financial difficulties. President Rafinski will keep the Board apprised as she receives word on the new trustee appointments.

Vice President Culp thanked the Trustees who took the time to attend the recent Scholarship Recognition Banquet; the recipients really appreciated their attendance. Chairman Bell noted that it was a wonderful event that all Trustees should attend when they have the opportunity. He commented that we are educating some amazing individuals, and he enjoyed hearing some of their stories.

### **Adjournment**

Trustee Smithers made a motion to adjourn the meeting, and Trustee Flack seconded. The motion passed unanimously, and the meeting adjourned at 7:38 p.m.