BELMONT COLLEGE

BOARD OF TRUSTEES MEETING

Minutes of June 23, 2016

The regular meeting of the Belmont College District Board of Trustees was held at 6:30 p.m., on June 23, 2016 at Belmont College, in the Board Room.

Call to Order

Mrs. Gates, Chair, called the meeting to order at 6:33 p.m.

Roll Call

Marcia E. Bedway – Present
Cory M. DelGuzzo – Present
Edward D. Eberhart – Present
Elizabeth F. Gates – Present
William D. Hunkler – Present
Mark A. Macri – Present
Pandora J. Neuhart – Present
Col. Wayne A. Smith – Absent
Jessica L. Bumgardner - Present

There being a quorum, the meeting proceeded.

Attendance

John Koucoumaris, Rebecca Kurtz,
Tim Houston, Troy Caldwell, Matt Kendall, Steve Hoagland, Richard Myser, Sue White, Dave Mertz, Janet Sempkowski, Dr. Gasparro and Kristy Kosky.

Introduction of Visitors

N/A

Approval of Agenda

Mrs. Gates then asked for a motion to approve the agenda with the exception of pulling Agenda Item C-1, FY 2016/2017 Budget, for discussion.

Mr. DelGuzzo motioned, seconded by Dr. Macri to approve the agenda with Agenda Item C-1, FY 2016/2017 Budget, pulled for discussion.
All ayes; motion carried.

Approval of Minutes

Mrs. Gates asked for a motion to approve the minutes of the regularly scheduled meeting of May26, 2016.

Ms. Neuhart motioned, seconded by Mr. Hunkler to approve the minutes of the regularly scheduled meeting of May 26, 2016.
Ayes; Ms. Bedway, Mrs. Gates, Mr. Hunkler, Dr. Macri, Ms. Neuhart, Mr. Eberhart, Ms. Bumgardner.
Nays; none.

Abstain; Mr. DelGuzzo.
Motion carried.

Oath of Office

Mrs. Gates turned the floor over to Mr. Richard Myser of Myser and Davies Law Office, to administer the Oath of Office to the Governor appointed Trustee, Ms. Jessica Bumgardner.

Approval of Consent Agenda

Mrs. Gates asked for a motion to approve the consent agenda.

Mr. Eberhart motioned, seconded by Dr. Macri to approve the consent agenda.
All ayes; motion carried.

Human Resources
Efficiency Report

It was requested that the Board approve the 2016 Affordability and Efficiency report. The document and cover letter are attached.

In 2015 Governor Kasich created the Ohio Task Force on Affordability and Efficiency to make recommendations on three principles. They are, in order,

1) To be efficient both in expense management and revenue generation
2) While offering an education of equal or higher quality
3) Decreasing costs to students and their families

What we are submitting is a collective work from the College to give our responses. We are asking the Board of Trustees to review and approve.

June 15, 2016
To: Belmont College Board of Trustees
From: Matt Kendall
Re: Efficiency Report
Dear Belmont College Board of Trustees,

Attached in the following pages you will the 2016 Efficiency Reporting Guidance Report administered by the State of Ohio. In early 2015 Governor Kasich created the Ohio Task Force on Affordability and Efficiency to research and examine what higher education institutions are currently doing 1) be more efficiency in both expense management and revenue generation, 2)while offering an education of high quality, and 3) decrease the cost to students and families.

Using their template, collectively the College has submitted our responses on what we have already done or currently doing to be in compliance for the 3 areas listed above. The next several pages details out all of our responses.

Here is where you, as the Board of Trustees, come into play. We are submitting to you at the June meeting for your approval as we are required to submit the attached document by July 1, 2016 per House Bill 64 (Section 369.550). Then in July we will put on the agenda for a discussion to complete and "efficiency review" based on this document. Following the July Board of Trustees meeting, we will then submit by August 1 any results of the Board of Trustee's talks at the July meeting.

After all information is submitted by August 1, the institutional efficiency review and the implementation plans captured by this template will serve as the data for 2016 Efficiency Advisory Committee Report. Then in 2017 the Ohio Department of Higher Education will issue a survey based on the Task Force Report.

Thank you in advance for your help and cooperation in getting Belmont College's 2016 Efficiency Report completed and submitted on time per the State of Ohio's guidelines.

Sincerely,

Matt Kendall
Vice President, Human Resources
& Sustainability

Ohio | Department of Higher Education

John R. Kasich, Governor
John Carey, Chancellor

2016 Efficiency Reporting Guidance

In the early part of 2015, Gov. John R. Kasich created the Ohio Task Force on Affordability and Efficiency to make recommendations to Ohio's institutions of higher education based on three simultaneous principles 1) to be more efficient both in expense management and revenue generation 2) while offering an education of equal or higher quality and 3) decreasing costs to students and their families. The Task Force met several times during the course of 2015. In October the Task Force issued a report with ten recommendations to advise institutions on efficiency and academic practices which will improve both the quality of education and lower costs for students.

Furthermore, House Bill 64 (Section 369.550) requires each institution's board of trustees to complete an efficiency review, based on the Task Force's recommendations, by July 1, 2016, and submit their findings and implementation plans to the chancellor within 30 days, or by August 1, 2016. For additional information on each category and recommendation, please review the **Action Steps to Reduce College Costs report**, issued by the Ohio Task Force on Affordability and Efficiency.

This document is intended to provide guidance for institutions' reports to the chancellor, based on the legislation – please modify and add additional detail as necessary. **The institutional efficiency review and the implementation plans captured by this template will serve as the data for 2016 Efficiency Advisory Committee Report. These reports are due August 1, 2016.** In 2017 and moving forward, ODHE will issue a survey to the institutions, based on the Task Force Report, as a status update to the implementation plans and will serve as the Efficiency Advisory Committee report.

Campuses will want to review the template to familiarize themselves with the format and content before beginning. The template is structured into four sections:

- **Section 1: Efficiencies –** The first section captures practices likely to yield significant savings for institutions that can then be passed on to students. This includes Procurement, Administrative and Operational, and Energy.
- **Section 2: Academic Practices –** This section covers areas such as textbooks, time to degree incentives, and academic course and program reviews. While improvements to academic processes and policies may not convey immediate cost savings, there will likely be tangible benefits that improve the quality of education for students.
- **Section 3: Policy Reforms –** This section captures additional policy reforms recommended by the Task Force.
- **Section 4: Cost Savings, Redeployment of Savings & Tangible Benefits to Students –** The last section will ask institutions to provide, if applicable, cost savings to the institution in actual dollars saved for each of the recommendations. Furthermore, the institution must advise if the institutional savings has been redeployed as a cost savings to students or offered a benefit to the quality of education for students.

Any questions can be directed to Sara Molski, Assistant Policy Director at the Ohio Department of Higher Education, at 614-728-8335 or by email at smolski@highered.ohio.gov.

Section I: Efficiency Practices

Procurement

Recommendation 3A | Campus contracts: Each institution must require that its employees use existing contracts for purchasing goods and services, starting with the areas with the largest opportunities for savings.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes, it was implemented through Belmont Operating Policy on Purchasing, IUC, TCPN, State Terms, Insurance, OhioNET, and in conjunction with OACC.

The College used state-term contracts for the purchase of all furnishings in the Health Sciences Center. The budgeted savings of over $186,000 were redeployed to purchase state-of-the-art lab equipment for the new building. Through value engineering and the use of vendor and state-term contracts, budgeted savings of almost $143,000 were also realized for the purchase of audio/visual and information technology equipment. Lab equipment was also purchased with vendor, state-term and TCPN contracts which were redeployed for additional tangible student benefits.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

Recommendation 3B | Collaborative contracts: Ohio's colleges and universities must pursue new and/or strengthened joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific Supplies and Equipment
- Office Supplies and Equipment

Contract Type	Is the institution participating in joint contracts? [yes, no, plan to]	Include additional explanation here if needed. If the institution chooses not to participate, please explain why.
Copier/printer services	Plan in formation phase	Current campus contract awarded through the RFP process runs until 10/31/2017. Will pursue the viability of a joint contract after the contract expires. Desktop and network printers were consolidated resulting in a $27,642 annual savings. The College is able to bulk purchase copy paper resulting in savings which was redeployed to other college initiatives.

Computer hardware	Yes	IUC and Apple, Inc.
Travel services	Yes	Enterprise Rental Cars Contract through the State of Ohio.
Outbound shipping	Yes	State of Ohio contract with UPS provides savings on weekly service charges and reduced surcharges. Our participation in Partnership, the National Association of College Stores Shipping Program, allows savings on small package and freight shipments.
Scientific supplies & equipment	Yes	IUC and TCPN Contracts are used for nursing and science lab equipment purchasing.
Office supplies & equipment	Yes	IUC, State Term, and TCPN Contract purchasing with KI, Lowes, Ohio Desk. Current and future renovation purchases will be made using joint contract agreements. VMWare and internet service purchased through OARnet.

Assets and Operations

Recommendation 4 | Assets and Operations

4A Asset review: Each institution must conduct an assessment of its noncore assets to determine their market value if sold, leased or otherwise repurposed. Where opportunities exist, colleges and universities must consider coordinating these efforts with other Ohio institutions to reap larger benefits of scale.

Please provide an overview of the process used for the institution's asset review and the key outcomes below or on additional pages:

2011 Polaris purchase: $550,000 {includes oil & gas rights}; oil & gas rights are now leased and $72,000 is included in bonus payment below for 9 acres: $550,000 - $72,000 = $478,000 estimated current value

5.124 acres to ODOT for deed of easement: $129,700 Received

Oil & Gas Lease to Rice Energy for all owned lands (54 acres)– initial bonus payment of $443,000 Received

Remaining noncore 35 acres based on ODOT commercial land valuation of $26,500 per acre: $927,000

4B Operations review: Each institution must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator or other entity. These opportunities must then be evaluated to determine whether collaboration across institutions would increase efficiencies, improve service or otherwise add value.

Please provide an overview of the process used for the institution's operations review and the key outcomes below or on additional pages:

An assessment was conducted for the following non-academic operations: cafeteria, vending, mail, custodial, security, and website development services. Cafeteria, vending, and mail services are now run through private operators; preliminary discussions are in progress with the local Joint Vocational School on a shared Resource Officer for security. Belmont now operates cafeteria through Innovation Services and vending through AVI Food Systems, both are private vendors.

In 2006, Belmont let the lease with Pitney Bowes for its scale and postage equipment expire and now contracts with Super Mail for all mailing services. This resulted in an unknown amount of cost savings in terms of equipment, maintenance & repair, supplies, and staff processing time.

4C Affinity partnerships and sponsorships: Institutions must, on determining assets and operations that are to be retained, evaluate opportunities or affinity relationships and sponsorships that can support students, faculty and staff. Colleges and universities can use these types of partnerships to generate new resources by identifying "win-win" opportunities with private entities that are interested in connecting with students, faculty, staff, alumni or other members of their communities.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Articulation & Transfer Clearinghouse (ATC) - maintained by ODE to facilitate electronic exchange of transcripts among Ohio institutions

Partnership with Parchment is under consideration to allow electronic exchange of transcripts across the US

National Student Clearinghouse - Degree Verification & Enrollment Verification

Veteran's Administration – Certification process so veterans and dependents can receive VA benefits.

Partnered with Ohio Department of Job & Family Services to host Rapid Response events.

Shale Safety Institute hosted by the College for Emergency First Responders.

Tri-County Help Center sponsors an annual sexual assault awareness campaign for educating students on this sensitive topic.

In terms of the Foundation's activities, the process for obtaining financial partners and sponsors is to first, identify an event in need of sponsorship funding. Next, the Vice President of Advancement collaborates with staff, faculty, college trustees, and members of the Foundation board to identify prospective sponsors. All this is possible based on affinity to Belmont College, capacity to give, and "matching" the sponsor to an event that aligns with their giving philosophy. Outcomes include operational budget expense offsets as well as additional offerings that would not be available without the use of sponsorship funds.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

Please identify partnerships and sponsorships in effect for FY2016:

Partnerships/Sponsorships	Description
Destiny Trucking	Partnership in which Destiny and Belmont share responsibility for CDL training and Belmont confers the credential. Destiny provides the equipment and instructors. Belmont provides the students, facilities, and administrative functions.
Internships/Co-ops	All programs espouse experiential learning options.
Grants	*Credit When It's Due* Program confers associate degrees retrospectively to former students seeking bachelor's degrees. College was awarded the Rapids Grant for the purchase of Industrial Electronics, HVAC and Instrumentation capital equipment. College awarded Carl Perkins Instructional Grant for the purchase of instructional supplies/materials. Participating in the Student Success Leadership Institute funded by the Bill and Melinda Gates Foundation et al in collaboration with the OACC to increase student success, completion and retention.
Job Fairs	37 employers were present for on-campus event.
Event Sponsorship	*Adopt a Highway* through Student Government. Mathcounts, Science Fair, and TEAMS competitions every year for high school students.
OACC Risk Management Insurance Program	Belmont participates in a partnership through the OACC for group purchasing of property, casualty, and other forms of insurance. The estimated college savings over stand-alone coverage for FY 2016 is $74,000
Foundation	Additions to Foundation's gross revenues result in benefits to College and its students: *Dowler Classic Golf Scramble,* added $30k; *Shale Safety Institute,* added $66k; *Mathcounts, Teams, Science Fair,* added $10k
OhioLink	Open educational resources – Digital Commons
E-Tutoring	State-wide initiative. College pays for 5 hours of tutoring and students get 24/7 access to tutoring.
SARA Agreement	Discounts costs of approvals state-by-state for online classes.
Apple Computers, INC.	In collaboration with Apple, the college has implemented the BEConnected project in which every student and every faculty member receives an iPAD at no charge to create a common learning platform.

Administrative

Recommendation 5 | Administrative cost reforms

5A Cost diagnostic: Each institution must produce a diagnostic to identify its cost drivers, along with priority areas that offer the best opportunities for efficiencies. This diagnostic must identify, over at least a 10-year period:

- Key drivers of costs and revenue by administrative function and academic program;
- Distribution of employee costs — both among types of compensation and among units;
- Revenue sources connected to cost increases — whether students are paying for these through tuition and fees, or whether they are externally funded;
- Span of control for managers across the institution — how many employees managers typically oversee, by the manager's function; and
- Priority steps that would reduce overhead while maintaining quality — which recommendations would have the most benefit?

Has the institution produced a cost diagnostic? If yes, please provide an overview of the process used and the key outcomes.

Please provide details on the result of the assessment. What are the cost drivers, based on the categories above? Please discuss the institution's priority areas that offer the best opportunities for recommendation.

If the institution has not produced a cost diagnostic, is there a plan to? If yes, what is the implementation plan? If the institution has not completed a cost diagnostic and does not plan to do so, please provide the rationale.

The College regularly does various analyzes which result in a monthly snapshot reported to the Board of Trustees in the form of our monitoring reports.

However, to date, the College has not produced a cost diagnostic as defined above but agrees with the consideration of using the IUC to seek a joint contract for the necessary required analytical work.

In response to the span of control bullet-point above, the College went through a right-sizing in 2015 which resulted in 22 positions eliminated and not filling of vacant positions. This drastic measure has altered our organization structure, however, has allowed us to maintain our work productivity and quality. To date, we have not implemented the common measurement of administrative productivity. Data on expenditures per Full-time Equivalent (FTE) students and employees and many other variables are elements in an emerging inaugural edition of an institutional fact book and the focal point of a recent institutional research project identifying targets for planning purposes; for example, fringe benefit rate, student-faculty ratio, and employee distribution.

Belmont College's organizational structure is broken out by function. Those functions include: President's Office, Human Resources, Academics, Strategic Enrollment Management/Student Affairs, Information Systems and Technology, Administrative Affairs, and Marketing. Those functions lead employees ranging from 1 to 40. Academics has all faculty reporting directly to the VP which is why that number is so high. Typically, the executive leadership has 3-5 employees as direct reports. The College has less than 100 regular full and part-time employees.

5B Productivity measure: The Department of Higher Education developed a common measurement of administrative productivity that can be adopted across Ohio's public colleges and universities. While the measure should be consistent, each institution should have latitude to develop its own standards for the proper level of productivity in its units. This will allow, for instance, for appropriate differences between productivity in high-volume environments vs. high-touch ones.

What steps has the institution taken to improve the productivity measure score or what are the institution's plans to improve the score?

OHE's release and distribution of *Administrative Productivity Measures* table and document occurred around April 29, 2016. The ratios table and document content will help guide future analyses and improvement initiatives. Plans also include analyses of data collected from regulatory bodies with which to draw comparisons based on our current and targeted levels of enrollment. Data from routine reports sent to the US Department of Education provide evidence of efficiency; for instance, expenditures per FTE employees over the past three fiscal years are as follows: $110,211 for FY 2012-13; $102,118 for FY 2013-14; and $98,779 for FY 2014-15. Expenditures per FTE student increased in recent years due primarily to declines in enrollment. Efforts are underway in terms of establishing parameters with which to plan for enrollment growth and to specify key variables and targets relating to an optimal scale of operations.

Has the institution implemented or considered utilizing Lean Six Sigma methodology as a tool to evaluate the institution's processes?

Yes, an application of methodology to data entry practices revealed need to adopt target error rates and reduce rate accordingly. An advisory group is forming to improve those practices and other aspects within the knowledge management domain. Improvement plans will contain summative and formative evaluation methods for examining processes, results, and the plan itself.
While Six Sigma has its value and place, at this time the College will continue to explore opportunities for its application.

5C Organizational structure: Each institution should, as part or as a consequence of its cost diagnostic, review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs. The institutional reviews also should consider shared business services — among units or between institutions, when appropriate — for fiscal services, human resources and information technology.

Has the institution reviewed its organizational structure? If yes, please provide an overview of the process used and the key outcomes.

Belmont's organizational structure is constantly being reviewed. The departmental restructuring enabling a flatter organizational structure. A subsequent reduction in workforce resulted in a collective savings of $1,366,126 for FY 15/16 budgeted expenditures.

If the institution has not reviewed the organizational structure, is there a plan to? If yes, what is the implementation plan?
If the institution not completed a review and does not plan to do so, please provide the rationale.

5D Health-care costs: Like other employers, colleges and universities have experienced rapid growth in health-care costs. To drive down costs and take advantage of economies of scale, the Department of Higher Education has convened a working group to identify opportunities to collaborate. While no information on healthcare costs is required in this year's survey, please feel free to share ideas that the institution believes may be helpful for the working group to consider.

(Optional) Has the institution identified any healthcare reforms that the working group should consider? Please describe.
The College works with a consultant to yearly bid employee health insurance. Membership in the St. Clairsville Chamber of Commerce offers the benefit of reduced healthcare premiums.

(Optional) Has the institution achieved any expected annual cost savings through health-care efficiencies? Please explain how cost savings were estimated.
We have explored, through our consultant, various options to include by not limited to: health risk assessment; self-insurance; consortium; and wellness plans. To date, those options have not been able to provide a cost savings to the college in terms of premiums. For calendar year 2016, our health insurance renewal increase was 8%.

5E Data centers: Institutions must develop a plan to move their primary or disaster recovery data centers to the State of Ohio Computer Center (SOCC).

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.
While the SOCC has its value and place, at this time the College does not feel it is a fiscally viable option.

5F Space utilization: Each Ohio institution must study the utilization of its campus and employ a system that encourages optimization of physical spaces.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.
A Reprogramming Committee was formed to study campus utilization and implement changes for maximum efficiency.

Please provide details on the results of the assessment below or on additional pages:

- The Committee reviewed the vacated spaces which were created from the program moves to the Health Sciences Center for repurposing:
  - Rooms 166, 167, and 168 of Main are now used for EMS Programs.
  - The Natural Science Center was renamed the Fire Sciences Center, and the building is now dedicated to the Fire Science Programs.
  - Plans have begun for Room 178 to become a dedicated space for the Child Development Program.
- The College is working with the OFCC on a redesign of several areas to enhance the student environment which include:
  - Learning Resource Center
  - College Bookstore
  - Student Lounge
- Belmont is in the process of moving the Information Systems and Community Education/ Workforce Development Departments to better serve the needs of students.
- Because of the BEConnected Initiative, the number of dedicated computer labs can be reduced. The downsizing is currently

being reviewed and will begin in the next fiscal year.

- Entrance doors at the Science and Engineering Building are being replaced to increase safety and energy efficiency.
- A room-by-room assessment of the remaining rooms at the Main Building will begin in the next fiscal year.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

Energy

Energy Efficiencies seek to refine sustainable methods utilized by institutions to procure and use energy (resulting in more efficient use of energy), including, but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring.

What energy efficiency projects has the institution implemented or enhanced within fiscal year 2016?

See table below

Project	Collaborative Partnership(s)	Explanation
HVAC & Lighting		Phase 1 completed in FY14/15 and Phase 2 is in planning stages with the Reprogramming Committee; 15% reduction in KWH from completion of Phase 1 HVAC & Lighting project.
Utility Contracts		AEP negotiated contract with TPA for fixed cost per kwh.
Grid Smart Program	AEP	Belmont participated in the energy efficiency program offered through American Electric Power. In FY 2016, the College received a total of $29,015 in grants and incentive rebates from the energy saving lighting used in the recent Main Building HVAC and Lighting Project.
Health Sciences Center		The HSC building was designed to LEED specifications for maximum energy efficiency.

Section II: Academic Practices

Recommendation 6 | Textbook Affordability

6A Negotiate cost: Professional negotiators must be assigned to help faculty obtain the best deals for students on textbooks and instructional materials, starting with high-volume, high-cost courses. Faculty must consider both cost and quality in the selection of course materials.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

In house resources and strategies are being utilized until the cost of a professional negotiator can be justified. Until then, through our BEConnected initiative, we have lowered costs with the use of OpenStax free materials and e-books. Other in house strategies include nursing faculty's negotiations with publishers to lower the cost of textbooks when we use multiple titles. In addition, we are providing faculty with other lower cost options such as textbook rental and loose leaf editions. These strategies are only the beginning as we continue to educate and encourage faculty to adopt publisher e-book products. The adoption of multiple e-books will allow us to negotiate with publishers for a lower cost. As a result, student cost savings are expected to increase exponentially. Remaining institutionally owned allows us the ability to control our own pricing and affordability strategies.

6B Standardize materials: Institutions must encourage departments to choose common materials, including digital elements, for courses that serve a large enrollment of students.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

The college has initiated a number of tactics in this area. The standardized syllabus was implemented to standardize textbooks in courses. The BEConnected initiative has decreased the cost of textbooks by creating a common learning platform in which i-Books, e-Books, or otherwise free and widely available books can be utilized. The Faculty are beginning to create their own texts. Lower cost options are being reviewed for required texts.

With the BEConnected initiative printing on campus is slowly being eliminated. Identification numbers are assigned to employees and printing can be tracked to control costs. BEConnected project allows students to access e-materials via a common learning platform and expand learning capability. It also individualizes learning while decreasing the cost. Meetings with department heads, faculty and staff training, and student training/support have all been ongoing with this project. Since all students and faculty now have access to an iPad with this initiative, the budgeted funds of $56,800 for a computer lab and nursing lab laptops were no longer necessary in the new Health Sciences Center. Those funds were redeployed to further enhance the building and purchase additional educational supplies and lab equipment.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

6C Develop digital capabilities: Institutions must be part of a consortium to develop digital tools and materials, including open educational resources, that provide students with high-quality, low-cost materials.

Please explain your efforts to develop digital tools and materials.

The College uses OpenStax for free e-books. The BEConnected initiative provides access to the common learning platform use of iTunes University and other public open free resources is ongoing. One faculty member is creating his own textbook for a literature course by originating his own chapters from existing sources. Ongoing workshops and email communications are educating Faculty on available resources.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

Recommendation 7 | Time to Degree

7A Education campaign: Each institution must develop a coordinated campaign to educate its full-time undergraduates about the course loads needed to graduate on time (two years for most associate degrees and four years for most bachelor's degrees).

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Belmont College provides a two-year suggested course sequence for all programs in the College Catalog. The college implemented a "15 to graduate" campaign faculty advising model in which individual student advising focused on clear pathways to completion in two years. Belmont College Advisors provide students with Degree Completion Plans that help students get back on track and shows students what classes are being offered and in which term.

Belmont has named a Student Success Leadership Team (SSLI) of ten individuals that is working with the OACC in collaboration with the Bill and Melinda Gates Foundation et al, to receive professional development, coaching and mentoring to augment student retention and completion. The team in collaboration with 33 employees compiled the College Completion Plan which espoused goals and tactics to enhance retention and completion. The college also appointed a Data Team to assess the outcomes of implementation of the Plan. The Data Team embedded metrics in the Plan to assess the effectiveness of the goals/tactics.

Various efficiencies are likely to result from integrating the work of overlapping committees, reducing the number of individuals and hours in meetings, and reallocating resources toward the production of more meaningful and useful reports of possible interest to students and other key stakeholders. Some efforts are underway to address the learner-centered environment component of the college's mission statement, to think of students as consumers of data and reports and active participants in assessment practices, and to shift the college's structures and culture so they facilitate student success and institutional effectiveness.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

7B Graduation incentive: Institutions should consider establishing financial incentives to encourage full-time students to take at least 15 credits per semester.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

The College Completion Plan espouses tactics for exploring innovative tuition modeling and other incentives to encourage students to take 15 credit hours per semester.

7C Standardize credits for degree: Institutions should streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less and an associate degree programs can be completed within 65 credit hours or less. Exceptions are allowed for accreditation requirements.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.
The average credit hours for degree completion were reduced from 68-72 to 60-65 in most programs. Exceptions exist in some health programs. Fifteen new short term technical certificates and three new long term technical certificates were developed and approved. Six additional certificates are pending approval. Certificates provide a "career ladder" and approach to career pathways that provide multiple entries and exits. All are stackable with associate degrees which decrease time and cost of the degree.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

7D Data-driven advising: Institutions should enhance academic advising services so that students benefit from both high-impact, personalized consultations and data systems that proactively identify risk factors that hinder student success.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Belmont College created a detailed plan using Retention Management Software (RMS) to identify at-risk students. Once at-risk students are identified, they are referred to advisors for Case Management Advising. Due to recent staff reduction, this process is being re-evaluated.

In 2006, Belmont College was awarded an OCAN Retention grant to focus on student retention. Through this grant, Belmont implemented a number of retention strategies. Two strategies still in existence are the Academic Alert system and the practice of contacting all applicants who have not enrolled and all students who enrolled but did not attend.

The Student Affairs Department tracks student progress from the student's admissions appointment to their advising appointment, advising to registration, registration to the first day of class, first day to the 15th day of class and the 15th to the end of term, term to term and fall to fall. Efforts are underway to identify and track students who are undecided or undeclared due to their attrition prone nature. Retention of these and other students are likely to contribute to enrollment growth, lower costs, and greater levels of both institutional efficiency and effectiveness.

This year, the SSLI partnership with the OACC provided institutional data to drive decision-making, coaching, and mentoring and served as a basis for development of professional advising practices that have high impact on student success. The College Completion Plan calls for these practices to be implemented. Formation of a data team led to the creation of key performance indicators that enable the disaggregation of our data to identify variables that hinder student success. The College Completion Plan calls for the implementation of these KPIs to eliminate these factors. Efforts are underway to develop a profile of attrition prone students and to focus more attention on students who are at or near the 75% point of completion in their studies.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

7E Summer programs: Each campus must develop plans to evaluate utilization rates for summer session and consider opportunities to increase productive activity. In particular, institutions should consider adding summer-session options for high-demand classes and bottleneck courses that are required for degree completion.

Please provide details on the results of the assessment. In particular, please address whether the campus added summer session options for high-demand and bottleneck classes.

Belmont College offers multiple summer sessions and term lengths to provide pathway choices for students to complete developmental education in an expedited manner, pick up missed sequenced classes, take "killer gatekeeper courses" with a decreased credit load, complete experiential learning options and "killer technical courses" with a lower credit hour load. Summer is also an opportune time for transfer students to complete course requirements and return to their home institution in the fall. Workforce Development credit and non-credit classes, particularly certification classes, day, evening and weekend are very in-demand in the summer.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

7F Pathway agreements: Ohio institutions should continue to develop agreements that create seamless pathways for students who begin their educations at community or technical colleges and complete them at universities.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Belmont College has over 28 pathway agreements from high school to college through the Tech Prep program. The College has both formal written and informal transfer and articulation agreements with four-year institutions within Ohio and also outside of Ohio. The agreements are 2+2, 3+1, co-listings of courses and general agreements. The agreements involve AAS, AAB, AS, AA degrees and also individual courses that transfer. Belmont has approximately 20 agreements with four-year institutions both in and out of Ohio. In some cases, there are multiple agreements with one institution. The College Credit Plus program allows students in grades 7-12 to enroll in college classes at no cost, thereby reducing the student's cost of pursuing a certificate or advanced degree.

Please provide details. In particular, how many articulation agreements does the institution have with other Ohio colleges and universities (either 2+2 or 3+1)? 14 current agreements with 13 Ohio colleges and universities.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

7G Competency-based education: Institutions should consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

If applicable, please provide additional details. In particular, how many students does the institution estimate the competency-based education (CBE) programs will serve?

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

Belmont College plans to implement CBE program. The Chief Academic Officer will work with Information Technology faculty to establish CBEs.

Recommendation 8 | Course and Program Evaluation

8 Duplicative Programs: Institutions should consider consolidating courses and/or programs that are duplicated at other colleges and universities in their geographic area.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

What courses/programs are currently being shared with other institutions?

Course/Program	Partnering Institutions	Explanation
LIS Program	Clark State Community College; Owens Community College	Articulation agreements with the partners. Students take general education courses at their home institutions and the core technical courses online at Belmont. Belmont confers the degree.
Process Control	Washington State Community College	Students take 22 of 28 courses at Belmont. The others are taken online with WSCC and Washington confers the degree.
Radiologic Technology	Ohio Valley Medical Center (OVMC)	Students take 45 credit hours with OVMC and general education with Belmont. Belmont confers the AAS.

Institutions already provided a list of low-enrollment courses to ODHE by January 31. NOTE: this benchmark will be added to the 2017 Institution Efficiency Survey.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

Part of our Rapids Grant plan calls for the creation of a regional consortium and partnership with WSCC, Washington Career Center, Zane State, Eastern Gateway Community College, OUE and Belmont Harrison Career Center. Program sharing and course sharing, along with equipment sharing, are in the partnership plan. The plan will be implemented in the next two years.

Section III: Policy Reforms

Recommendation 10 | Policy Reforms

10A Financial advising: Ohio's colleges and universities should make financial literacy a standard part of students' education.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.
Student loan counseling is a federal requirement, which the Financial Aid Office has oversight. The Federal Direct Loan Entrance and Exit Counseling, which occur at points of student entry into and exit from academic programs and are completed online at www.StudentLoans.gov. In addition to the online portion, an in-person exit counseling session is administered with degree completers. If possible, we attempt to do in person exit counseling with students that withdraw and choose to exit the college before completion of their degree. Recent efforts also include applications for support from the Perkins Grant for the purpose of implementing an online financial literacy course, which require satisfactory academic progress and alignment with federal guidelines. Financial literacy education also occurs in various courses including business math and the *First Year Experience* course. The latter provides a brief section in which the financial aid office supplies resources and materials. Outcomes for in-person exit counseling, which began about one year ago, remain unknown though by design it is meant to have a favorable impact on the College's *Cohort Loan Default Rate*.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

10B Obstacles: The state Department of Higher Education and/or state legislature should seek to remove any obstacles in policy, rule or statute that inhibit the efficiencies envisioned in these recommendations.

What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the institution?
None to cite nor report at present.

Section IV: Cost Savings, Redeployment of Savings & Tangible Benefits to Students

The following charts allow each institution to report this information. For the first chart, please provide, if applicable, any actual cost savings to the institution for fiscal year 2016 (or expected annual cost savings) for each of the recommendations from the Task Force. (Please note this does NOT include cost avoidance.) Then the institution should indicates "yes" or "no" to the savings being redeployed to lower costs for students in terms of tuition, room and board, and/or student financial aid. If there was no savings or the institutional savings was not redeployed, please indicate "yes" or "no" to the practice providing a tangible benefit to the quality of students' education.

For the second chart, please provide more detail as to how cost savings were deployed, specifically in the following categories: reductions in cost of attendance, student financial aid, student services, investment in efficiency and affordability tools, and student program improvements. Please use the explanation field to provide further detail.

Please use the chart below to capture, if applicable, FY16 cost savings, or expected annual savings, to institutions in actual dollars:

Recommendation	**If applicable, provide the actual FY16 cost savings, or expected annual cost savings to the institution** *Put NA if no savings	**Were the savings redeployed to reduce the cost of college for students?** (Yes or No)	**Or did the practice provide tangible benefits to the quality of students' education?** (Yes or No)
Efficiency Practices			
3A: Campus Contracts	$330,000 HSC FF&E and AV/IT savings	No	Yes
3B: Collaborative contracts	$27,642 printing $1,891 Outbound shipping	No	No
4A: Asset Review	NA	No	No
4B: Operations Review	NA	No	No
4C: Affinity partnerships and sponsorships	Savings are realized with OhioLink and Apple, Inc. through the BEConnected Initiative but are difficult to quantify. $272,000 RAPIDS Grant	Yes	Yes
5A: Cost diagnostic	NA	No	No
5B: Productivity measure	NA	No	No
5C: Organizational Structure	$1.4 million	No	No
5D: Health-care costs	NA	No	No
5E: Data Centers	NA	No	No
5F: Space utilization	NA	No	Yes
Energy projects	$29,015 (AEP Rebates)	No	Yes
Academic Practices and Policies			
6A: Negotiate cost on textbook affordability	$11,975	Yes	Yes
6B: Standardize materials	$56,800 (HSC Computers)	No	Yes
6C: Develop digital capabilities	NA	No	No
7A: Education Campaign	NA, not yet implemented	No	No
7B: Graduation Incentive	NA	No	No

Recommendation	If applicable, provide the actual FY16 cost savings, or expected annual cost savings to the institution *Put NA if no savings	Were the savings redeployed to reduce the cost of college for students? (Yes or No)	Or did the practice provide tangible benefits to the quality of students' education? (Yes or No)
7C: Standardize credits for degrees	NA	No	Yes
7D: Data-driven advising	NA	No	Yes
7E: Summer programs	NA	No	Yes
7F: Pathway agreements	NA	No	Yes
7G: Competency-based education	NA	No	No
8: Duplicative courses and programs	NA	No	Yes
10: Financial advising:	NA	No	Yes
Total Expected Annual Cost Savings:	$2,129,323	- -	- -

Please utilize the chart below to show how the total actual cost savings listed above were redeployed to either (1) reduce the cost of college for students or (2) to provide tangible benefits for the quality of students' education:

NOTE: The dollar amounts, as reported below, were from the cost savings listed above plus an investment of operational and Board appropriated funds.

Category	Amount Invested	Explanation
Reductions to the total cost of attendance (tuition, fees, room and board, books and materials, or related costs — such as technology)	$965,000 $11,975	BeConnected Initiative: No fee increase, no charge for iPads, decrease in course fees Negotiated textbook costs were redeployed to students, saving them $15,552.
Student financial aid	$410,000	Trustees Scholarship; Institutional/Foundation Scholarship
Student success services, particularly with regard to completion and time to degree	$100,000 $548 per student	Belmont's investment for 166 College Credit Plus students Moving through process – clearer pathways to completion, less time to complete, less courses to complete: Investment shown is average per student savings for FY 2016.
Investments in tools related to affordability and efficiency	$40,120	BeConnected Initiative -Benefits of Mobile Learning – Apple TV's, new projectors in classrooms

Category	Amount Invested	Explanation
Improvements to high-demand/high-value student programs	$20,000 $28,000 $274,855 (Sim Man Labs) $129,148 (Nursing Labs) $67,000 (Science Labs)	HVAC/Industrial Electronics Equipment – RAPIDS Grant (in-kind for writing grant). FY 2016 RAPIDS Grant Award of $272,000 will be utilized in FY 2016 to purchase capital equipment for labs in the HVAC and Industrial Programs. Improved CISCO Lab Health Science Center – simulated environment/labs Welding – Programmable Controllers
Student Success Leadership Institute	$6,000	Professional development, coaching and mentoring for compiling of the College Completion Plan. Increasing retention, completion. Decreasing cost, time to degree.

Dental Contract Renewal

The policy with Oasis Trust Dental Plan for employee vision care benefits expires June 30, 2016. Oasis has offered to extend the policy for another renewal period of January July 1, 2016 through June 30, 2017.

The composite rate is $64.43 monthly and Oasis provides us with a premium holiday (no premium due in June 2017) and equates to a savings of approximately $5000 for your group, assuming enrollment of 82 employees.

It was recommended that the Board approve the extension of the contract for employee dental benefits with Oasis Trust Dental Plan for the period of July 1, 2016, through June 30, 2017.

Authorization to Hire

It was requested that the Board authorize the President to make the hiring decision for the position of Coordinator, Tech Prep. This part time position is grant funded meaning the College is reimbursed on a quarterly basis the cost of their wages, benefits, expenses, etc.

This position was voluntarily vacated in May 2016 by the incumbent, Ann Marie O'Grady.

It is recommended that the Board of Trustees authorize the President to make the hiring decision regarding the position of Coordinator, Tech Prep.

Administrative Items
FY 2016/2017 Budget

The administration is recommending a budget of $ 10,373,586 for fiscal year 2016-2017. This budget represents a increase of $ 390,730 (3.91%) over the 2015-2016 original budget of $ 9,982,856.

The following pages show the detail for revenue, organizational budgets, and priorities.

Highlights

- Budget is based on 25,965 total credit hours: Summer 3,063; Fall 11,750; Spring 11,152. Credit hours are based on the actual generated credit hours from 2015-2016 and represents an increase of 3,664 credit hours (15%) over the 2015-2016 budget.
- The increase in credit hours was due in part to the College Credit Plus Program, however a decrease of $138,906 in tuition revenue has been budgeted to allow for the tuition loss due to reduced tuition rates mandated by the State.
- State support is based on a draft amount for FY 2016-2017 provided by the Department of Higher Education – final amount has not been provided. The estimate of $4,860,823 represents a loss in subsidy of $272,767 over FY 2015-2016 budget amount and a loss of $175,723 over FY 2015-2016 actual subsidy.
- Jenzabar maintenance agreement increased by $60,619 over last year.
- Workforce Development income increased by $350,000 due to growth in the CDL program.
- Budget includes $248,000 in revenue from Board Appropriated Budget Funds to stabilize for the difference in approximated student enrollment and associated faculty costs.

Note: The budget does not fund capital equipment. Should there be a surplus for Fiscal Year 2015-2016, a portion will be requested for addition to the Board Appropriations for Capital Equipment Replacement, Safety & Security, and additional strategic priorities.

It is recommend that the Board approve the college budget for fiscal year 2016-2017 as presented.

REVENUE BY SOURCE
FY 2016/2017

			2017 Budgeted Revenue	Percentage of Total Revenue	ODHE Board of Regents	State Dept of Educ	Tuition	Other Stu Fee	Sales/Serv	Misc
0-00-0 0 0009	42011	OBR - Subsidy	4,860,823	48.005%	4,860,823					
		College Credit Plus Tuition Loss	(138,906)	-1.372%			(138,906)			
0-00-0- 0 0000	41121	Instructional Fee	2,679,432	26.462%			2,679,432			
	41122	General Course Fee	534,360	5.277%				534,360		
	41123	Technology Fee	508,914	5.026%				508,914		
	41125	Lab Fee	598,000	5.906%				598,000		
	41126	Student Life Fee	25,059	0.247%				25,059		
	41127	Cr by Exam/Life Experience	1,500	0.099%				10,000		
	41128	Graduation Fee	10,000	0.015%				1,500		
	41721	Comm Ed - For Credit Tuition	54,682	0.540%			54,682			
	41722	General Course Fee - Cr Comm Ed	10,905	0.108%				10,905		
	41723	Technology Fee - Credit Com Ed	10,386	0.103%				10,386		
	41725	Lab Fees - For Credit Comm Ed	12,000	0.119%				12,000		
	41726	Student Life Fee-Credit Comm Ed	681	0.007%				681		
	41890	NonCredit Workforce Development	830,000	8.197%				830,000		
	47091	Temporary Investment Income	75,000	0.741%						75,000
	49094	RN Application Test Income	4,000	0.040%						4,000
	49095	Nursing Deposits Forfeited	500	0.005%						500
	49096	Student Activities	250	0.002%						250
	49098	Misc Inc - Collection Fees	8,000	0.079%						8,000
	49099	Miscellaneous	35,000	0.346%						35,000
	49810	MathCounts Jets Sc Fair Income	5,000	0.049%						5,000
			10,125,586		4,860,823	-	2,595,208	2,541,805	-	127,750
		Percentage By Source		**100.00%**	**48.01%**	**0.00%**	**25.63%**	**25.10%**	**0.00%**	**1.26%**
		Budget Stabilization Funds	**248,000**							
		Total Budgeted Income	**10,373,586**							

REVENUE COMPARISON

	ORIGINAL		PROPOSED		
Estimated Revenue	**2015 / 2016 Budget**		**2016 / 2017 Budget**		**Change**
Budget Stabilization Approp. Funds	398,000	3.99%	248,000	2.39%	(150,000)
College Credit Plus Tuition Loss	-	0.00%	(138,906)	-1.34%	(138,906)
OBR - Subsidy	5,133,590	51.42%	4,860,823	46.86%	(272,767)
Instructional Fee	2,301,329	23.05%	2,679,432	25.83%	378,103
General Course Fee	458,955	4.60%	534,360	5.15%	75,405
Technology Fee	437,100	4.38%	508,914	4.91%	71,814
Lab Fee	518,000	5.19%	598,000	5.76%	80,000
Student Life Fee	20,707	0.21%	25,059	0.24%	4,352
Cr by Exam/Life Experience	1,500	0.02%	1,500	0.01%	-
Graduation Fee	10,000	0.10%	10,000	0.10%	-
Comm Ed - For Credit Tuition	46,966	0.47%	54,682	0.53%	7,716
General Course Fee - Cr. Com Ed	9,366	0.09%	10,905	0.11%	1,539
Technology Fee - Credit Com Ed	8,920	0.09%	10,386	0.10%	1,466
Lab Fees - For Credit Comm Ed	7,000	0.07%	12,000	0.12%	5,000
Student Life Fee - Credit Comm Ed	423	0.00%	681	0.01%	258
Workforce Dev. Inc - Non Credit	480,000	4.81%	830,000	8.00%	350,000
Temporary Investment Income	100,000	1.00%	75,000	0.72%	(25,000)
RN Application Test Inc	1,500	0.02%	4,000	0.04%	2,500
Nursing Deposits Forfeited	1,500	0.02%	500	0.00%	(1,000)
Student Activities	-	0.00%	250	0.00%	250
Misc Inc - Collection Fees	8,000	0.08%	8,000	0.08%	-
Miscellaneous	35,000	0.35%	35,000	0.34%	-
Mathcounts, Jets, Sci Fair Inc	5,000	0.05%	5,000	0.05%	-
Total Estimated Revenue	**9,982,856**	**100.00%**	**10,373,586**	**100.00%**	**390,730**

This chart compares the income estimates for FY 2016/2017 with those of FY 2015/2016

BUDGETED REVENUE PERCENTAGE HISTORY

Fiscal Year	Revenue Budget	Board of Regents		State Dept of Educ		Tuition		Other Stu Fee		Sales/Serv		Misc		
* FY 2016-2017	10,125,586	4,860,823	48%	-	0%	2,595,208	26%	2,541,805	25%	-	0%	127,750	0.3%	100%
* FY 2015-2016	9,584,856	5,133,590	54%	-	0%	2,348,295	25%	1,951,971	20%	-	0%	151,000	0.6%	100%
* FY 2014-2015	10,701,601	5,397,532	50%	-	0%	2,900,872	27%	2,250,197	21%	-	0%	153,000	2.4%	101%
* FY 2013-2014	11,000,000	5,131,631	47%	-	0%	3,351,272	30%	2,286,097	21%	-	0%	231,000	2.1%	100%
* FY 2012-2013	11,925,155	5,290,341	44%	-	0%	3,937,404	33%	2,441,853	20%	35,000	0%	220,557	1.8%	100%
* FY 2011-2012	13,530,781	5,451,398	41%	-	0%	5,046,158	37%	2,514,704	19%	55,000	0%	263,521	3.0%	100%
FY 2010-2011	14,040,248	5,694,864	41%	-	0%	5,374,577	38%	2,530,807	18%	15,000	0%	425,000	3.0%	100%
FY 2009-2010	12,213,409	5,921,498	48%	-	0%	3,849,788	32%	2,032,123	17%	15,000	0%	395,000	3.2%	100%
FY 2008-2009	11,475,550	5,471,678	48%	-	0%	3,745,299	33%	1,921,573	17%	15,000	0%	322,000	2.8%	100%
FY 2007-2008	11,155,945	5,297,678	47%	2,500	0%	3,697,185	33%	1,880,771	17%	20,000	0%	257,811	2.3%	100%
FY 2006-2007	10,783,980	5,051,155	47%	2,500	0%	3,674,160	34%	1,837,065	17%	20,000	0%	199,100	1.8%	100%
FY 2005-2006	10,381,135	5,038,483	49%	2,500	0%	3,313,968	32%	1,805,084	17%	-	0%	221,100	2.1%	100%
FY 2004-2005	10,109,417	4,964,696	49%	2,500	0%	3,240,609	32%	1,680,512	17%	-	0%	221,100	2.2%	100%
FY 2003-2004	9,734,836	4,740,325	49%	3,100	0%	3,256,808	33%	1,526,303	16%	-	0%	208,300	2.1%	100%
FY 2002-2003	9,333,309	4,541,185	49%	1,800	0%	2,988,804	32%	911,320	10%	-	0%	890,200	9.5%	100%

Note: Table above reflects operating revenues only. It does not include the Budget Stabilization Funds listed below by fiscal year:

FY 2016/2017 - $248,000
FY 2015/2016 - $398,000
FY 2014/2015 - $449,000
FY 2013/2014 - $404,000
FY 2012/2013 - $300,000
FY 2011/2012 - $200,000

ORGANIZATIONAL BUDGETS COMPARISON
(EXPENSES)

		ORIGINAL		PROPOSED		
ORGANIZATIONAL BUDGETS	**DEPT**	**FY 2015 / 2016**		**FY 2016 / 2017**		**CHANGE**
BUSINESS TECHNOLOGY	1810	$ 439,846	4.41%	$ 472,743	4.56%	$ 32,897
HEALTH TECHNOLOGY	1820	$ 791,841	7.93%	$ 793,257	7.65%	$ 1,416
PUBLIC SERVICES TECHNOLOGY	1830	$ 119,841	1.20%	$ 182,812	1.76%	$ 62,971
ENGINEERING TECHNOLOGY	1840	$ 660,891	6.62%	$ 716,053	6.90%	$ 55,162
AA AS DEGREE	1850	$ 1,068,698	10.71%	$ 1,100,029	10.60%	$ 31,331
COMMUNITY EDUCATION - CREDIT	2000	$ 82,639	0.83%	$ 69,998	0.67%	$ (12,641)
COMMUNITY EDUCATION - NON-CREDIT	3000	$ 430,952	4.32%	$ 738,878	7.12%	$ 307,926
MATHCOUNTS, JETS, SCIENCE FAIR	9000	$ 6,732	0.07%	$ 6,732	0.06%	$ -
ACADEMIC AFFAIRS	1890	$ 305,553	3.06%	$ 302,263	2.91%	$ (3,290)
LEARNING RESOURCE CENTER	3100	$ 236,198	2.37%	$ 227,011	2.19%	$ (9,187)
STUDENT SUCCESS CENTER	3105	$ 62,392	0.62%	$ 62,747	0.60%	$ 355
E-LEARNING COORDINATOR	3110	$ 84,049	0.84%	$ 82,436	0.79%	$ (1,613)
NORTH CENTER - ADMINISTRATION	3210	$ 541	0.01%	$ 53,376	0.51%	$ 52,835
MONROE COUNTY - ADMINISTRATION	3220	$ 41,036	0.41%	$ 44,036	0.42%	$ 3,000
COMMUNITY ED - ADMINISTRATION	7000	$ 127,981	1.28%	$ 126,850	1.22%	$ (1,131)
ADMISSIONS/RECORDS/COUNSELING	3300	$ 353,974	3.55%	$ 394,608	3.80%	$ 40,634
FINANCIAL AID ADMINISTRATION	3350	$ 238,753	2.39%	$ 237,601	2.29%	$ (1,152)
INSTITUTIONAL GENERAL EXPENSE	3400	$ 442,060	4.43%	$ 378,840	3.65%	$ (63,220)
ACCREDITATION	3405	$ 22,600	0.23%	$ 19,800	0.19%	$ (2,800)
EXECUTIVE ADMINISTRATION	3500	$ 253,379	2.54%	$ 280,458	2.70%	$ 27,079
BUSINESS OFFICE	3505	$ 160,375	1.61%	$ 159,962	1.54%	$ (413)
INSTITUTIONAL COMPUTING	3510	$ 554,682	5.56%	$ 609,709	5.88%	$ 55,027
HUMAN RESOURCES	3515	$ 420,373	4.21%	$ 332,246	3.20%	$ (88,127)
EXTERNAL AFFAIRS	3520	$ 461,741	4.63%	$ 547,947	5.28%	$ 86,206
VICE PRES OF ADMINISTRATIVE AFFAIRS	3525	$ 174,642	1.75%	$ 174,879	1.69%	$ 237
VICE PRES LEARNING & STUDENT SUCCES	3530	$ 189,442	1.90%	$ 194,954	1.88%	$ 5,512
ASSOC DEAN ACADEMIC AFFAIRS	3535	$ 98,245	0.98%	$ 76,830	0.74%	$ (21,415)
DEAN OF STUDENT SUCCESS	3545	$ 103,114	1.03%	$ 104,202	1.00%	$ 1,088
INSTITUTIONAL ADVANCEMENT	3550	$ 13,750	0.14%	$ 12,200	0.12%	$ (1,550)
RECRUITMENT	3560	$ 214,718	2.15%	$ 115,490	1.11%	$ (99,228)
DIRECTOR OF OPERATIONS	3565	$ 78,174	0.78%	$ 77,257	0.74%	$ (917)
PLANTS & GROUNDS	3200	$ 978,478	9.80%	$ 940,980	9.07%	$ (37,498)
PLANTS & GROUNDS - NORTH CENTER	3200(1)	$ 103,667	1.04%	$ 111,565	1.08%	$ 7,898
PLANTS & GROUNDS - MONROE COUNTY	3200(4)	$ 39,928	0.40%	$ 39,715	0.38%	$ (213)
PLANTS & GROUNDS - HEALTH SCIENCES	3200(6)	$ 123,571	1.24%	$ 118,122	1.14%	$ (5,449)
GRANTS	3450	$ 498,000	4.99%	$ 467,000	4.50%	$ (31,000)
TOTAL ORGANIZATIONAL BUDGETS		**$ 9,982,856**	**100.00%**	**$ 10,373,586**	**100.00%**	**$ 390,730.00**

This chart compares the expenditures for FY 2015-2016 to FY 2016-2017.

BUDGET SUMMARY
FY 2016/2017

	Original	
Revenue		
Current Revenue	10,125,586	
Budget Stabilization Funds	248,000	
	10,373,586	
Expenses By Function		
Instructional	4,073,770	39.27%
Public Service	6,732	0.06%
Academic Support	898,719	8.66%
Student Services	632,209	6.09%
Institutional Support	3,084,774	29.74%
Operations - Maintenance	1,210,382	11.67%
Grants	467,000	4.50%
	10,373,586	100.00%
Net	-	

Mrs. Gates asked for a motion to approve the FY 2016/2017 budget as presented.

Ms. Bedway motioned, seconded by Mr. Hunkler to approve the FY 2016/2017 budget as presented.
All ayes; motion carried.

Monitoring Activities
May 2016 Financial Report

The cash position of the College as of May 31, 2016 is as follows:

Checking Account	$	384,227.80
Certificates of Deposit	$	9,381,058.72
Savings	$	
STAR Ohio/Plus	$	1,429,184.81
Total Temporary Investments	$	
Total Cash and Temporary	$	12,101,663.10

The Budget Report shows the following:

	This Year % Recorded	% Year Completed
Budgeted Revenues	102.9%	91.7%
Budgeted Expenditures	91.1%	91.7%

1. The Unexpended Plant Fund Report is in the amount of $ 2,741,880.36.

2. The Repair and Replacement Fund Report (Plant Fund) is in the amount of $ 53,393.56.

3. The Board Appropriated Fund Report is in the amount of $ 2,736,235.71.

4. The Start up Fund is in the amount of $97,600.18.

It was recommended that the Board accept the financial reports for May 2016 as presented.

Belmont College

Condition of Funds Summary

May 31, 2016

	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
General Fund												
Beginning Balance	$ (3,779,683.17)	$ (3,864,211.05)	$ (3,664,092.63)	$ (3,972,859.21)	$ (3,171,002.24)	$ (4,208,439.75)	$ (4,251,536.25)	$ (4,087,708.36)	$ (3,916,596.83)	$ (3,916,815.01)	$ (3,933,440.17)	$ (4,043,608.57)
Add Receipts	1,680,658.76	2,816,025.95	1,659,827.85	3,328,399.60	1,217,570.31	912,061.24	956,128.43	1,604,294.82	2,662,995.04	1,315,531.69	928,860.06	1,510,794.99
Total Available	$ (2,099,024.41)	$ (1,048,185.10)	$ (2,004,264.78)	$ (644,459.61)	$ (1,953,431.93)	$ (3,296,378.51)	$ (3,295,407.82)	$ (2,483,413.54)	$ (1,253,601.79)	$ (2,601,283.32)	$ (3,004,580.11)	$ (2,532,813.58)
Less Disbursements	1,765,186.64	2,615,907.53	1,968,594.43	2,526,542.63	2,255,007.82	955,157.74	792,300.54	1,433,183.29	2,663,213.22	1,332,156.85	1,039,028.46	1,786,200.30
Ending Balance	$ (3,864,211.05)	$ (3,664,092.63)	$ (3,972,859.21)	$ (3,171,002.24)	$ (4,208,439.75)	$ (4,251,536.25)	$ (4,087,708.36)	$ (3,916,596.83)	$ (3,916,815.01)	$ (3,933,440.17)	$ (4,043,608.57)	$ (4,319,013.88)
Auxiliary Enterprise Fund												
Beginning Balance	$ 3,530,578.66	$ 3,508,035.44	$ 3,503,514.79	$ 3,615,040.26	$ 3,526,804.62	$ 3,515,455.17	$ 3,502,465.07	$ 3,457,965.02	$ 3,564,012.00	$ 3,560,574.11	$ 3,535,308.49	$ 3,526,611.69
Add Receipts	30,062.69	9,212.45	634,069.73	81,345.62	17,605.43	8,724.64	63,175.51	390,627.27	35,487.01	13,075.46	7,549.54	132,796.41
Total Available	$ 3,560,641.35	$ 3,517,247.89	$ 4,137,584.52	$ 3,696,385.88	$ 3,544,410.05	$ 3,524,179.81	$ 3,565,640.58	$ 3,848,592.29	$ 3,599,499.01	$ 3,573,649.57	$ 3,542,858.03	$ 3,659,408.10
Less Disbursements	52,605.91	13,733.10	522,544.26	169,581.26	28,954.88	21,714.74	107,675.56	284,580.29	38,924.90	38,341.08	16,246.34	106,080.27
Ending Balance	$ 3,508,035.44	$ 3,503,514.79	$ 3,615,040.26	$ 3,526,804.62	$ 3,515,455.17	$ 3,502,465.07	$ 3,457,965.02	$ 3,564,012.00	$ 3,560,574.11	$ 3,535,308.49	$ 3,526,611.69	$ 3,553,327.83
Restricted Fund												
Beginning Balance	$ 310,055.13	$ 185,079.36	$ 698,597.40	$ 700,793.44	$ 534,124.53	$ 479,891.85	$ 450,754.02	$ 438,267.79	$ 389,973.36	$ 394,534.59	$ 370,137.71	$ 389,048.41
Add Receipts	23,144.53	803,678.91	49,837.18	859,052.24	103,334.89	11,183.85	13,960.76	8,155.00	793,571.09	44,985.04	55,805.23	23,581.20
Total Available	$ 333,199.66	$ 988,758.27	$ 748,434.58	$ 1,559,845.68	$ 637,459.42	$ 491,075.70	$ 464,714.78	$ 446,422.79	$ 1,183,544.45	$ 439,519.63	$ 425,942.94	$ 412,629.61
Less Disbursements	148,120.30	290,160.87	47,641.14	1,025,721.15	157,567.57	40,321.68	26,446.99	56,449.43	789,009.86	69,381.92	36,894.53	18,372.05
Ending Balance	$ 185,079.36	$ 698,597.40	$ 700,793.44	$ 534,124.53	$ 479,891.85	$ 450,754.02	$ 438,267.79	$ 389,973.36	$ 394,534.59	$ 370,137.71	$ 389,048.41	$ 394,257.56
Development Fund												
Beginning Balance	$ 88,698.89	$ 90,746.20	$ 91,679.41	$ 91,679.41	$ 92,019.67	$ 93,219.67	$ 96,333.67	$ 90,746.02	$ 92,822.68	$ 94,421.62	$ 95,401.62	$ 95,093.70
Add Receipts	2,047.31	1,161.21	-	2,340.26	1,200.00	3,114.00	800.00	2,152.75	1,598.94	980.00	1,692.08	2,618.62
Total Available	$ 90,746.20	$ 91,907.41	$ 91,679.41	$ 94,019.67	$ 93,219.67	$ 96,333.67	$ 97,133.67	$ 92,898.77	$ 94,421.62	$ 95,401.62	$ 97,093.70	$ 97,712.32
Less Disbursements	-	228.00	-	2,000.00	-	-	6,387.65	76.09	-	-	2,000.00	2,055.00
Ending Balance	$ 90,746.20	$ 91,679.41	$ 91,679.41	$ 92,019.67	$ 93,219.67	$ 96,333.67	$ 90,746.02	$ 92,822.68	$ 94,421.62	$ 95,401.62	$ 95,093.70	$ 95,657.32
Endowment Fund												
Beginning Balance	$ -	$ -	$ -	$ -	$ (4,197.00)	$ -	$ -	$ -	$ -	$ -	$ -	$ (300.00)
Add Receipts	-	250.00	-	-	4,197.00	-	-	9,526.95	5,339.20	2,459.00	500.00	300.00
Total Available	$ -	$ 250.00	$ -	$ -	$ -	$ -	$ -	$ 9,526.95	$ 5,339.20	$ 2,459.00	$ 500.00	$ -
Less Disbursements	-	250.00	-	4,197.00	-	-	-	9,526.95	5,339.20	2,459.00	800.00	1,000.00
Ending Balance	$ -	$ -	$ -	$ (4,197.00)	$ -	$ -	$ -	$ -	$ -	$ -	$ (300.00)	$ (1,000.00)
Unexpended Plant Fund												
Beginning Balance	$ 267,753.16	$ 415,274.82	$ 293,362.13	$ 248,172.38	$ 524,507.72	$ 520,555.63	$ 600,051.63	$ 600,051.63	$ 600,051.63	$ 636,913.81	$ 554,919.74	$ 554,919.74
Add Receipts	612,503.20	650,000.00	79,496.00	276,335.34	-	79,496.00	-	-	79,496.00	-	-	79,498.00
Total Available	$ 880,256.36	$ 1,065,274.82	$ 372,858.13	$ 524,507.72	$ 524,507.72	$ 600,051.63	$ 600,051.63	$ 600,051.63	$ 679,547.63	$ 636,913.81	$ 554,919.74	$ 634,417.74
Less Disbursements	464,981.54	771,912.69	124,685.75	-	3,952.09	-	-	-	42,633.82	81,994.07	-	26,812.33
Ending Balance	$ 415,274.82	$ 293,362.13	$ 248,172.38	$ 524,507.72	$ 520,555.63	$ 600,051.63	$ 600,051.63	$ 600,051.63	$ 636,913.81	$ 554,919.74	$ 554,919.74	$ 607,605.41
Investment in Plant												
Beginning Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Add Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Total Available	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Less Disbursements	-	-	-	-	-	-	-	-	-	-	-	-
Ending Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Plant Fund												
Beginning Balance	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56
Add Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Total Available	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56
Less Disbursements	-	-	-	-	-	-	-	-	-	-	-	-
Ending Balance	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56	$ 53,393.56
All Funds												
Beginning Balance	$ 470,796.23	$ 388,318.33	$ 976,454.66	$ 736,219.84	$ 1,555,650.86	$ 454,076.13	$ 451,461.70	$ 552,715.66	$ 783,656.40	$ 823,022.68	$ 675,720.95	$ 575,158.53
Add Receipts	$ 2,348,416.49	$ 4,280,328.52	$ 2,423,230.76	$ 4,547,473.06	$ 1,343,907.63	$ 1,014,579.73	$ 1,034,064.70	$ 2,014,756.79	$ 3,578,487.28	$ 1,377,031.19	$ 994,406.91	$ 1,749,589.22
Total Available	$ 2,819,212.72	$ 4,668,646.85	$ 3,399,685.42	$ 5,283,692.90	$ 2,899,558.49	$ 1,468,655.86	$ 1,485,526.40	$ 2,567,472.45	$ 4,362,143.68	$ 2,200,053.87	$ 1,670,127.86	$ 2,324,747.75
Less Disbursements	$ 2,430,894.39	$ 3,692,192.19	$ 2,663,465.58	$ 3,728,042.04	$ 2,445,482.36	$ 1,017,194.16	$ 932,810.74	$ 1,783,816.05	$ 3,539,121.00	$ 1,524,332.92	$ 1,094,969.33	$ 1,940,519.95
Ending Balance	$ 388,318.33	$ 976,454.66	$ 736,219.84	$ 1,555,650.86	$ 454,076.13	$ 451,461.70	$ 552,715.66	$ 783,656.40	$ 823,022.68	$ 675,720.95	$ 575,158.53	**$ 384,227.80**
Temporary Investments:												
Certificates of Deposit												
General Fund	$ 7,366,894.21	$ 7,371,139.28	$ 7,383,880.81	$ 7,132,566.67	$ 7,149,644.67	$ 7,160,644.58	$ 7,166,986.96	$ 7,170,056.73	$ 7,176,841.59	$ 7,176,841.59	$ 7,215,351.37	$ 6,546,280.60
Restricted Fund	$ 599,106.76	$ 599,106.76	$ 599,106.76	$ 599,106.76	$ 600,933.75	$ 600,933.75	$ 600,933.75	$ 600,933.75	$ 601,005.73	$ 601,005.73	$ 602,415.35	$ 602,415.35
Development Fund	$ 100,000.00	$ 100,000.00	$ 100,000.00	$ 100,000.00	$ 100,324.43	$ 100,324.43	$ 100,324.43	$ 100,324.43	$ 100,324.43	$ 100,324.43	$ 100,574.74	$ 100,574.74
Endowment Fund	$ 143,802.41	$ 143,872.61	$ 143,872.61	$ 143,872.61	$ 143,872.61	$ 144,045.55	$ 144,075.95	$ 144,075.95	$ 144,135.23	$ 144,135.23	$ 144,135.23	$ 143,135.23
Unexpend Plant Fund	$ 2,231,315.69	$ 2,231,315.69	$ 2,241,752.68	$ 1,965,488.87	$ 1,974,608.73	$ 1,977,994.87	$ 1,979,467.64	$ 1,979,467.64	$ 1,983,640.16	$ 1,983,640.16	$ 1,984,027.26	$ 1,988,652.80
Total Certificates of Deposit	$ 10,441,119.07	$ 10,445,434.34	$ 10,468,612.86	$ 9,941,034.91	$ 9,969,384.19	$ 9,983,943.18	$ 9,991,788.73	$ 9,994,858.50	$ 10,005,947.14	$ 10,005,947.14	$ 10,046,503.95	**$ 9,381,058.72**
STAR Ohio Plus	$ 752,110.45	$ 752,238.09	$ 752,365.75	$ 752,489.31	$ 752,617.01	$ 752,746.79	$ 752,880.92	$ 753,078.86	$ 753,287.94	$ 753,524.78	$ 753,753.98	**$ 1,429,184.81**
Savings Accounts												
General Fund	$ 300,429.29	$ 300,429.29	$ 300,429.29	$ 300,500.52	$ 900,500.52	$ 900,500.52	$ 400,581.05	$ 400,581.05	$ 750,581.05	$ 750,701.70	$ 750,701.70	$ 750,701.70
Endowment Fund	$ 12,891.85	$ 12,641.85	$ 12,641.85	$ 12,642.17	$ 8,445.17	$ 8,445.17	$ 8,445.42	$ 17,972.37	$ 12,633.17	$ 10,176.02	$ 10,167.92	$ 10,867.92
Unexpend Plant Fund	$ 795,596.55	$ 145,596.55	$ 145,596.55	$ 145,600.22	$ 145,600.22	$ 145,600.22	$ 145,604.05	$ 145,604.05	$ 145,604.05	$ 145,622.15	$ 145,622.15	$ 145,622.15
Total Savings Accounts	$ 1,108,917.69	$ 458,667.69	$ 458,667.69	$ 458,742.91	$ 1,054,545.91	$ 1,054,545.91	$ 554,630.52	$ 564,157.47	$ 908,818.27	$ 906,499.87	$ 906,491.77	**$ 907,191.77**
Total Cash and Temporary Investments:	$ 12,690,465.54	$ 12,632,794.78	$ 12,415,866.14	$ 12,707,917.99	$ 12,230,623.24	$ 12,242,697.58	$ 11,852,015.83	$ 12,095,751.23	$ 12,491,076.03	$ 12,341,692.74	$ 12,281,908.23	**$ 12,101,663.10**

Belmont College
Revenue and Expenditures
for the Month Ending
May 31, 2016
(General Fund)

	2014-2015			2015-2016		
	Final Actual	Actual to Date	% of Final Actual	Original Budget	Actual to Date	% of Budget to Date
REVENUE						
Board of Regents	$5,133,594	$4,732,782	92.2%	$5,133,590	$4,638,228	90.4%
State Dept of Educ	$0	$0	0.0%	$0	$0	0.0%
Tuition	$2,787,285	$2,625,832	94.2%	$2,348,295	$2,597,301	110.6%
Other Student Fees	$2,293,474	$2,168,385	94.5%	$1,951,971	$2,544,166	130.3%
Sales and Service	$0	$0	0.0%	$0	$0	0.0%
Miscellaneous	$179,921	$84,159	46.8%	$151,000	$85,542	56.7%
TOTAL REVENUE	$10,394,273	$9,611,158	92.5%	$9,584,856	$9,865,237	102.9%
EXPENDITURES						
Instructional	$3,827,201	$3,605,674	94.2%	$3,594,708	$4,080,045	113.5%
Public Services	2,477	$2,477	100.0%	6,732	4,492	66.7%
Academic Support	1,337,625	$1,184,219	88.5%	857,750	584,699	68.2%
Student Services	538,891	$489,100	90.8%	592,727	480,500	81.1%
Institutional Support	2,966,131	$2,570,213	86.7%	3,187,295	2,604,286	81.7%
Oper/Maint Plant	1,024,581	$937,423	91.5%	1,245,644	925,382	74.3%
Financial Aid	410,506	$410,506	100.0%	498,000	412,040	82.7%
TOTAL EXPENDITURES	$10,107,413	$9,199,612	91.0%	$9,982,856	$9,091,442	91.1%
DIFFERENCE	$286,861	$411,546		($398,000)	$773,795	

BOARD APPROPRIATIONS

Budget Stabilization Funds	398,000
	-

11/12 = 91.7%

Belmont College

Salaries, Benefits, Operating Expenses
for the Month Ending
May 31, 2016
(General Fund)

		Salaries			Benefits			Operations			TOTAL		
		Budget	YTD		**Budget**	YTD		**Budget**	YTD		**Budget**	YTD	
		Actual	Actual	Pct	Actual	Actual	Pct	Actual	Actual	Pct	Actual	Actual	Pct
Instruction	**15-16**	**2,722,603**	3,310,185	121.6%	**629,857**	594,476	94.4%	**242,248**	175,384	72.4%	**3,594,708**	4,080,045	113.5%
	14-15	2,990,713	2,816,750	94.2%	652,806	616,557	94.4%	183,682	172,367	93.8%	3,827,201	3,605,674	94.2%
	13-14	2,781,988	2,613,688	94.0%	710,218	663,779	93.5%	174,804	161,811	92.6%	3,667,010	3,439,279	93.8%
	12-13	3,021,897	2,873,623	95.1%	784,706	736,506	93.9%	168,883	165,434	98.0%	3,975,486	3,775,563	95.0%
	11-12	3,634,413	3,242,518	89.2%	942,468	852,132	90.4%	191,438	173,724	90.7%	4,768,319	4,268,375	89.5%
	10-11	3,777,086	3,328,320	88.1%	967,433	864,336	89.3%	225,282	177,261	78.7%	4,969,801	4,369,917	87.9%
Public Service	**15-16**	**1,500**	1,500	100.0%	**232**	242	104.1%	**5,000**	2,750	55.0%	**6,732**	4,492	66.7%
	14-15	-	-	0.0%	-	-	0.0%	2,477	2,477	100.0%	2,477	2,477	100.0%
	13-14	3,000	3,000	100.0%	495	495	100.1%	2,488	2,480	99.7%	5,983	5,976	99.9%
	12-13	6,000	6,000	100.0%	1,612	1,612	100.0%	4,573	4,573	100.0%	12,185	12,185	100.0%
	11-12	6,000	6,000	100.0%	1,669	1,669	100.0%	7,124	7,124	100.0%	14,793	14,793	100.0%
	10-11	6,000	6,000	100.0%	1,675	1,675	100.0%	7,689	7,689	100.0%	15,364	15,364	100.0%
Academic Support	**15-16**	**548,317**	415,932	75.9%	**142,817**	135,491	94.9%	**166,616**	33,276	20.0%	**857,750**	584,699	68.2%
	14-15	917,493	839,799	91.5%	282,352	264,946	93.8%	137,780	79,474	57.7%	1,337,625	1,184,219	88.5%
	13-14	1,085,979	993,179	91.5%	345,853	319,506	92.4%	149,577	82,825	55.4%	1,581,409	1,395,509	88.2%
	12-13	1,091,200	999,336	91.6%	347,899	317,569	91.3%	152,044	72,041	47.4%	1,591,143	1,388,945	87.3%
	11-12	1,173,564	1,061,269	90.4%	381,606	351,567	92.1%	205,287	105,770	51.5%	1,760,457	1,518,606	86.3%
	10-11	1,165,097	1,046,431	89.8%	384,244	350,737	91.3%	265,362	143,427	54.0%	1,814,703	1,540,595	84.9%
Student Services	**15-16**	**413,285**	350,042	84.7%	**137,066**	113,963	83.1%	**42,376**	16,495	38.9%	**592,727**	480,500	81.1%
	14-15	395,583	363,879	92.0%	119,656	110,783	92.6%	23,652	14,437	61.0%	538,891	489,100	90.8%
	13-14	432,573	396,484	91.7%	158,772	146,749	92.4%	23,327	21,926	94.0%	614,672	565,159	91.9%
	12-13	690,449	639,036	92.6%	262,538	242,259	92.3%	46,078	43,350	94.1%	999,065	924,645	92.6%
	11-12	690,724	634,447	91.9%	252,436	231,501	91.7%	57,733	47,570	82.4%	1,000,893	913,518	91.3%
	10-11	747,297	692,314	92.6%	272,241	251,088	92.2%	90,209	80,173	88.9%	1,109,747	1,023,575	92.2%
Inst'l Support	**15-16**	**1,434,378**	1,265,018	88.2%	**441,530**	383,231	86.8%	**1,311,387**	956,037	72.9%	**3,187,295**	2,604,286	81.7%
	14-15	1,431,544	1,364,517	95.3%	485,497	450,186	92.7%	1,049,090	755,510	72.0%	2,966,131	2,570,213	86.7%
	13-14	1,733,111	1,514,013	87.4%	543,104	499,615	92.0%	932,428	758,946	81.4%	3,208,643	2,772,574	86.4%
	12-13	1,769,771	1,577,542	89.1%	575,262	529,163	92.0%	1,179,370	903,971	76.6%	3,524,403	3,010,675	85.4%
	11-12	1,752,986	1,563,448	89.2%	588,373	540,830	91.9%	1,101,384	988,769	89.8%	3,442,743	3,093,046	89.8%
	10-11	1,824,176	1,579,523	86.6%	554,764	506,522	91.3%	1,391,001	1,137,101	81.7%	3,769,941	3,223,145	85.5%
Oper/Maint Plant	**15-16**	**425,436**	336,353	79.1%	**152,458**	106,559	69.9%	**667,750**	482,470	72.3%	**1,245,644**	925,382	74.3%
	14-15	338,622	306,425	90.5%	122,216	113,478	92.9%	563,743	517,520	91.8%	1,024,581	937,423	91.5%
	13-14	397,193	366,210	92.2%	147,708	135,781	91.9%	494,965	452,030	91.3%	1,039,866	954,021	91.7%
	12-13	404,647	374,324	92.5%	155,084	142,603	92.0%	561,969	509,968	90.7%	1,121,700	1,026,895	91.5%
	11-12	414,311	376,608	90.9%	154,508	141,647	91.7%	550,119	497,715	90.5%	1,118,938	1,015,969	90.8%
	10-11	403,084	367,134	91.1%	165,285	151,768	91.8%	543,598	499,310	91.9%	1,111,967	1,018,212	91.6%
Financial Aid	**15-16**							**498,000**	412,040	82.7%	**498,000**	412,040	82.7%
	14-15							410,506	410,506	100.0%	410,506	410,506	100.0%
	13-14							547,866	522,859	95.4%	547,866	522,859	95.4%
	12-13							490,383	496,216	101.2%	490,383	496,216	101.2%
	11-12							522,518	516,199	98.8%	522,518	516,199	98.8%
	10-11							585,063	581,400	99.4%	585,063	581,400	99.4%
TOTAL	**15-16**	**5,545,519**	5,679,030	102.4%	**1,503,960**	1,333,961	88.7%	**2,933,377**	2,078,452	70.9%	**9,982,856**	9,091,442	91.1%
	14-15	6,073,955	5,691,371	93.7%	1,662,527	1,555,950	93.6%	2,370,930	1,952,292	82.3%	10,107,412	9,199,612	91.0%
	13-14	6,433,844	5,886,575	91.5%	1,906,150	1,765,925	92.6%	2,325,455	2,002,877	86.1%	10,665,449	9,655,377	90.5%
	12-13	6,983,964	6,469,861	92.6%	2,127,101	1,969,711	92.6%	2,603,300	2,195,552	84.3%	11,714,365	10,635,124	90.8%
	11-12	7,671,998	6,884,290	89.7%	2,321,060	2,119,344	91.3%	2,635,603	2,336,871	88.7%	12,628,661	11,340,506	89.8%
	10-11	7,922,740	7,019,722	88.6%	2,345,642	2,126,126	90.6%	3,108,204	2,626,360	84.5%	13,376,586	11,772,208	88.0%

Belmont College

Fund Balance Report
FYE June 30, 2016
(General Fund)

General Fund

Board Appropriated	Total Appropriated Date	Total Appropriated Amount	Balance 06/30/15	Appropriated FY 2015-16	Expended	Balance 05/31/16
Administrative Info System	7/04,'05,'09,'10,'8/12	523,808	31,992.44	-	-	31,992.44
Be Connected Initiative	7/15	204,714	-	760,414.34	276,751.96	483,662.38
Budget Stabilization	8/10,'11,'12,'13	1,050,000	1,050,000.00	-	-	1,050,000.00
Capital Equipment Replacement	07,'09,'10,'11,'8/12,'13,'9/14	1,366,329	58,947.30	-	32,048.75	26,898.55
Capital Plan FY 2013-2018	7/12	1,605,735.00	605,735.00	-	-	605,735.00
Childcare Center Subsidy	08/13	160,000	86,475.25	(70,000.00)	-	16,475.25
Classroom Renovations	4,'05,'06,'07,'09,'10,'11,'8/12	507,111	88,396.31	-	499.98	87,896.33
Deferred Maintenance	7/09, '8/10,',11'12,'9/14	432,781	60,000.00	-	1,088.96	58,911.04
Energy Projects	7/07, '8/10,'12	306,602.77	21,040.51	-	(11,817.57)	32,858.08
Fundraising & Development	8/09,'10,'11,'12,'13	334,676	42,927.28	-	41,353.50	1,573.78
Generator Project	8/12	75,000	75,000.00	-	-	75,000.00
H R Initiatives	7/08, 8/10,'11,'12,'9/14	68,500	20,000.00	-	-	20,000.00
Health Sciences Building	6/12	1,100,000.00	974,453.02	-	854,402.41	120,050.61
Off Campus Centers Start Up	7/06,'07,'09,'10,'8/12	76,713	6,159.90	-	-	6,159.90
Parking Lot Maintenance	8/12	30,000	19,168.43	-	19,168.43	0.00
Replacement Of Vehicles	5,'06,'07,8/10,'11'12'13,'9/14	262,327	20,759.50	-	-	20,759.50
Salt Storage Building	9/14	8,000	331.34	-	331.34	0.00
Satellite, Software, Calculators	1996	98,000	23,768.39	-	-	23,768.39
Science & Engineering Upgrades	8/12	100,000	68,360.46	-	-	68,360.46
Strategic Planning Initiatives	'08,'09,8/10,'11,'12,'13,'9/14	96,485.57	134,714.34	(134,714.34)	-	0.00
Trustees Scholarship Extension	10/13	50,000	6,134.00	-	-	6,134.00
TOTAL					1,213,827.76	2,736,235.71

Start Up Fund	Total Appropriated Date	Total Appropriated Amount	Balance 06/30/15	Appropr/Repayment FY 2015-16	Expended	Balance 05/31/16
Board Appr Start Up Fund	6/00,7/05,'06,'07,'08,'8/12	1,085,954	97,600.18	-	-	97,600.18

Summary of Expended - Start Up Fund

Hobart Institute	14,964.27
Microsoft	31,949.82
CISCO	127,554.53
MOLO	3,133.78
ARCH	83,441.26
Student Success	38,527.00
Leadership Institute	19,309.00
Program Development	207,198.60
PN / Evening-Weekend	247,631.83
Cyber Security	8,981.46
BPR Distance Learning	47,327.17
Energy Institute	153,282.29
Networking	5,052.83
Total Start Up Fund	*988,353.84*

Fiscal Year	Appropriated	Repayment	Expended	Balance
FY 1999-00	*$200,000.00*	*$0.00*	*$23,667.57*	*$176,332.43*
FY 2000-01	*$0.00*	*$12,000.00*	*$22,877.25*	*$165,455.18*
FY 2001-02	*$0.00*	*$100,000.00*	*$13,132.18*	*$252,323.00*
FY 2002-03	*$0.00*	*$100,000.00*	*$44,561.14*	*$307,761.86*
FY 2003-04	*$0.00*	*$30,000.00*	*$99,473.76*	*$238,288.10*
FY 2004-05	*$0.00*	*$30,000.00*	*$93,098.12*	*$175,189.98*
FY 2005-06	*$20,000.00*	*$30,000.00*	*$25,575.62*	*$199,614.36*
FY 2006-07	*$150,000.00*	*$0.00*	*$109,070.68*	*$240,543.68*
FY 2007-08	*$150,000.00*	*$0.00*	*$121,603.27*	*$268,940.41*
FY 2008-09	*$105,000.00*	*$0.00*	*$138,677.58*	*$235,262.83*
FY 2009-10	*$100,000.00*	*$0.00*	*$132,796.92*	*$202,465.91*
FY 2010-11	*$0.00*	*$0.00*	*$21,133.02*	*$181,332.89*
FY 2011-12	*$0.00*	*$0.00*	*$40,286.91*	*$141,045.98*
FY 2012-13	*$58,954.02*	*$0.00*	*24,313.30*	*$175,686.70*
FY 2013-14	*$0.00*	*$0.00*	*63,122.25*	*$112,564.45*
FY 2014-15	*$0.00*	*$0.00*	*14,964.27*	*$97,600.18*
FY 2015-16	*$0.00*	*$0.00*	-	*$97,600.18*
Total	*$783,954.02*	*$302,000.00*	*$988,353.84*	*$97,600.18*

Belmont College

Fund Balance Report
FYE June 30, 2016
(Unexpended Plant Fund)

Unexpended--Plant Fund

Board Appropriated	Total Appropriated Date	Total Appropriated Amount	Balance 06/30/15	Appropriated FY 2015-16	Expended	Balance 05/31/16
Health Science Center	01/14	1,500,000	903,138.89	-	845,167.73	57,971.16
Main Renovations Phase 1	01/14	404,507	173,091.57	-	118,325.13	54,766.44
Main Renovations Phase 2	01/14	760,142	760,142.00	-	88,497.89	671,644.11
NC Parking Lots & Drives	01/14	50,000	50,000.00	-	-	50,000.00
NC Renovations Phase 1	01/14	350,000	350,000.00	-	-	350,000.00
Main Roof Replacement	01/14	301,197	301,197.00	-	-	301,197.00
Polaris Retrofit	01/14	63,796	63,796.00	-	-	63,796.00
TOTAL APPROPRIATED		3,429,642	2,601,365.46	-	1,051,990.75	1,549,374.71
UnAppropriated		**Income**				
Capital Component of the Operating Subsidy		351,684.05	840,821.60	-	-	1,192,505.65
TOTAL			3,442,187.06	-	1,051,990.75	2,741,880.36

Repair & Replacement Plant Fund

Board Appropriated	Total Appropriated Date	Total Appropriated Amount	Balance 06/30/15	Appropriated FY 2015-16	Expended	Balance 05/31/16
Replacement of Roofs	6/87	62,000	27,144.63	-	-	27,144.63
Outdoor Recreation Area	3/90	40,000	26,248.93	-	-	26,248.93
TOTAL		102,000	53,393.56	-	-	53,393.56

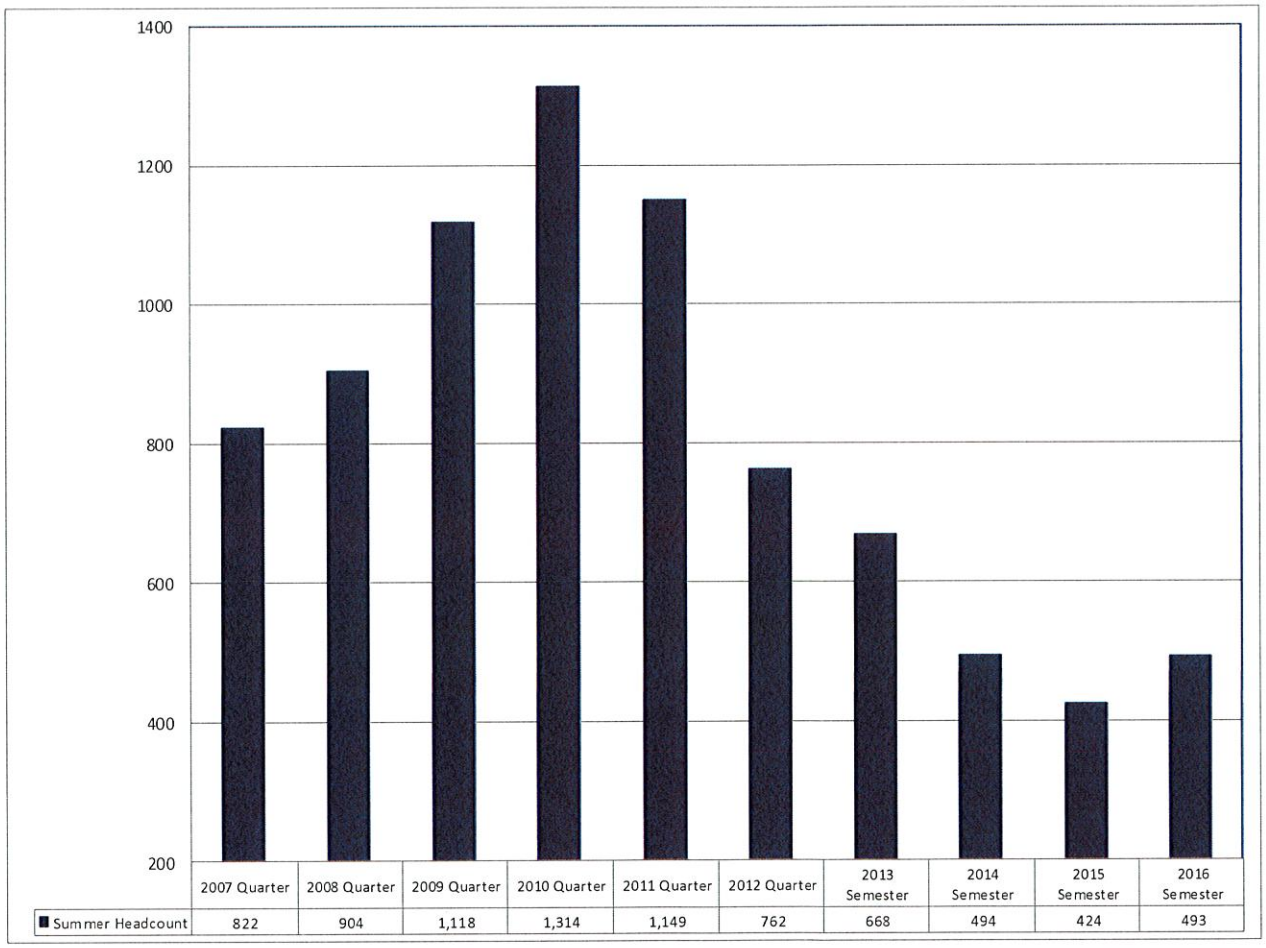
Enrollment Statistics

This report focuses on 2016 summer term enrollment. Counts of enrolled students and credit hours for the 2016 summer term were recorded on the fifteenth day of the term and are compared with counts from final summer term enrollments from 2007 through 2015. The demographic profile of the 2016 summer term student cohort is also included in this report and is compared to the 2015 summer demographic profile.

The first two charts in this report show 10-year trends for headcounts and credit hours. Chart I provides headcount data for students enrolled in the summer terms from 2007 through 2016. The second chart displays credit hour counts for students enrolled from 2007 through 2016.

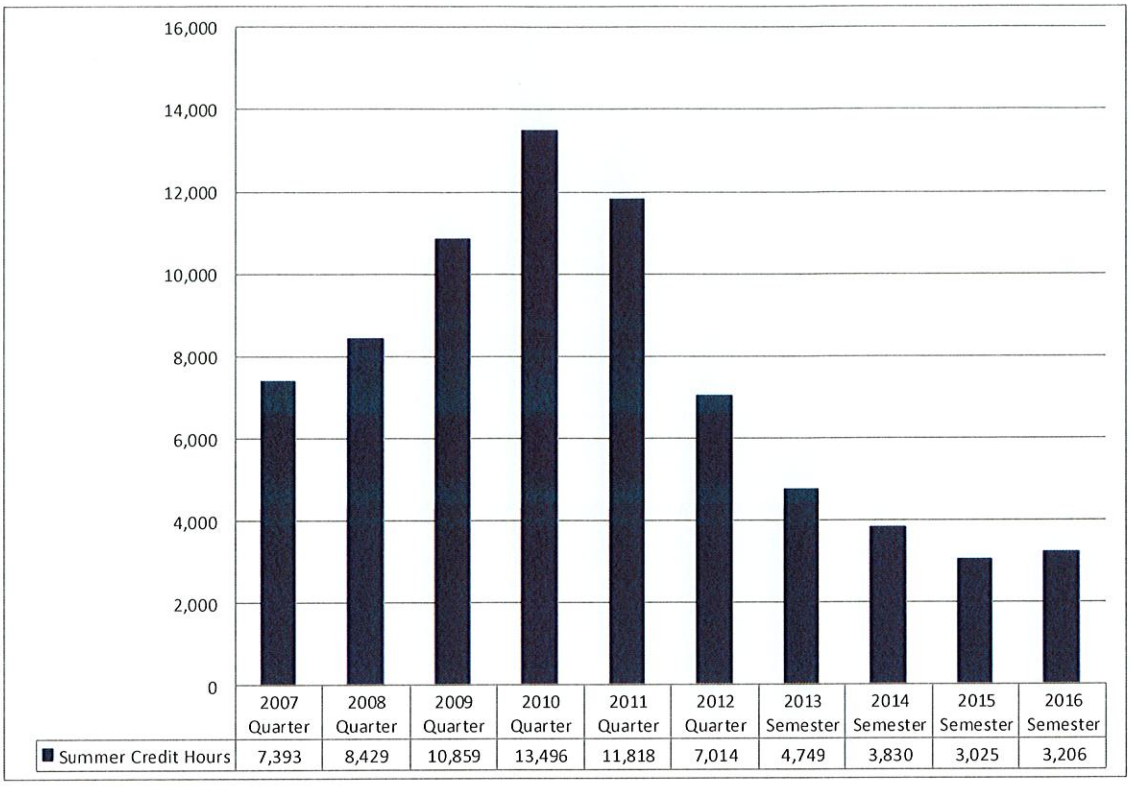
Presentation of Data

Chart I, *Ten-Year Trend, Summer Headcount 2007 through 2016*



	2007 Quarter	2008 Quarter	2009 Quarter	2010 Quarter	2011 Quarter	2012 Quarter	2013 Semester	2014 Semester	2015 Semester	2016 Semester
Summer Headcount	822	904	1,118	1,314	1,149	762	668	494	424	493

Chart II, *Ten-Year Trend, Summer Credit Hours 2007 through 2016*



The data in Charts I and II report headcount and credit hours of enrollment on the 15th day of the current summer term and on the last day for all prior terms. These data indicate that enrollment on the 15th day of summer term is 493 students taking 3,206 credit hours. This is a 16.27% increase in headcount and a 5.98% increase in credit hours over last summer's enrollment. The average number of credit hours per student is 6.5. This indicates we have more students taking less credit hours each.

Table I, reveals comparisons between enrollment demographics on the 15th day of summer term 2016 and summer term 2015.

Table I, *Fifteenth Day Demographic Profiles Summer 2015 and Summer 2016*

Belmont College 15th Day Census	Summer 15-16 Enrollment	Summer 15-16 % Total	Summer 16-17 Enrollment	Summer 16-17 % Total	Change SM 15-16 to SM 16-17	%Change SM 15-16 to Fall 16-17
Total Headcount	434		493		59	13.6%
F.T.E.	207		214		7	3.4%
Full-time Credit Hours	813	26.23%	317	9.89%	-496	-61.0%
Part-time Credit Hours	2,287	73.77%	2,889	90.11%	602	26.3%
Total Credit Hours	3,100		3,206		106	3.4%
Average Credit Hours per student	7.14		6.50		-0.64	-9.0%
		100.00%		*100.00%*		
GENDER						
Total Females	304	70.05%	335	67.95%	31	10.2%
Total Males	130	29.95%	158	32.05%	28	21.5%
Total	*434*	*100.00%*	*493*	*100.00%*		
FULL-TIME / PART-TIME STATUS						
Full time Students	64	14.75%	24	4.87%	-40	-62.5%
Part-time Students	370	85.25%	469	95.13%	99	26.8%
Females Full-time	38	8.76%	14	2.84%	-24	-63.2%
Females Part-time	266	61.29%	321	65.11%	55	20.7%
Males Full-time	26	5.99%	10	2.03%	-16	-61.5%
Males Part-time	104	23.96%	148	30.02%	44	42.3%
Total	*434*	*100.00%*	*493*	*100.00%*		
AGE						
Enrolled in high school and College & under	2	0.46%	20	4.06%	18	900.0%
Enrolled in high school and College & 18 or c	1		6		5	500.0%
First time enrolled in college and under 18 y	0	0.00%	0	0.00%	0	0.0%
Under 18	0	0.00%	0	0.00%	0	0.0%
18-24	202	46.54%	236	47.87%	34	16.8%
25-30	64	14.75%	89	18.05%	25	39.1%
31-40	70	16.13%	64	12.98%	-6	-8.6%
Over 40	95	21.89%	78	15.82%	-17	-17.9%
Total	*434*	*99.77%*	*493*	*98.78%*		
RACE / ETHNICITY						
American Indian/Alaskan Native	3	0.69%	2	0.41%	-1	-33.3%
Asian/Pacific Islander/Native Hawaiian	3	0.69%	1	0.20%	-2	-66.7%
Black/Non-Hispanic	9	2.07%	8	1.62%	-1	-11.1%
White Non-Hispanic	406	93.55%	469	95.13%	63	15.5%
Hispanic of any race	3	0.69%	4	0.81%	1	33.3%
Nonresident Alien	0	0.00%	0	0.00%	0	0.0%
Two or more races	10	2.30%	8	1.62%	-2	-20.0%
Unknown		0.00%	1	0.20%	1	0.0%
	434	*100.00%*	*493*	*100.00%*		
COUNTY of RESIDENCE						
Ohio Counties						
Belmont	230	53.00%	227	46.04%	-3	-1.3%
Guernsey	22	5.07%	32	6.49%	10	45.5%
Harrison	27	6.22%	38	7.71%	11	40.7%
Jefferson	24	5.53%	39	7.91%	15	62.5%
Monroe	33	7.60%	46	9.33%	13	39.4%
Other Ohio counties	28	6.45%	34	6.90%	6	21.4%
West Virginia counties						
Brooke	1	0.23%	2	0.41%	1	100.0%
Hancock	2	0.46%	0	0.00%	-2	-100.0%
Marshall	33	7.60%	31	6.29%	-2	-6.1%
Ohio	28	6.45%	32	6.49%	4	14.3%
Tyler and Wetzel	5	1.15%	2	0.41%	-3	-60.0%
other WV Counties	0	0.00%	1	0.20%	1	0.0%
Outside Ohio and West Virginia	1	0.23%	9	1.83%	8	800.0%
		0.00%		0.00%		
Total	*434*	*100.00%*	*493*	*100.00%*		

The data in Table I, *Fifteenth Day Demographic Profiles Summer 2015 and Summer 2016* shows a comparison between students enrolled on the 15th day of 2016 and 15th day of 2015. On the 15th day of 2015 summer term, there were 434 students enrolled for 3,100 credit hours. Comparing the 15th day of the current term with the 15th day of the prior summer term shows an increase from last summer term to this summer term of 59 students or 13.59% in headcount, and an increase of 3.4% in credit hours.

There is a decrease in the number of full-time students with females outnumbering males in both the full-time and part-time categories. However, there is a significant increase in the number of part-time males this summer and a decrease in the number of part-time females.

The data in this table for "Age" indicate that students who are between the ages of 18 and 24 represent the greatest number of students enrolled in both summer terms. As enrollment has increased in the 25-30 category and Enrolled in high school and college and under 18 category, enrollment continues to decline in the over 30 age categories.

Recommendations and Targets for Improvement

1. Continue to focus on the recruitment of first-time from high school, returning, and transfer students for the summer term.
2. Focus recruitment efforts on the over 30 age category.
3. With the return of the OCOG state student scholarship, continuing and returning students can now take summer classes to stay on their suggested course sequence by making up for dropped or failed classes that are required. The term schedule should reflect such course sections that are in demand.
4. Construct the course schedule to allow new students to complete developmental education in the summer and prior to fall term if possible.
5. Implement the College Completion Plan and continue to implement the BEConnected project to enhance retention and completion.

Reports and Presentations N/A

Presidents Report

The Belmont College Faculty, represented by the Ohio Federation of Teachers, voted 28-3 in favor of unionization. The vote was counted at the State Employee Relations Board on June 16, 2016 and will be certified on June 30, 2016. Negotiations will begin within 90 days.

The Belmont College Foundation has agreed to fund two AmeriCorps coaches. The total amount is $25,000.

We have received a grant from Gulfport in the amount of $2,884.00, for a gas and well simulator program.

We received a $500.00 donation from the Ohio Farm Bureau for engineering equipment.

We are working to get the RAPIDS grant funding released. Total amount is $272,000.00.

We have a nursing consultant on-board for the RN Program.

The Associate Degree Nursing Board site visit is scheduled for July.

We are preparing for the HLC visit which is scheduled for March 2017.

The CC-plus fall course schedule is set and the first group of BEConnected friendly courses are in place.

Required trainings are continuing throughout the summer.

Tim Houston, Amy Leoni, John Koucoumaris and Amanda Hession attended the SSLI Leadership Institute in Cincinnati.

15 COAD Foster Grandparents are taking classes at our Harrison County location.

Marketing is underway for the fall semester.

Upcoming Events/Meetings	2016 Summer Graduation July 29, 2016 7:00 p.m. Horizon Hall
Comments from the Chair	N/A .
Comments from the College Community	None.
Next Regular Meeting	July 28, 2016, Belmont College Board Room Workshop – 5:00 p.m. Meeting – 6:30 p.m.
Adjournment	There being no further matters for the regular Board of Trustees meeting, Mrs. Gates adjourned the meeting at 7:30 p.m.

_____

Elizabeth F. Gates, Chair

_____

Paul F. Gasparro, President

Date Approved: _____ / _____ / _____