

**BOARD OF TRUSTEES**  
**October 26, 2018 – 11:30 a.m.**  
**Room C200**

**ORDER OF BUSINESS**

- A. CALL TO ORDER (Jeff E)**
- B. ROLL CALL (Megan B)**  
John Bridenbaugh  
Sue Derck  
Jeffrey Erb (Chair)  
Robert Hall  
Laura Howell (Vice Chair)  
Lisa McClure  
Joel Miller (2<sup>nd</sup> Vice Chair)  
Scott Mull  
Paul Siebenmorgen
- C. EXECUTIVE SESSION:** To discuss hiring of a public employee and current personnel
- D. PRESENTATIONS**  
1. Meet the Team – Nursing  
2. Marketing Presentation (Jim B. & Michael T.) (pgs 18-19)
- E. AUDIENCE PARTICIPATION**
- F. CHIEF EXECUTIVE OFFICER REPORT (Michael T) (pgs 20-35)**
  - President (Michael T.)
  - Vice President – Academics (Lori R.)
  - Vice President – Institutional Effectiveness and Student Services (Cindy K.)
  - Chief Administrative Officer (Kathy S.)
  - Vice President – Innovation (Todd H.)
  - Vice President – Human Resources & Leadership Development (Katy M.)
- G. CHIEF FISCAL OFFICER REPORT (Kathy S)**
  - Financial Report as of September 30, 2018 (pgs 14-17)(consent item)
- H. CONSENT AGENDA (Megan B)**  
1. Consent Agenda Items (pgs 7-12)
  - a. Minutes of the August 24, 2018 Meeting
  - b. Resignation
  - c. Employ Full-Time Assistant - Data Entry & Testing
  - d. Employ Full-Time Dean – Nursing
  - e. Employ Full-Time Associate Director – Financial Aid
  - f. Employ Full-Time Administrative Assistant – Community & Workforce Development
  - g. Employ Full-Time Nursing Coordinator – Program & Clinical
  - h. Employ Full-Time Enrollment Advocate
  - i. Miscellaneous Employment Contracts

j. Policy Revision - Benefits Administration

**I. PROPOSED RESOLUTIONS (Megan B) (pgs 12-13)**

1. Approval of NSCC FY2018 Affordability and Efficiency Report (pgs 36-58)
2. Amend Alternative Retirement Plans and Assign Administrative and Investment Duties (pgs 59-68)

**J. OTHER BUSINESS**

1. Upcoming Board Activities
  - a. OACC Trustees Conference – November 15
  - b. Board Executive Meeting – November 28
  - c. Board Meeting – December 14
  - d. Commencement – December 17
2. Upcoming College Activities
  - a. Halloween Activities – October 30-31
  - b. Discover NSCC Day – November 3
  - c. Veterans Luncheon – November 12
  - d. We R STEM – November 16
  - e. Christmas Potluck – December 6
  - f. Employer Networking Dinner – December 6
  - g. Emeritus Dinner – December 17
  - h. Commencement – December 17

**K. ADJOURNMENT (Jeff E)**

The Board of Trustees of Northwest State Community College (NSCC) met in regular session on Friday, August 24, 2018 at 11:30 a.m. in Room C200.

Jeffrey Erb, Chair of the Board, stated that “the record should show that notice of this meeting has been given in accordance with the Ohio Revised Code, Section 121.22(F).”

### **MEMBERS PRESENT**

**18-77**

Members present: John Bridenbaugh, Sue Derck, Jeffrey Erb, Robert Hall, Laura Howell, Lisa McClure, Joel Miller and Scott Mull  
Absent: Paul Siebenmorgen

There were also 9 guests in attendance.

### **EXECUTIVE SESSION**

**18-78**

Mr. Miller moved and Mr. Hall seconded a motion to go into executive session to discuss the employment of a public employee.

ROLL CALL: Aye; Bridenbaugh, Derck, Erb, Hall, Howell, McClure, Miller, Mull.  
Nay; None. Thereupon the Chair declared the motion approved.

Following executive session, the meeting moved back to regular session and on record.

### **PRESENTATIONS**

Peter Beck, Chair of the NSCC Foundation Board of Directors and Robbin Wilcox, Director of Development and NSCC Foundation presented a check in the amount of \$808,682 to the College from the Northwest State Community College Foundation. The money is designated for scholarships, equipment, STEM outreach programs and support for students.

Janet Delcamp, Dean of Allied Health, Business and Public Service (AHBPS) introduced members of her team, including Criminal Justice faculty Chris Clawson and Education faculty Amy Thomas, and gave an overview of the programs offered in the AHBPS division. Michael Leonard, Department Chair for Agricultural Studies, presented information for program development of agricultural studies as well as funding for the programs.

### **CHIEF EXECUTIVE OFFICER REPORT**

Dr. Thomson presented the feedback from faculty and staff listening sessions, which focused on student access, community connections and building a positive culture. These themes align with the four focus areas set by Cabinet as the College moves forward. In addition, informational reports from the Vice President for Academics, Vice President for Institutional Effectiveness and Student Services, Chief Fiscal and Administrative Officer, Vice President for Innovation and Director of Human Resources

and Leadership Development were included in the Board agenda packets.

**CHIEF FISCAL OFFICER REPORT**

**18-79**

Ms. Kathy Soards, Chief Fiscal & Administrative Officer presented the cumulative financial report to inform the Board of Trustees of the College's financial condition as of June 30, 2018. The Board voted to approve the report by affirmation.

**APPROVAL OF CONSENT AGENDA**

**MINUTES OF THE JUNE 22, 2018 MEETING**

**18-80**

**RESIGNATIONS**

**18-81**

WHEREAS, Candace Weirauch, full-time Assistant – Data Entry & Testing has submitted her resignation; and

WHEREAS, Juan Gonzalez, full-time Associate Director - Financial Aid, has submitted his resignation; and

WHEREAS, Roger Spears, full-time Training Coordinator - Cybersecurity, has submitted his resignation; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the resignation of Candace Weirauch, effective June 20, 2018; Juan Gonzalez, effective July 23, 2018; and Roger Spears, effective July 27, 2018 be accepted as tendered.

**FULL-TIME ACCOUNTS PAYABLE CLERK EMPLOYED**

**18-82**

WHEREAS, the position of full-time Accounts Payable Clerk was left vacant due to the promotion of Melissa Vine to Payroll Accountant; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Chief Fiscal & Administrative Officer and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Ashlynn Cox be employed as full time Accounts Payable Clerk effective July 16, 2018 at an annual salary of \$35,500 (to be pro-rated). This is a grade level V position.

**FULL-TIME TECHNICIAN – NETWORK/SYSTEMS TECHNOLOGY EMPLOYED**

**18-83**

WHEREAS, the position of full-time Technician – Network/Systems Technology was left vacant by the resignation of Morgan Wertman; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Innovation and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Donald (Chris) Gomez be employed as full-time Technician – Network/Systems Technology effective July 2, 2018 at an annual salary of \$39,312.00. This is in accordance with the School Support Personnel Bargaining Agreement.

**FULL-TIME ASSISTANT – FINANCIAL AID EMPLOYED**

**18-84**

WHEREAS, the position of full-time Assistant – Financial Aid was left vacant due to the promotion of Makenzie Warncke to position of Financial Aid Counselor; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Chief Fiscal & Administrative Officer and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Kayleigh Nofziger be employed as full-time Assistant – Financial Aid effective July 2, 2018 at an annual salary of \$27,206.40. This is in accordance with the School Support Personnel Bargaining Agreement.

**FULL-TIME ADMINISTRATIVE ASSISTANT – ARTS & SCIENCES EMPLOYED**

**18-85**

WHEREAS, the position of full-time Administrative Assistant – Arts & Sciences was left vacant due to the promotion of Carrie Baynes to position of Executive Administrative Assistant – Vice President for Academics; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Megan Leppelmeier be employed as full-time Administrative Assistant – Arts & Sciences effective July 2, 2018 at an annual salary of \$32,115.20. This is in accordance with the School Support Personnel Bargaining Agreement.

**FULL-TIME STUDENT ACCOUNTS RECEIVABLE CLERK EMPLOYED**

**18-86**

WHEREAS, the position of full-time Student Accounts Receivable Clerk was left vacant due to the retirement of Guillermina Tijerina Iroha; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Chief Fiscal & Administrative Officer and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Tracy Deblin be employed as full-time Student Accounts Receivable Clerk effective August 13, 2018 at an annual salary of \$37,000 (to be pro-rated). This is a grade level V position.

**FULL-TIME CLINICAL TEACHING ASSISTANT EMPLOYED**

**18-87**

WHEREAS, the position of full-time Clinical Teaching Assistant was left vacant due to the transfer of Annette Oberhaus to Coordinator – Nursing Lab; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Erin Jacob receive a one-year probationary contract as full-time Clinical Teaching Assistant effective August 16, 2018 at an annual salary of \$49,145.59. This is in accordance with the Professional Staff Bargaining Agreement, Master's degree.

**FULL-TIME NURSING FACULTY EMPLOYED**

**18-88**

WHEREAS, the position of full-time Nursing Faculty was left vacant due to the retirement of Sharon Brubaker; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Linette Will receive a one-year probationary contract as full-time Nursing Faculty effective August 16, 2018 at an annual salary of \$51,764.22. This is in accordance with the Professional Staff Bargaining Agreement, Master's degree.

**TRANSFER TO FULL-TIME COORDINATOR – NURSING LAB**

**18-89**

WHEREAS, the position of full-time Coordinator – Nursing Lab was left vacant due to the retirement of Bette Hughes; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, an internal candidate applied and met the qualifications of the position; and

WHEREAS, the Vice President for Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Annette Oberhaus be employed as full-time Coordinator – Nursing Lab effective August 16, 2018 at an annual salary of \$74,927.26. This is in accordance with the Professional Staff Bargaining Agreement, Master's degree.

## **MISCELLANEOUS EMPLOYMENT CONTRACTS**

**18-90**

WHEREAS, it has been determined that the following persons should be employed to accommodate various needs; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the following individuals be approved to receive employment contracts for miscellaneous services:

PT Faculty:

Laura Brown

## **TITLE CHANGES APPROVED**

**18-91**

WHEREAS, at the request of the President, Human Resources reviewed graded job descriptions to better align positions and titles with current work performance; and

WHEREAS, the title changes align more with comparable positions in other community colleges and provide a more meaningful connection within our community; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that titles be changed as follows:

James Drewes – Executive Director – Workforce Development

Kathryn McKelvey – Vice President – Human Resources & Leadership Development

Robbin Wilcox – Executive Director – Development & NSCC Foundation

## **APPROVAL TO LOCALLY ADMINISTER CAPITAL PROJECTS GRANTED**

**18-92**

WHEREAS, the ORC Sections 3345.50 and 3345.51 require Board action to locally administer state appropriated capital projects under \$4 million; and

WHEREAS, funding from the state has been received for the building B renovations (\$2,329,873); and

WHEREAS, it is the desire of Northwest State Community College to locally administer these projects; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Northwest State Community College will comply with the guidelines established pursuant to section 153.16 of the Revised Code and all laws that govern the selection of consultants, preparation and approval of contract documents, receipt of bids, and award of contracts

with respect to the project.

The consent agenda was approved by the Board by affirmation.

**AMENDMENT OF STUDENT POPULATION TO BE CHARGED THE CAREER  
ADVANTAGE FEE AND CAREER SERVICE FEE APPROVED**

**18-93**

Mr. Mull moved and Mr. Miller seconded the following motion:

WHEREAS, all first-time students are charged the Career Advantage Fee of \$75, which can be assessed to offset the cost of new student support and success activities; and

WHEREAS, all students are charged the Career Service Fee of \$8.50 per credit hour, which aids in funding several positions on campus that support student success; and

WHEREAS, there are certain student populations that do not benefit from either fee and therefore should not be charged; and

WHEREAS, the Chief Fiscal & Administrative Officer and President recommend

NOW, THEREFORE BE IT RESOLVED, that effective fall 2018 semester, “guest” and other student populations as a group that will not utilize the services funded by these fees will be exempt from being assessed the Career Advantage Fee and Career Service Fee.

ROLL CALL: Aye; Bridenbaugh, Derck, Erb, Hall, Howell, McClure, Miller, Mull.  
Nay; None. Thereupon the Chair declared the motion approved.

**CONVOCATION**

A Fall Convocation to celebrate Northwest State Community College’s 50<sup>th</sup> anniversary will take place on Wednesday, October 3 in Voinovich Auditorium. The event will feature remarks from the Board Chair, a distinguished alumni and President Thomson, along with a video history of the College.

**ADJOURNMENT**

With no further business to be brought before the Board, the meeting was declared adjourned.

**1. APPROVAL OF CONSENT AGENDA.**

**1a. Minutes of the August 24, 2018 Meeting**

**1b. Resignation**

WHEREAS, Patti Altman, Dean – Nursing, has submitted her resignation for retirement; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the resignation of Patti Altman effective January 1, 2019 be accepted as tendered.

**1c. Employ Full-time Assistant – Data Entry & Testing**

WHEREAS, the position of full-time Assistant – Data Entry & Testing was left vacant due to the resignation of Candace Weirauch; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Institutional Effectiveness & Student Success and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Anne Kindinger be employed as full time Assistant – Data Entry & Testing effective August 22, 2018 at an annual salary of \$27,206.40 (to be pro-rated). This is in accordance with the School Support Personnel Bargaining Agreement.

**1d. Employ Full-time Dean - Nursing**

WHEREAS, the position of full-time Dean - Nursing was left vacant by the resignation for retirement of Patti Altman; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Kathy Keister be employed as full-time Dean - Nursing effective September 4, 2018 at an annual salary of \$95,000 (to be pro-rated). This is a grade level II position.

**1e. Employ Full-time Associate Director – Financial Aid**

WHEREAS, the position of full-time Associate Director – Financial Aid was left vacant due to the resignation of Juan Gonzalez; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Chief Fiscal & Administrative Officer and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Mr. Jared Nofziger be employed as full-time Associate Director – Financial Aid effective October 15, 2018 at an annual salary of \$32,968.00 (to be pro-rated). This is in accordance with the School Support Personnel Bargaining Agreement.

**1f. Employ Full-time Administrative Assistant – Community & Workforce Development**

WHEREAS, the position of full-time Administrative Assistant – Community & Workforce Development was left vacant due to the resignation of Andrea Morrow; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Nicole Hand be employed as full-time Administrative Assistant – Community & Workforce Development effective September 26, 2018 at an annual salary of \$32,115.20. This is in accordance with the School Support Personnel Bargaining Agreement.

**1g. Employ Full-time Program & Clinical Coordinator**

WHEREAS, the position of full-time Program & Clinical Coordinator was created to assist the Dean of Nursing in the implementation of the instructional programs of the division and coordinate associated clinical activities, as well as administer the continuing education unit for the college and maintaining the standards of the program; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, an internal candidate applied and met the qualifications of the position; and

WHEREAS, the Vice President for Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Deborah Hartzell be employed as full-time Program & Clinical Coordinator effective September 6, 2018 at an annual salary of \$82,955.19 (to be pro-rated). This is in accordance with the Professional Staff Bargaining Agreement, Master's Degree.

## **1h. Employ Full-time Enrollment Advocate**

WHEREAS, the position of full-time Enrollment Advocate was created to serve as the central point of contact and advocate for students at the Advanced Manufacturing Training Center located at the Scott Park campus; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Innovation and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Brittany Galbraith be employed as full-time Enrollment Advocate effective October 15, 2018 at an annual salary of \$32,115.20 (to be pro-rated). This is in accordance with the School Support Personnel Bargaining Agreement.

## **1i. Miscellaneous Employment Contracts**

WHEREAS, it has been determined that the following persons should be employed to accommodate various needs; and

WHEREAS, the Vice President for Academics recommends

NOW, THEREFORE BE IT RESOLVED, that the following individuals be approved to receive employment contracts for miscellaneous services:

### Part-time Faculty Contracts – Fall Semester:

Aldrich	Catherine	Leptak-	
Alexander	Eileen	Moreau	Jeffrey
Alt	Jean	Lillard	Stacy
Anthony-Mills	Crystal	Manz	Craig
Babcock	Kyle	McQuade	Tim
Bly	Mary Sue	Minsel	Curt
Boone	James	Myers	Ken
Brubaker	Sharon	Nafziger	Beth
Burken	Christa	Nartker	Greg
Burkholder	Tracy	Plummer	Tom
Clink	Michael	Preston	Craig
Coles	Ronald	Racick	John
Collins	Elizabeth	Raymond	Steven
Cook	Alysha	Rendelman	Tracy
Dailey	Amy	Richter	Mary
Dalby	Brittany	Ringenberg	Karla
Dasch	Emilie	Roka	Tom
		Sands	Zachary

Davis	Christopher	Schwiebert	Jason
Dean	Josie	Short	Amanda
DeSota	Heidi	Silveus	Molly
Dillon	Kieron	Singer	Ed
Durham	Tamara	Sizemore	Brittany
Filipovich	Nicholas	Smith	Rebecca
Firestone	Chelsie	Smith-Strauss	Kelly
Frake	Ann	Snyder	Tim
Frey	Kevin	Stuber	Jacob
Gericke	Kelly	Stuckey	Angela
Harris	Heidi	Stuckey	Tom
Hilt	Melissa	Thompson	Dodi
Hunt	Mary	Torok	William
Kadesch	Gary	Vasko	Carol
Kemarly- Dowland	Julie	Verfaille	Robert
Kenning	Celeste	Waisner	Beth
Kinkaid	Cynthia	Werdebaugh	Ronald
Kling	Julie	Whitlock	Kevin
Kohl	Deanna	Worman	Jamie
Kolovich	Monica	Young	Sharla
Kuhlman	Nan	Zuvers	Larry
Lammers	Suzanne		
Lanius	Vicki		
Latscha	Amanda		

#### Supplemental Faculty Contracts – Fall Semester:

Becher	Lisa
Burklo	Dan
Clawson	Chris
Dillon	Kieron
Gerken	Emily
Harris	Heidi
Howard	Sherry
Newton	Tera
Robinson	Chris
Stapleton	Kemp
Vanderpool	Mike
VonDeylen	Barry
Zeller	Ann

## Full-time Contracts - Overload

Aschemeier	Lisa
Becher	Lisa
Berres	Allen
Bowes	Tom
Carr	Tom
Chaplin	William
Donaldson	Pam
Doolittle	Colin
Drees	Amy
Dusseau	Melanie
Eichenauer	Bill
Hicks	Melanie
Howard	Sherry
Hills	Tony
Kwiatkowski	Mike
Malek	Marianna
Mohring	Dave
Newton	Tera
Oberhaus	Annette
Robinson	Chris
Tefft	Greg
Talebi	Ali
Thomas	Amy
Vanderpool	Mike
VonDeylen	Barry

### **1j. Policy Revision – Benefits Administration**

WHEREAS, the College bargained with the School Support Unit to raise the minimum number of hours worked per week from fifteen to twenty hours to be eligible for fringe benefits; and

WHEREAS, the policy for graded employees currently allows employees to work fifteen hours per week to receive fringe benefits; and

WHEREAS, to align the benefits for support staff and graded employees, the college recommends a policy revision for graded employees to raise the minimum hours worked to twenty; and

WHEREAS, the Vice President – Human Resources and Leadership Development and the President recommends

NOW, THEREFORE BE IT RESOLVED, that Policy No. 3358: 14-3-07 Benefits Administration, be revised effective January 1, 2019, as follows:

(A) Eligibility

Full-time and part-time employees who work **A MINIMUM OF TWENTY** hours per week are eligible to participate in the college's fringe benefits program provided in this section. Part-time who work less than **TWENTY** hours, temporary employees, adjunct instructors, and guest lecturers are not eligible to participate in the program, except as required by federal and state regulations or as may be specifically defined in this policy.

(C) Insurance

Medical insurance dental insurance, vision care insurance is available to full-time and part-time employees and their dependents for those who work **A MINIMUM OF TWENTY** hours per week. Life insurance coverage is available to full-time and part-time employees who work **A MINIMUM OF TWENTY** hours per week. These insurance offerings are within the salary and benefit program approved by the board of trustees.

## **PROPOSED RESOLUTIONS**

### **1. CONSIDERATION OF A RESOLUTION TO APPROVE THE 2018 AFFORDABILITY AND EFFICIENCY REPORT.**

Moved by \_\_\_\_\_, seconded by \_\_\_\_\_.

WHEREAS, in 2015 Governor John Kasich created the Ohio Task Force on Affordability and Efficiency to make recommendations to Ohio's institutions of higher education; and

WHEREAS, House Bill 49 requires each institution's Board of Trustees to complete an efficiency review; and

WHEREAS, the College is also required to update the Five-year Efficiency Plan for Board of Trustee review; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the 2018 Affordability and Efficiency Plan Report, as well as the updated Five-year Efficiency Plan that was submitted as a draft by the September 28 deadline be approved for final submission by the Board of Trustees effective October 26, 2018.

ROLL CALL: Aye; Nay;  
Thereupon the Chair declared the motion approved/disapproved.

2. **CONSIDERATION OF A RESOLUTION TO AMEND ALTERNATIVE  
RETIREMENT PLANS AND ASSIGN ADMINISTRATIVE AND INVESTMENT  
DUTIES**

Moved by \_\_\_\_\_, seconded by \_\_\_\_\_.

WHEREAS, Northwest State Community College sponsors and maintains Alternative Retirement Plans, that are defined contribution plans under Section 401(a) and 403(b) of the Internal Revenue Code; and

WHEREAS, the Internal Revenue Code allows for the 403(b) plan to be restated effective January 1, 2010

WHEREAS, the Board of Trustees desires to delegate administrative and investment duties associated with these Alternative Retirement Plans

NOW THEREFORE BE IT RESOLVED, that the 403(b) plan be restated in the form attached hereto, and which restatement is hereby adopted and approved;

BE IT FURTHER RESOLVED, that the appropriate officers of the College be, and they hereby are authorized and directed to execute said restatement on behalf of the College;

BE IT FURTHER RESOLVED, that the officers of the College be, and they hereby are authorized and directed to take any and all actions and execute and deliver such documents as they may deem necessary, appropriate or convenient to effect the foregoing resolutions including, without limitation, causing to be prepared and filed such reports, documents or other information as may be required under applicable law.

ROLL CALL: Aye; Nay;  
Thereupon the Chair declared the motion approved/disapproved.

## **President's Report**

President Thomson's College update can be found in his most recent campus video: President's Update October 22 – November 4. President Thomson's report at the October 26 Board meeting will focus on college events and activities.

### **Community Outreach (August 22 – October 18)**

- Matt Gilroy, Fulton County Economic Development Director – August 22
- Wauseon Area Farm to Table Event – August 23
- Vantage Career Center Visit – August 29
- Jerry Zielke – Paulding County Economic Development Director – September 5
- St Johns Christian Church, Archbold – September 9 (gave sermon at both services)
- John Magill on NSCC Campus – September 12
- Paulding County Kiwanis – September 13 (presentation)
- Defiance Chamber Annual Meeting & Awards Banquet – September 13 (NSCC presented with award for 50 years of service to community)
- President Smith, Eastern Michigan University – September 19 (meet, discuss partnerships and tour campus)
- Montpelier Chamber Board – September 24 (introductions)
- Montpelier Rotary – September 24 (presentation)
- Daniel Yahraus, Bryan Chamber Executive Director – September 28
- Bryan Rotary – September 28 (presentation)
- Kerri Gearhart, NWO Education Service Center – October 1 (introductions)
- Defiance Chamber Luncheon – October 5 (presentation)
- Planned Giving Seminar, NSCC Foundation event – October 9
- Mayor Mike McCann, Defiance – October 11 (introductions)
- Distinguished Alumni Event, Sweetwater, Defiance – October 11
- Brew & Clue, NSCC Foundation event – October 12
- CLUE, NSCC Spotlight Performance – October 12 – 14
- CHWC Cancer Seminar – October 16 (presentation)

## VICE PRESIDENT FOR ACADEMICS

### BOARD REPORT

October 2018

#### Allied Health, Business and Public Services

Janet Delcamp, Dean and Lisa Becher, Business faculty attended the **Business and Innovation Homecoming Dean's Breakfast at the University of Toledo** on October 5. They met the new Dean, Dr. Anne Balaxs and heard her plans for the future of the College of Business and Innovation.

Michael Leonard, Chair, Agricultural Studies has sent a curriculum proposal for the **Associate of Applied Science in Agronomy** to Academic Affairs for review and approval. He continues efforts with the Ohio EPA grant for creating a mobile Sustainable Agronomy Classroom. The **Agribusiness** program is under development and next to be submitted.

Mr. Leonard is also working with Snow College and Minnesota Extension office on a **continuing education program** in Farm Business Management. The program may include the use of free software for **financial farm planning** through the University of Minnesota USDA Center for Farm Financial Management.

#### Arts & Sciences

Lana Snider attended **Lourdes University Community Breakfast** on September 25. Dr. Mary Ann Gawelek, President addressed campus and community leaders as well as state and local officials, and business and higher education partners. New programs to be offered include Bachelor of Science in Craft Beverages (which has an NSCC connection – Dr. Bob Hall); Bachelor of Science in Exercise Science; Doctor of Nursing Practice; Master of Science in Special Education. The University is also exploring partnerships in Pharmacy, Medicine & Dentistry, along with UT College of Business, The Andersons and FCA Fiat Chrysler. Note: NSCC has existing articulation agreements in Business, Early Childhood, Criminal Justice, Nursing, and Social Work.

#### Science, Technology, Engineering Tech, & Math (STEM)

Dr. Dan Burklo, Dean, received an invitation to join **Congressman Bob Latta** and **Bard Manufacturing**, Bryan, on October 22 for a special invitation-only tour of their new James R. Bard Center for HVAC Innovation Center. The tour includes an overview of Bard Manufacturing and a tour of the psychometric labs, acoustic sound lab and field application lab. Dr. Burklo's invitation to this event was at the prompting of Congressman Latta. According to Mr. Steel, President/CEO, Mr. Latta mentioned "it would be great if some of the engineering, science and math academic administrators in his district could see the Innovation Center first-hand and discuss ways to make sure northwest Ohio engineering students are aware of northwest Ohio engineering opportunities".

Dave Mohring continues to bring his **classroom instruction to the industry setting**. The students in his MET 121 Manufacturing Processes classes toured either Koester Machining or Tru-Fast Corporation for a first-hand look at engineering technology in action. Below is a photo of the tour at Koester.



### **Student Success**

Christina Schwiebert & Lori Robison attended the **OhioLink Textbook Affordability and Inclusive Access Conference** on September 28. The agenda included a progress report on the Open Education Resources Innovation grant and a panel discussion with representatives from campuses who have been implementing inclusive access. A consistent recommendation from panelists was to pilot inclusive access on a small scale first, in order to address all the challenges of implementation. Upon return to campus, Christina sent a brief survey to students regarding textbook purchases and attitudes toward e-books to gauge responses to inclusive access. Results will be shared, once compiled.

Karen Bleeks, Tech Prep is reaching out to our **Career Center and High School partners** regarding shared CTAGs, i.e., transferrable credit to NSCC academic programs. Examples included courses in Early Childhood, Visual Communications, and Business. Karen is also working on designing **program pathway advising** sheets with the CTAG and CCP courses highlighted for ease of use with students and parents.

A team of seven individuals will be attending the **Holistic Advising Redesign Institute** on November 7, 2018 at Sinclair College. The institute is sponsored by the Ohio Student Success Center of the Ohio Association of Community Colleges. The team includes: Dr. Cindy Krueger, VP for Institutional Effectiveness & Student Success; Todd Hernandez, VP for Innovation Ron Scozzari, Dean of Industrial Technology; Cassie Rickenberg, Advising Center Director; Kaitlin Rohrs-Cordes, Advising Center; Deb Hartzell, Nursing Faculty; and Amy Drees, Composition Faculty.

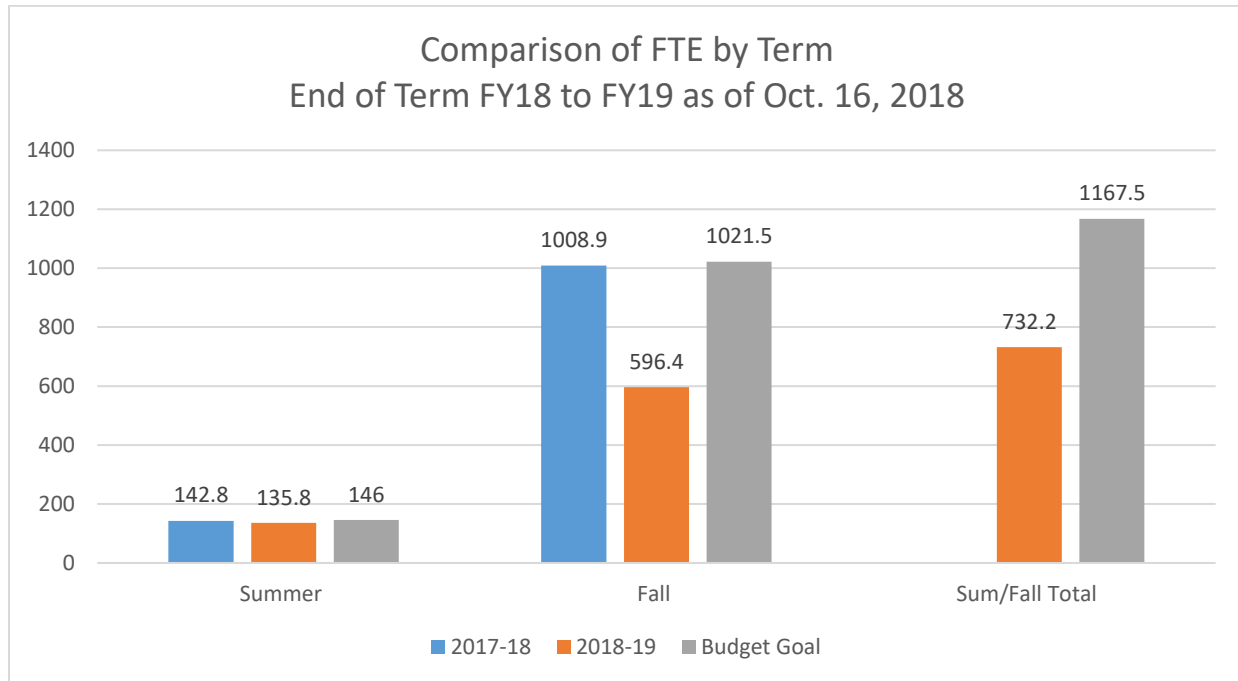
**Faculty advisors** are working with academic advisors to ensure a smooth transition for students into their academic programs. Each division has selected a way to orient students to their faculty advisor. Some are holding “meet and greet” sessions, others are individually contacting students and scheduling appointments. The goal remains for each student to have an individualized plan of study for degree completion.

**Mid-term grade reporting** occurred for all courses this semester. Faculty advisors received notification of their advisees who received a mid-term grade of D, F, or U. Advisors will contact these students and work with them to have a plan of action for improving their grade. Faculty will also refer to campus resources, such as tutoring assistance or counseling services, when appropriate.

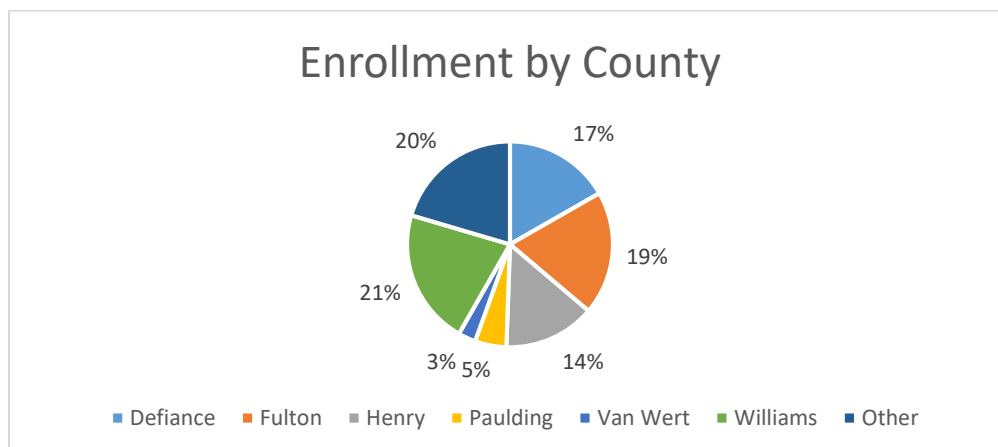
## Vice President for Institutional Effectiveness & Student Success

### Board Report October 2018

#### Enrollment Update



Since the 14-day enrollment, students have withdrawn from 4.7 FTE. Returning students account for 74% of the withdrawn courses. Agency enrollments account for approximately 40% of total enrollment (467 FTE for summer & fall). Agency enrollments (89.9 FTE) have started to be entered for fall semester. Currently, 20% of enrolled students are attending full-time. This number will decrease as more agency students are enrolled. Non-agency enrollment is down approximately 15% while early admit enrollment is up 8.9%. This results in a 12% decrease in FTE for non-agency and early admit enrollment. We are expecting agency enrollment to be flat or slightly increased.



## Advising Center – Cassie Rickenberg

### Advising Center Status

- Advisors are currently focused on the following:
  - Following up with new students on midterm grades
  - Reminders for second eight week classes (begins Oct 17)
  - Registering for spring (begins Oct 15)
  - General walk-in questions regarding fall semester
  - Transitioning returning students to faculty advisors
- Advising Center Visits for fall registration
  - 526 (25%) students (new, returning, transfer) on campus during fall semester have visited the Advising Center
  - 243 (85%) of new students had an advising appointment for fall semester
  - The Advising Center has defined a New Student Appointment as an onboarding opportunity for the student. These appointments generally last an hour and the student is able to leave with an academic plan and a course schedule. During the appointment, the student is informed of campus resources and upcoming deadlines. During the semester, the academic advisor provides just in time student support at the start of the semester: at midterm, at the next semester registration point, and end of term (with academic standing).
  - There have been more than 200 walk in visits since the semester started on 8/22/18. The majority of these needs have been focused on referrals to community based organizations, dropping/withdrawing from classes, or assistance with campus resources (food pantry, tutoring).
- Training and Professional Development
  - During the summer, academic advisors have met with eight colleges to build advisor relationships to increase knowledge of transfer opportunities with 4-year universities.
  - In September, the Director of Advising attended a Student Success Leadership Institute focused on advising.
  - The director and two advisors attended the National Academic Advising Association (NACADA) conference in early October. The conference allowed for excellent networking opportunities and dozens of peer-to-peer interactive training.
- Process Improvements/Additions
  - Ensuring advisors are engaged in academic divisions.
  - Advisors have started to add notes in DegreeWorks to improve communication between the academic advisor and the faculty advisor.
  - At the start of spring registration, the academic advisors will begin recording their advising appointments in Banner. This will allow for cleaner reporting from Banner and improve communication between departments and divisions.
  - Transition Plans are currently being developed to transition the student from their Academic Advisor to the Faculty Advisors. Academic Advisors have been working with the faculty and division deans to develop a strategic transition. Some ways of transition include:

- Using a gateway course to a program that the faculty advisor is teaching.
- Hosting an event to gather students and faculty (specifically for programs that are less cohort based).
- Faculty Advisor sheets have been developed and are given to students (from the academic advisor). The advisor sheets are used to introduce the student to the faculty advisor.



Free Pizza and Best Practices event was organized by Brad Geer, Prior and Workplace Learning Coordinator. Eight (8) engineering and industrial technology interns from five (5) different companies shared their stories about their job descriptions as well as struggles and successes.



## Grants – Ashley Pere

The following grants have been submitted.

- NSF Advanced Technological Education (ATE) Grant Program (\$599,832)

The proposal for our project entitled “Scaling Elements of a Competency-Based Hybrid Instructional Model into Advanced Manufacturing Courses”. The 3-year project builds on the success of the HOME4TECHS project (PI: Tom Wylie) that was previously funded through the NSF-ATE program by partnering with 3 community colleges (Henry Ford College, Ivy Tech Community College, and Robeson Community College) to form a networked improvement community (NIC). The purpose of the NIC is to teach the partner institutions how to adapt our highly successful flexible-hybrid industrial technology training model to improve their advanced manufacturing workforce education and meet the needs

of industry for skilled employees. In the 2<sup>nd</sup> and 3<sup>rd</sup> years, NSCC will administer 2-day professional development workshops for faculty and staff from additional colleges in the state-wide networks of the key partners (Michigan, Indiana, North Carolina) to assist with developing competency-based education, modular online courses, hands-on assessments, and implementing a flexible-lab scheduling system.

- NSA-NSF GenCyber Grant Program (\$82,936)

The “NSCC Toledo Area GenCyber Teacher Camps” project partners with Toledo Public Schools to provide 2, 5-day cybersecurity camps for TPS educators grades K-12 (20 teachers per camp). Applying feedback and lessons learned from our previously awarded grant of the same program, NSCC will train K-12 teachers implement cybersecurity best practices in their curriculum. Topics covered in the camp will include cyber bullying, computer networking, and website security, securing your metadata, using Raspberry Pi and Robotics devices.

- LISC Citi Foundation Bridges to Career Opportunities (\$95,000)

In partnership with LISC Toledo, Lutheran Social Services of Northwest Ohio (LSS, lead applicant), and OhioMeansJobs Lucas County, if this project is selected for funding it will enable NSCC to serve as the primary training provider in an Advanced Manufacturing Bridge program. The program will be integrated with the LSS Financial Coaching services offered at OhioMeansJobs, and aims to equip individuals living in the Toledo area with skills training necessary to obtain a family-sustaining jobs.

### Student Activities: Mike Jacobs

The Chili Cook-off contest was held October 10<sup>th</sup>. Nine teams participated in the event.



\$464 was raised for the Path Center.

The winners of the Judge's Choice were:

- Traditional – The Chili Cru
- Alternative – Prez's Peeps

People's Choice:

- 1) Prez's Peeps
- 2) C-wingers
- 3) Super STEM Team



Halloween Costume contest will be held October 31 in the atrium.

### **Registrar's Office – Connie Klingshirn**

Course equivalencies were recently entered into Banner and imported into Transferology for 27 institutions. Transferology is an online tool that allows students to see how courses will transfer into NSCC from other institutions. NSCC now has course equivalencies entered for 36 institutions.

**Chief Fiscal and Administrative Officer**  
**October 2018**  
**Submitted by: Kathy Soards**

**Business Office**

- Audits of the financial statements for both the foundation and the college were filed with the Auditor of State office on the 10/15/2018 due date. Included with this board report is a letter to the Board of Trustees from the audit firm, Plattenburg regarding their responsibilities and general results of the audit. Audited financials will be shared once they are approved for release by the Auditor of State office.

**Facilities**

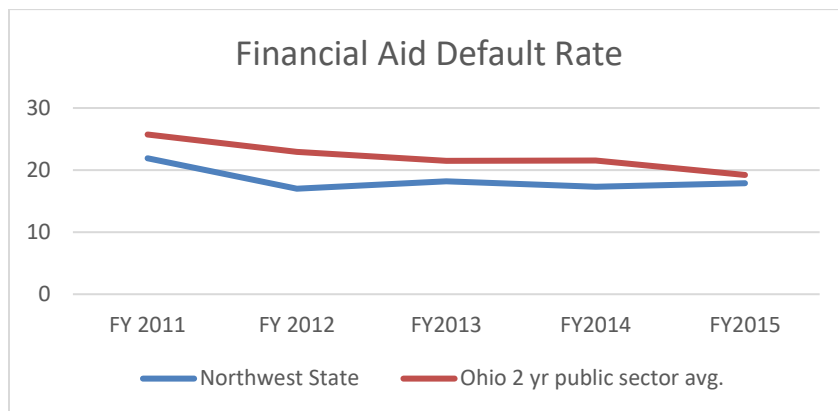
- The picture below displays the connecting link between Building B and Building E. The concrete floor is being poured this week, which will then quickly progress to final enclosure and finishes completion in November.



- A Controlling Board Request for the release of \$82,562.72 in funding for Northwest State's portion of the Regionally Aligned Priorities In Delivering Services (RAPIDS) grant to purchase (3) Lab Volt AC/DC training units along with (1) Vertex 360 Virtual Welding System has been submitted and is awaiting scheduling for an upcoming Controlling Board meeting.
- The excessive number of 90 plus degree temperature days this past summer took a toll on the E Building Chiller, which was planned for replacement in FY 2021. The anticipated cost will be \$150,000 and this expenditure accelerated to revised budget for chiller replacement in early spring 2019 prior to warm temperatures.
- Dixon Engineering has been hired to complete a comprehensive water tower inspection, as the City of Archbold will no longer provide this service. We anticipate they will be recommending exterior cleaning, painting and maintenance, which are all items that the college has been planning to take place in FY 2020 at an early estimated cost of \$125,000.

## Financial Aid

- Federal student loan default rates were released and per the graph below, NSCC continues to stay below the average rate of the other 2-year public college in Ohio.



- Halloweek on campus is a new event spearheaded by Amber Yocom in Financial Aid to encourage students to visit (trick or treat) all student service offices in Building C. Along with the candy the students receive as they make their way through the corridor, Admissions will promote “bring a friend to Discover NSCC Day” on November 3. Financial Aid will encourage FAFSA completion and the scholarship application. The Registrar office will encourage registering for spring classes. Additionally, students participating can register for a \$500 scholarship sponsored by the NSCC Foundation.



## **October 2018 Board Information from CTS**

General Mills Video Conferencing Training: Four technical courses ran in September 2018. We are reviewing a proposed list to revamp our technical course offerings to General Mills. Follow up on this initiative is scheduled in late October.

### Custom Training Solutions:

1. Archbold Campus
  - a. CTS held four Open Enrollment classes and eight contract-training classes in September 2018. Companies include Campbell Soup Co, Vehtek, Sauder Woodworking, Archbold Green Bay Packaging, Haas Door, Therma Tru, and Silgan Containers. Open Enrollment topics included Microsoft Office, Logix PLC, GD&T, and Electrical Troubleshooting Basics.
  - b. Fall credit classes, offsite, are in process for Tru Fast, Therma Tru, Worthington Industries and Lafarge.
  - c. CTS is completing the fall Open Enrollment classes. Course offerings for welding short topics course, Electrical Basics, Electrical Contractor and Plumbing Contractor CE classes, Boiler & Steam Basics and Autonomous Maintenance courses are planned. CTS will offer almost 30% more Open Enrollment classes as compared to the fall of 2017.
2. Advanced Manufacturing Training Center (AMTC) - Scott Park Campus
  - a. Conducted contract training for ProMedica and Toledo Joint Apprenticeship Training Center (JATC). Training topics included Microsoft Excel and Interviewing Skills.
  - b. Five (5) students enrolled in online classes in September.
  - c. Digital Literacy cohort started at the AMTC with 10 students enrolled.
  - d. Lucas County Job and Family Services (JFS) Comprehensive Case Management and Employment Program (CCMEP) bid awarded to Harbor/YMCA. NSCC is the training partner on the grant and will be conducting Manufacturing Skills Standards Council Certified Production Technician (MSSC CPT) training and after school programs for the grant.
  - e. Enrollment Advocate position begins October 15. The purpose of this position aligns with foci of enhancing student success, increasing access and engaging the community.

### Community Outreach/Company Visits:

1. Archbold Campus
  - a. Jim Drewes and Tori Wolf made site visits to the following clients in August and September 2018: Therma Tru, Cooper Foods, LaFarge Paulding, HE Orr

Company, Johns Manville, Napoleon Machine, Automatic Feed Co, North Star Steel, Worthington Industries, Chase Brass and Allied Moulded Products.

- b. CTS led efforts to set up apprentice programs at Tenneco Automotive, Campbell Soup Company and Rassini Chassis in Montpelier. These clients will begin to develop their talent pipeline with incumbent training programs.
- c. CTS has met with the following clients/schools to assist with Public/Private Training Partnerships: Bryan City Schools with Spangler Candy Company and Tru Fast and FWT and Hicksville Schools for a possible welding program.

## 2. AMTC

- a. Manufacturing week in Toledo was a week of connections and education. NSCC partnered with The Chamber Partnership, Supplemental Staffing and Penta Career Center. Tami Norris provided leadership to this week of events.
  - i. Tuesday - Roundtable luncheon. Panelists included Jim Drewes, Susan Ross Wells from Gilmore Jasion and Mahler, and Jay Lake from First Solar. School superintendents, business professionals and government officials including Dr. Cecelia Adams from Toledo City Council and Tom Anderson, Springfield Township Trustee attended.
  - ii. Wednesday included business tours at Plastic Technologies, Designetics and Tronair. The focus was on what technologies they use at their facilities and what they are looking for in employees.
  - iii. Thursday featured a tour at Crum Manufacturing. Participants included area business people and 15 students from Toledo Public Schools. Penta also held a Manufacturing Career fair for 7th graders from several of their feeder schools. CTS hosted a booth with hands-on demonstrations.
  - iv. Friday included business tours at Kennametal and Surface Combustion. CIFT also conducted tours including a stop at the Toledo Advanced Manufacturing Training Center. Participants on that tour included state representatives Fedor and Sheehy as well as educators and business people.
- b. Meetings with organizations included LISC, United Way, YMCA, Lucas County, Sylvania STEM, UT Engineering, UT College of Business and Maumee Valley Country Day School.
- c. LISC filmed interviews with a recent graduate and Tami Norris for use at their October Spotlight on Community Development event.
- d. Hosted tailgating at the UT homecoming game.
- e. Tami Norris is on the steering committee for Be the Link! This is funded through a Community Connectors grant and was awarded to FCA and Springfield Schools with Holland Springfield Chamber and Holland Rotary as partners. It is a program that matches at-risk ninth graders with business and community mentors. The goals are to encourage them to stay in school and to introduce them to various career paths and educational opportunities such as the short-term certificate programs offered at CTS Toledo.

### 3. JFS Workforce Opportunities.

- a. The Wood County Machine Maintenance Specialist Program finished on September 28. Students were both thankful and positive about the future opportunities available to them due to the program.
- b. Activities for the Month of October
  - i. Present to City of Bowling Green Economic Development members October 16.
  - ii. Participate in “Meet the Parents” at Lake School District October 10.
  - iii. Roll out advertising for the MSSC program’s January start date.
  - iv. Coordinate a trip to Newark, Ohio for Wood County staff to observe a high school workforce preparation program and MSSC program.
  - v. Meet one on one with all the county JFS directors to discuss how program goals are being met.

## Board Report from IT

October 2018

### New and Ongoing Projects:

**IT Help Desk Incidents/Service Requests:** For the month of September there were 138 Incidents opened and 148 resolved. There were also 74 Service Requests placed and 75 completed.

**Automating Account Provisioning:** A new automated set up is being created to greatly speed up the employee account provisioning process.

**Bandwidth Upgrade:** The Internet Bandwidth has been upgraded to 200Mbps of commodity, with 50Mbps of OarNET's content delivery service.

**Mobile App:** Currently setting up Apple development environment. Revising app to conform to Google standards.

**Access Control Project:** Awaiting final plans from architect.

**Internal Digital Signage:** The open source service Xibo has been selected. An internal instance of this server is currently being set up and the software installed.

**Document Management System (DMS):** No activity this period.

**Business Analytics (Data Cube):** IT is working with Cindy Krueger to define data points and build the data warehouse for improved reporting.

**Online Application Replacement:** The new application will allow students to receive their student ID number immediately instead of a two week waiting period.

**NORTHWEST STATE COMMUNITY COLLEGE  
DIRECTOR; HUMAN RESOURCES & LEADERSHIP DEVELOPMENT**

*October 2018*

*Submitted by: Katy McKelvey*

**Recruiting:**

We have filled the following roles:

- Enrollment Advocate
- Faculty – Developmental Math

We are recruiting for the following roles:

- Custodian (sub)

**HIGHLIGHTS:**

The Human Resources department is participating in a Banner project to better understand the functionality and improve our efficiency using the system.

Northern Buckeye Health Plan premiums will increase 6% for all plans effective January 1, 2019. This will increase the cost for the college and employees.

Brittany Chamberlain and I attended the 2018 annual CUPA conference in Indianapolis. The speakers and breakout sessions provided information on Title IX, Succession Planning and Workplace Issues.

An employee engagement event, “Jersey Thursday” was held in September. Employees were encouraged to wear their favorite team jersey along with their favorite tailgating snack to share.



**Northwest State Community College**  
**Statement of Net Assets**  
**September 30, 2018**

**Assets**

**Current Funds:**

**General Fund:**

Cash & Investments	\$10,124,314
Accounts Receivable	\$2,127,385
Prepaid Expense	\$3,670
Inventory	\$0
Deferred Outflows of Resource	\$6,504,225

<b>Total General Fund</b>	<b>\$18,759,594</b>
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**Auxiliary Enterprises:**

Cash	-\$510,856
Accounts Receivable	\$93,542
Inventories	\$568,674

<b>Total Auxiliary Enterprises</b>	<b>\$151,360</b>
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**Restricted Funds:**

Cash	-\$460,933
Accounts Receivable	\$0

<b>Total Restricted Funds</b>	<b>-\$460,933</b>
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<b>Total Current Funds</b>	<b>\$18,450,021</b>
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**Plant Funds:**

Unexpended Plant Funds:

Cash	\$41,157
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<b>Total Unexpended Plant Funds</b>	<b>\$41,157</b>
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**Investment in Plant:**

Land	\$176,657
Construction in Progress	\$364,416
Buildings	\$32,344,596
Accumulated Depr.	-\$17,444,057
Parking Lots	\$1,944,552
Accumulated Depr.	-\$1,503,405
Water Tower	\$499,810
Accumulated Depr.	-\$467,838
Movable Equipment	\$5,858,326
Accumulated Depr.	-\$3,992,765
Library Books	\$472,286
Motor Vehicles	\$295,038
Accumulated Depr.	-\$213,372
Art / Collections	\$1,103,765

<b>Total Investment in Plant</b>	<b>\$19,438,007</b>
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<b>Total Plant Funds</b>	<b>\$19,479,164</b>
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**Agency Funds:**

Cash	\$56,879
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<b>Total Agency Funds</b>	<b>\$56,879</b>
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**Liabilities & Fund Balance**

**Current Funds:**

**General Fund:**

Accounts Payable	\$296,242
Accrued Liabilities	\$1,008,002
Deferred Inflows & Net Pension Liabili	\$28,171,148
Unallocated Fund Balance	\$3,712,372
Allocated Fund Balance	-\$14,428,170

<b>Total General Fund</b>	<b>\$18,759,594</b>
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**Auxiliary Enterprises:**

Accounts Payable	\$10,736
Accrued Liabilities	\$26,831
Fund Balance	\$113,793

<b>Total Aux. Enterprises</b>	<b>\$151,360</b>
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**Restricted Funds:**

Accrued Liabilities	-\$40,071
Fund Balance	-\$420,862

<b>Total Restricted Funds</b>	<b>-\$460,933</b>
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<b>Total Current Funds</b>	<b>\$18,450,021</b>
----------------------------	---------------------

**Plant Funds:**

Unexpended Plant Funds:

Fund Balance	\$41,157
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<b>Total Unex-Plant Funds</b>	<b>\$41,157</b>
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**Investment in Plant:**

<b>Net Investment in Plant</b>	<b>\$19,438,007</b>
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<b>Total Plant Funds</b>	<b>\$19,479,164</b>
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**Agency Funds:**

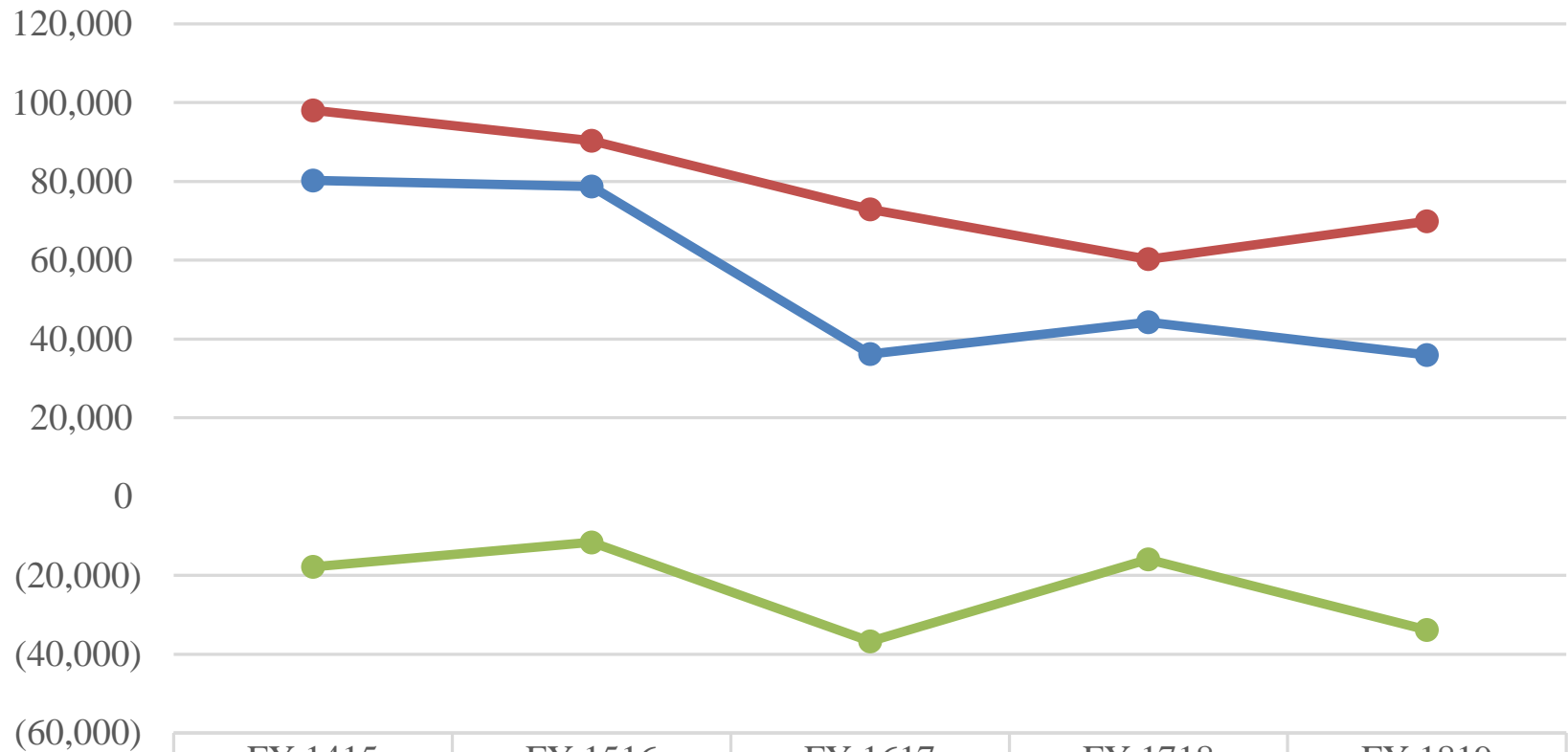
Fund Held in Custody	\$56,879
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<b>Total Agency Funds</b>	<b>\$56,879</b>
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**Northwest State Community College**  
**Statement of Revenue, Expense and Changes in Net Assets**  
**September 30, 2018**

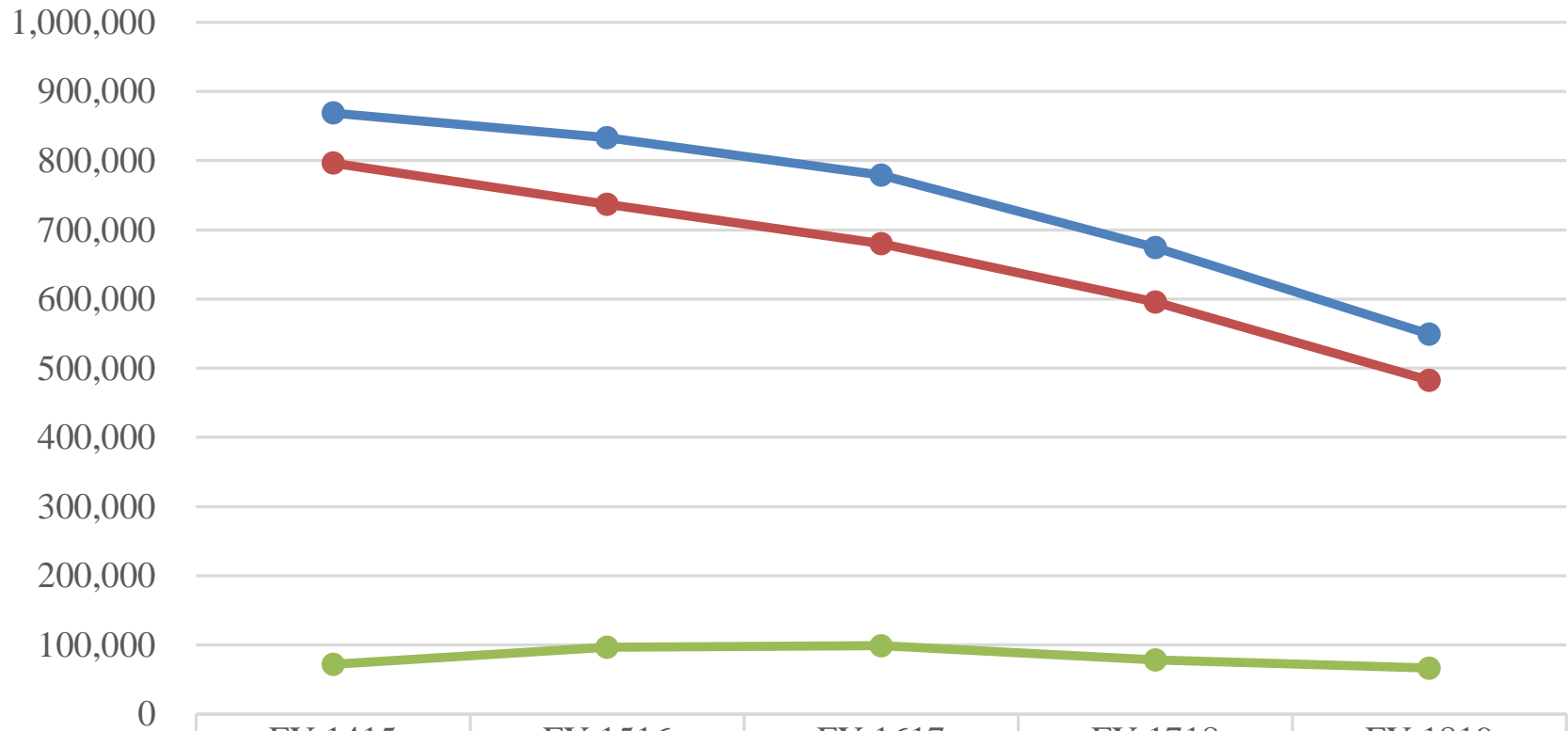
	Total Annual Budget	Actual To Date	Per Cent Received
<b>Operating Revenue:</b>			
Ohio Board of Regents - Subsidy	\$11,058,579	\$2,762,382	24.98%
Ohio Board of Regents -Capital Component	\$120,629	\$30,157	25.00%
Tuition & Fees	\$11,934,824	\$3,533,779	29.61%
Enrollment Contingency	-\$200,000	\$0	0.00%
Scholarship Allowance and Tuition Offsets	-\$734,547	-\$121,346	16.52%
Income from Investments	\$50,000	\$39,054	78.11%
Foundation	\$75,033	\$0	0.00%
CTS Archbold	\$922,000	\$36,024	3.91%
CTS Scott Park	\$350,000	\$11,569	3.31%
Community Development	\$10,000	\$0	0.00%
Miscellaneous Income	\$90,095	\$61,286	68.02%
Grant Fiscal Agent	\$53,720	\$5,061	9.42%
Finger Printing & Facility Rental	\$74,100	\$13,165	17.77%
<b>Total Operating Revenue</b>	<b>\$23,804,433</b>	<b>\$6,371,131</b>	<b>26.76%</b>
<b>To Reserves</b>	<b>-\$849,529</b>		
<b>From Reserves/ State Capital</b>	<b>\$3,123,369</b>		
<b>Total Revenue</b>	<b>\$26,078,273</b>	<b>\$6,371,131</b>	<b>24.43%</b>
<b>Operating Expense:</b>			
Instruction	\$15,517,451	\$1,852,090	11.94%
Public Service	\$27,144	\$4,192	15.44%
Academic Support	\$683,100	\$206,241	30.19%
Scholarship Allowance	\$0	\$0	0.00%
Student Services	\$1,762,489	\$312,452	17.73%
Institutional Support	\$4,282,586	\$1,131,091	26.41%
Plant Operations and Maintenance	\$3,805,504	\$338,339	8.89%
<b>Total Expense</b>	<b>\$26,078,273</b>	<b>\$3,844,405</b>	<b>14.74%</b>
<b>Net Increase/ Decrease in Net Assets</b>	<b>\$0</b>	<b>\$2,526,726</b>	

## Food Service (July thru Sept)



	FY 1415	FY 1516	FY 1617	FY 1718	FY 1819
Revenue	80,255	78,710	36,155	44,304	35,952
Expense	98,066	90,304	72,920	60,226	69,846
Net YTD	(17,810)	(11,594)	(36,764)	(15,922)	(33,894)

## Bookstore (July - Sept)



	FY 1415	FY 1516	FY 1617	FY 1718	FY 1819
Revenue	868,807	833,301	779,249	674,099	549,114
Expense	796,416	736,679	680,263	595,854	482,488
Net YTD	72,391	96,622	98,986	78,246	66,627