

CLARK STATE COMMUNITY COLLEGE BOARD OF TRUSTEES REGULAR MEETING

Minutes January 17, 2012

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, January 17, 2012. Chairman Andy Bell presided and called the meeting to order at 6:15 p.m.

Roll Call: Present: Jim Doyle, Sharon Evans, Bill Mercurio, Peggy Noonan, Brad Phillips, Élise Spriggs, Heather Tiefenthaler, Vice Chair Heather Corbin, Chairman Andy Bell, and President Rafinski

Others Present: Cynthia Applin, Director of Institutional Research and Planning; Ed Busher*, Dean of Student Affairs and Enrollment Management/Interim Dean, Greene Center; Jane Cape, Dean of Business and Applied Technologies; Martha Crawmer, Dean of Arts and Sciences; Kris Culp, Vice President of Advancement; Dixie Depew, Controller; David Devier, Vice President of Academic and Student Affairs; Jim Franks, Executive Director/Dean of Corporate and Public Services; Joe Jackson, Vice President for Business Affairs; Gary Kuhn, Contract Training Facilitator; Dee Malcuit, Assistant Professor, Arts and Sciences/Faculty Senator; Marvin Nephew, Director of Human Resources; Mellanie Toles, Assistant to the President; and Kathy Wilcox, Dean of Health and Human Services

Recognition of Guests

Chairman Bell welcomed the guests, and President Rafinski introduced them.

Public Comment

There were no public comments.

Approval of Minutes

Chairman Bell asked for a motion to approve the minutes of the Special Meeting held on November 15, 2011. Trustee Noonan made a motion to approve the minutes as written. Trustee Spriggs seconded, and the motion passed unanimously.

Presentation

Dr. Ed Busher, Dean of Student Affairs and Enrollment Management and Interim Dean of the Greene Center; Dr. David Devier, Vice President of Academic and Student Affairs; and Mr. Joe Jackson, Vice President for Business Affairs delivered a presentation entitled "Planning the Connection between Rhodes Hall and the Former Library Resource Center."

Dr. Devier began by reviewing the academic space needs and relocation of Business and Applied Technologies programming to the Leffel Lane campus, which is the key academic goal. He then reviewed the recent academic relocations and the rationale for each. He also reviewed the academic programs offered at the Leffel Lane and Greene Center campuses, Brinkman Educational Center, Performing Arts Center, and Hollenbeck Bayley Creative Arts and Conference Center.

Dr. Busher followed by reporting the need for additional and improved student services space, indicating that the goal is to create an enrollment “express” center to answer questions up front to relieve high traffic offices. He reported that a one-stop Student Success Center, which would house a total of 11 functions, is proposed to be located in the Rhodes Hall-LRC Connector. He noted that implementing this idea would also free up prime space in the Sara T. Landess Technology and Learning Center.

Mr. Jackson reviewed issued identified in the 2002-2003 Campus Master Plan, what was implemented in the 2005 Campus Master Plan, and details regarding the plans for the connector and renovation of the lower levels of Rhodes Hall and the LRC specified in the 2011 Space Planning Study. He indicated that the projected total cost for these projects is \$5.4 million and provided a list of potential funding sources for \$2.5 million, which would leave a gap of \$2.9 million. It was noted that the project could be done in phases, if necessary.

A question-and-answer period followed the presentation. The question was raised as to whether sprinkler systems will be required if we perform major renovations on these buildings; the answer was not known, and it was noted that money to add sprinkler systems was not included in the project estimates. A question regarding the need for more Bookstore space in an environment where more online books are the trend was raised. It was noted that the projection for space needs for the Bookstore have been reduced, partly due to that; however, space is still needed for clothing, supplies, computers, and software.

Discussion turned to the idea of outsourcing the Bookstore, as many area colleges do. It was noted that it is an auxiliary enterprise for us, and a substantial amount of money from its profits will be used for the project. However, it is an option that could be considered.

It was suggested that we look into new financing programs being used at other colleges, which Trustee Doyle saw a presentation on in Dallas last year, as well as whether any energy conservation grant funding is available if we change to more energy efficient lighting during the renovations.

A straw vote was taken by Chairman Bell to determine whether Trustees would like to move forward with securing an architect for this project. It was agreed that we will move forward with the RFP process. It will then be brought back for Board approval before going any further.

Quarterly Financial Reports

The quarterly revenue/expenditure report along with the Balance Sheet and the Statement of Restricted Income and Charges were distributed prior to the meeting. The following was noted:

Revenue

Ohio Board of Regents State Share of Instruction – The FY 2012 budget is 6% (\$600,000) less than FY 2011. Therefore, the amount received through December is \$295,000 less than what was received last December.

Student Fees – The positive budget variance is a result of summer, fall and winter enrollments exceeding budgeted enrollments by 6.5%.

All other revenue line items, with the exception of Lease Receipts and Performing Arts Center Ticket Sales, are lagging budget.

Total revenue is up \$510,000 (3.2%) from the previous fiscal year.

Expenditures

Instruction – Expenses increased \$217,000 (4.2%). This increase is primarily due to hiring additional adjunct faculty to accommodate increased enrollment (\$128,000).

Operation/Maintenance of Plant – Expenses increased \$67,000 (5.5%). Of this amount, \$30,000 is attributable to maintenance, cleaning and property insurance related to the Greene Center facility. Expenses for utilities at the Hollenbeck Bayley Creative Arts & Conference Center (HBC) totaled \$21,000.

Student Services – Expenses decreased \$69,000 (7.1%) due to the reorganization in Career Management and utilizing Perkins funds from the state for tutoring expenses.

General Administration – Expenses increased \$45,000 (3.3%) due to an increase in the debt service payments on the Greene Center (compared to rental payments last year). Also, there was an increase in scholarship expenses (faculty, staff and dependents taking classes at Clark State).

Public Service – Expenses increased \$33,000 (4.2%) primarily due to new expenses related to the HBC.

Auxiliary Enterprises

Bookstore – The increase in revenue and expenses are a direct result of enrollment. The Bookstore is projected to realize a gross margin of about 15% for the fiscal year.

Commercial Transportation Training Center – Revenue is down from last year but expenses have decreased even more resulting in a surplus from operations year to date.

Balance Sheet

Compared to a year ago, cash is up \$5.6 million (45.5%). This increase in cash is due to the receipt of student tuition dollars for increased enrollments. Total current funds, which include the General Fund, Auxiliary Enterprises, and all Restricted Funds, increased \$2.8 million (17.3%) from December 31, 2010. Bonds Payable decreased from \$16.845 million to \$16.265 million due to debt service payments. Total Investment in Plant of just under \$44 million compares with \$42 million last year at this time. This increase is due to capitalizing Construction in Progress for the Hollenbeck Bayley building even when taking depreciation of all other capital assets into consideration.

Restricted Statement

The restricted budgets, along with the grantor stipulations, were approved by Trustees at the October 2011 Board meeting. The attached Statement of Restricted Income and Charges reflects the following changes since that time:

- Total budget increased by \$329,000 primarily due to an increase in Major Gifts for the Hollenbeck Bayley Creative Arts & Conference Center (\$283,000)
- Three new initiatives including:
 - Private donations for holding classes at the Wittenberg/Art Museum
 - Funding from the Springfield City Schools to continue the GearUp program a few more months
 - Funding from the Springfield Foundation for residency activities by artists
- Funds received total \$2.7 million; funds expended total \$4.6 million

Greene Center Quarterly Finances

Revenue and expenditure information for 2011-2012 through December reflecting the annual budget, December budget and actual, and variance of December budget to actual was distributed prior to the meeting. The following was noted:

Revenue

- OBR State Share of Instruction reflects funding based on last year’s enrollment.
- Student tuition revenue reflects summer, fall and winter enrollments.
- Enrollment has increased over last year by 23.6%.
- Total revenue is showing a positive variance from budget due to the enrollment increase.

Expenditures

- Full-time faculty salaries reflect a doubling of full-time faculty working from the Greene Center campus compared to last year.
- Adjunct faculty salaries reflect summer and fall quarter only and reflect a negative variance from budget due to adding class sections to accommodate increased enrollment.
- Total actual expenditures are very close to December budgeted expenditures in spite of the large enrollment increase.

Surplus from operations through December total \$937,000. Please note that these expenditures do not reflect any administrative overhead allocation.

2012 – 2013 Budget Timeline

The timeline set for the 2012 – 2103 budget process is as follows:

Personnel budget requests	1/11/12
Access granted to budget managers for viewing historical data and requesting expenditures	2/1/12
Initial revenue projection	2/17/12
Capital budget requests (as reflected in Strategic Plan)	3/2/12
Expenditure requests forwarded by budget managers to supervisors (Administrative Council)	3/2/12

Expenditure requests forwarded by supervisors (Administrative Council) to Executive Cabinet	3/9/12
First revision to revenue projection	3/16/12
Expenditure requests forwarded by Executive Cabinet Officer to Controller	3/23/12
Budget issues presented to Board Finance and Facilities Committee (<u>date tentative</u>)	4/3/12
Budget hearings conducted by Executive Cabinet. Discussions to include College's strategic plan, the University System of Ohio plan, Board strategic conversations, and the Greene Center business plan.	4/3/12 – 4/24/12
Board of Trustees action on tuition/fees for 2012-2013	4/17/12
Second revision to revenue projection	4/20/12
Draft budget presented to Board of Trustees as information	5/15/12
Further discussion/adjustments to expenditure requests and revenue projection by Executive Cabinet/Administrative Council	5/15/12 – 5/25/12
Third revision to revenue projection	5/25/12
Balanced budget reviewed with Board Finance and Facilities Committee (<u>date tentative</u>)	6/5/12
Final balanced budget presented to Board of Trustees for action	6/19/12

Human Resources Update

Filled Positions:

Non-Exempt:

- Evening-Weekend Librarian, (.46 FTE), Angelyn Hellman, effective January 3, 2012
- Financial Aid Specialist, (1.0 FTE), Tina Jones, effective January 9, 2012
- Accounts Receivable Technician, (1.0 FTE), Jesse Syx, effective January 9, 2012
- Financial Aid Specialist – Greene Center, (1.0 FTE), Camille Anthony, effective January 23, 2012

Exempt:

- Systems Technician, Information Technology, (1.0 FTE), Jason Graver, effective January 9, 2012

Resignations:

Non-Exempt:

- Human Resources Generalist, Maria Nash, (1.0 FTE), effective December 2, 2011
- Assistant House Manager, Margaret Bickenhauser, (.34 FTE), effective January 6, 2012

Exempt:

- Dean, Greene Center, Marilyn Carlson, (1.0 FTE), effective January 11, 2012
- Academic Counselor, Student Support Services, Philana Crite, (1.0 FTE), effective January 13, 2012

Open/Advertised Positions/Searches/Interviews:

Non-Exempt:

- Human Resources Generalist (1.0 FTE)
- Academic Counselor (1.0 FTE)
- Office Services Clerk (1.0 FTE)
- Part-time Records Clerk (.50 FTE)
- Part-time Assistant House Manager (.34 FTE)

Exempt:

- Systems Administrator, Student Information System (1.0 FTE)
- Academic Counselor, Student Support Services (1.0 FTE)

College Governance Document

Each year the college governance document is revised to include any new committees and members. The document itself describes the process used internally to ensure shared decision-making by describing the processes and understandings of operations. Copies were distributed to Trustees prior to the meeting.

Faculty Constitution

Periodically, the Faculty Senate revises their Faculty Constitution, indicating the rules under which they operate. The proposed document revisions were discussed in the Faculty Senate/Administration Governance Council, and the President has concurred with them.

This new version, which was distributed to Trustees prior to the meeting, adds a standing faculty committee of the Greene Center for governance input, appoints a representative to attend meetings of the Ohio Faculty Senate, and alters the review process of the Student Evaluation Instrument (SEI) from every three years to “as needed.” In addition, the edits allow the Vice President of Academic and Student Affairs (VPASA) to appoint a Dean to the Curriculum Committee as a voting member ex-officio, and allow the faculty leadership to consult with the VPASA regarding rank of new faculty.

Collaboration with Community Mercy Health Partners and Springfield Regional School of Nursing (SRSN) Transition

This update will serve to inform concerning the status of the SRSN transition to Clark State as well as acknowledgment of equipment donations from Community Mercy Health Partners. The SRSN transition is moving ahead as planned. The SRSN faculty and staff have relocated to the Applied Science Center on the Leffel Lane Campus and will finish out their last semester and graduation by late May after which time the College RN program will be known as the Clark State Community College – Springfield Regional School of Nursing. Currently it appears that only one faculty member/administrator will be transitioning to the College. Presently, two SRSN staff members have been employed by the College.

Community Mercy Health Partners has donated a variety of equipment to the College. Most of these will be utilized to help establish a Surgical Technology Certificate program. The list of donated items follows:

Second Floor Birthing Center C-Section Area

- 3 Stools
- 1 Double basin stand
- 1 Single basin stand
- 1 Instrument table
- 1 Ceiling mounted surgical light assembly
- 2 Ceiling mounted IV track with poles
- 3 C-Lockers
- 2 Small instrument tables with drawers
- 1 Transport stretcher
- 2 Biohazard containers

First Floor CSP

- 3 Instrument tables varying lengths
- 1 3-Tier mobile cart
- 2 Linen Hampers
- 1 Bulletin board
- 1 Single basin stand
- 2 Step stools, one with handrail
- 1 ISO cart
- 2 Procedure carts

First Floor PACU

- 2 Sections wire shelving
- 3 Clocks

Ground Floor Emergency Department

- 1 Stretcher
- 4 Mayo stands
- 4 IV poles on wheels

Liaison Reports

Clark State Foundation/Circle of Friends

- The Foundation Board did not meet in December 2011. Instead, Board Members supported donor recognition events including Holiday in the City reception, Scholarship Luncheon, the traditional Norwegian Christmas party, and the first Greene Center Norwegian Christmas party. We appreciate Trustees taking the time to attend these events.
- We are taking requests from individuals who want to be added to the Audience Mural. We have a limited number of seats available at \$1,000 each. For more information, contact Kris Culp at 328-6087 or culp@clarkstate.edu.
- The Circle of Friends will meet in January to begin planning the next Founder's Award dinner and fundraising gala.

- With the addition of the \$30,000-\$35,000 in scholarships we will get from the Springfield Foundation/Springfield Regional School of Nursing, we will have over \$100,000 in scholarships available just for our nursing programs.

Council of Governments

- The current year operations through December reflect a surplus of \$19,119. Year-to-date revenue has increased \$42,000 (13.4%)
- The Center seeks to become a 3-Star facility, the highest distinction of the Ohio Department of Jobs and Family Services, indicating a quality facility and programming best practices.
- A focus on Center marketing continues, particularly for school-aged children where there are vacancies.

*Ed Busher exited the meeting at 7:20 p.m.

Action Items

The following items were presented for Board approval:

Personnel Recommendation ~ 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 Hire:

- Systems Technician, Jason Graver, (1.0 FTE), effective January 9, 2012

Resignations:

- Dean, Greene Center, Marilyn Carlson, (1.0 FTE), effective January 11, 2012
- Academic Counselor, Student Support Services, Philana Crite, (1.0 FTE), effective January 13, 2012

Impact on students and/or student learning:

- Systems Technician: Position will assist in providing IT support to students and employees
- Resignation of Dean, Greene Center has negative impact of center operations and growth, however; reallocation of internal personnel will minimize the impact on students, student learning and center operations.
- Resignation of Academic Counselor, Student Support Services will have a short-term negative effect on student learning. Position will be filled soon through normal hiring process.

Implications for budget, personnel, or other resources:

- Systems Technician: No impact on budget. Funds in 2011-2012 budget
- Dean, Greene Center: No impact on budget. Internal personnel have been shifted to cover dean's responsibilities.
- Academic Counselor: No impact on budget. Funds in 2011-2012 budget

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

Performing Arts Center Interior Renovation Bid Award

The Major Gifts Campaign included a project to renovate a portion of the interior of the Performing Arts Center. This renovation would address the overcrowding of the administrative office suite, create a landing pad for our core of volunteers, and upgrade the technology in the facility. Operational efficiencies and the potential for shared services will also result from this project by co-locating the PAC, academic theatre arts, and Springfield Symphony Orchestra administrative, faculty and support offices in one location.

Bids were advertised for this renovation project beginning November 9, 2011. The bid opening was held December 8, 2011, and the bid tabulation sheet is attached. The tabulation sheet shows estimates for the base bids and alternates, by trade, along with the amounts bid by each contractor. Recommendations for bid awards are as follows:

- General and Plumbing/Fire Protection Combined Bid – Kapp Construction, Inc., Springfield, Ohio - \$135,148 (including alternates G-1 and G-2)
- HVAC Bid – Frye Mechanical, Inc., Dayton Ohio - \$64,270 (including alternate H-1)
- Electrical Bid – Triec Electrical Services, Springfield, Ohio - \$59,920

Total bids of \$259,338 came in \$34,162 (11.6%) below the estimate of \$293,500. Lincoln Street Studio and the Vice President for Business Affairs performed due diligence on the apparent low bidders. This work included verifying that all required documentation such as bid guaranty, power of attorney, enrollment in a drug-free workplace program, properly executed and signed bid forms, etc., were submitted. Other due diligence performed included reviewing financial statements, current projects, experience with similar projects, and project management to be assigned so that we could determine if each contractor had the capacity to perform the work.

Impact on students and/or student learning: Enhanced customer service to students in the theatre arts program; creation of piano labs for credit and non-credit instruction.

Implications for budget, personnel, or other resources: None. The cost of construction (\$259,338) is being funded from College Reserves appropriated by Board action at the April 19, 2011, Board meeting.

It was requested that the Board of Trustees move to award bids as noted above.

New Media Technology

With the construction of the CACC and relocation of the arts programming uptown, the decision was made to create a new computer arts program to augment the current College offerings. To this end, a “New Media Technology” AAS degree program has been developed. A brief description of the program follows.

In New Media, we experience traditional media such as film, images, music, spoken and written word, combined with the interactive capabilities of computer and communications technology. New Media is more than web design, more than dabbling in social media and more than mastery in digital art forms such as photography, video, audio and animation. It is all of these things working together to create the ultimate, interactive experience for the end user. Traditional media outlets looking to change for the future and existing new media companies will require a creative workforce capable of handling new media technology.

(Copies of the curriculum outline are available in the office of the Vice President of Academic and Student Affairs.)

Impact on students and/or student learning: This additional AAS program will provide students with an exciting option to pursue careers in multi-media technology fields.

Implications for budget, personnel, or other resources: Year one of the major costs will be related to the additional software and hardware totaling \$41,950. Year two will see additional software and hardware totaling \$114,298. Year two will also require the employment of one full-time faculty member at a cost of \$54,000.

It was requested that the Board of Trustees move to approve the New Media Technology AAS program for submission to the Ohio Board of Regents.

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

Report of the President

After distributing copies of *Shards*, a book by the Clark State Creative Writing Club, to all Trustees, President Rafinski reported the following:

- The capital bill will be moving forward in March, with an anticipated \$400 million for higher education. The Ohio Board of Regents will retain \$50 million of it to fund OhioLink and instructional equipment by formula, as in the past. The remaining amount will be divided among the colleges and universities following recommendations of a newly created committee by the Governor. This committee, chaired by Dr. Gordon Gee, is composed of two community college presidents, two state university presidents, and the heads of IUC and OACC. The committee has made recommendations or guidelines in terms of this capital money focused on building programs and partnerships, strengthening learning environments, ensuring safety, and encouraging new degree and certificate completion. In addition, the guiding principles include workforce development activities and joint efforts to reduce construction costs and generate ongoing efficiencies.
- Aimed at the reform agenda and Governor Kasich, a mid-biennium budget review is expected to be introduced in late winter. It is unknown at this time whether there will be possible state retirement system reform efforts or whether the Legislature will move forward with these recommendations. After the primary election and the capital bill adoption, the legislature could recess until the fall.
- Recently Governor Kasich announced a more prominent role for community colleges in addressing the workforce development of the state; more details are likely to follow.
- The Governor's Office confirmed that there will be a State of the State address this year, and in the next two weeks more information should be provided on the details.
- The 2012 National Legislative Summit will be held at the Marriott Wardman Park Hotel in Washington, DC, from February 13-16. Jim Doyle and Brad Phillips will be representing the Board at the Summit. We will join the Ohio delegation to visit our state senators and other representatives at that time.
- Later this week, the 14th day count for winter enrollment will be sent to the Ohio Board of Regents, but generally the campus enrollment is up about 7% overall in both headcount and student credit hours from last winter quarter 2011. The Greene Center is up 34% in student credit hours and 29% in headcount from last winter, and the Logan Center is up 75% in student credit hours, and 55% in headcount from last winter. The Greene Center business plan is completed, and recommendations are being implemented, particularly in the staffing and facilities arena.

- As a result of our last accreditation visit, the College was required to file a progress report on several items. This report will be sent to the Commission in March, and will include the following information requested: enrollment growth overall, and at the Greene Center, allocation of resources overall and at the Greene Center, a demonstration of interlinking of student support infrastructure on disability services, financial aid, student success, academic advising, tutoring, professional counseling, and personnel recordkeeping.

Report of the Board Chair

Chairman Bell congratulated the staff on the College's enrollment growth. He also reminded Trustees that their Financial Disclosure Statements are due to the Ohio Ethics Commission by April 16th to avoid late fees.

Trustees' Open Forum

Trustee Mercurio noted that since significant changes are taking place regarding our legislators, we need to determine our priorities and get any needs for federal funding on the docket as soon as possible.

Trustee Tiefenthaler reported that she recently attended the Scholarship Luncheon at which all buildings on campus and all types of students were represented. She extended kudos to the staff, noting that all attendees had nothing but great things to say.

Trustee Doyle indicated that he and his wife attended the Martin Luther King Jr. Luncheon, which he felt was extremely well done this year.

Adjournment

Trustee Mercurio made a motion to adjourn the meeting, and Trustee Doyle seconded. The motion passed unanimously, and the meeting adjourned at 7:35 p.m.