



The information and statistical data contained in the document have been verified through the Offices of Institutional Research, Planning and Effectiveness. mrw/October 9, 2014

ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

BOARD OF TRUSTEES MONITORING REPORT #4

EXECUTIVE SUMMARY

The Board of Trustees' ends statement #4 addresses the infrastructure of the organization. Specifically it states that the "human, financial, physical and technological resources are provided to ensure a high quality learning environment and an efficient organization." There are four sub-ends under the broader statement, each addressing the four key elements of efficiency and effectiveness. Specifically it states the following:

- 4a. Human resource ensures competitive salaries and benefits within available resources through the cultivation of accountability and empowerment of its employees. The College will support and value the individual, foster diversity, and provide professional development opportunities.
- 4b. Fiscal accountability is ensured to College constituents through strong policies and processes in budget development and management, and leads the College's risk management/asset protection program.
- 4c. The campus environment is safe and secure, with modern facilities that are appealing to students and employees.
- 4d. Students and employees leverage the College's robust, cutting-edge technology and training for classroom and work environment purposes.

Capturing some history and reporting on primarily last year's results, the College provides evidence of its commitment to organizational efficiency and effectiveness.

Edison community college recognizes our faculty and staff as its greatest assets. The key performance indicators focus on establishing an employee profile with the purpose of identifying those characteristics on which we may need to focus. A diverse group of people call Edison their workplace. The average age is 49.5 years. 73% reside in our three-county service district, and 91% are Caucasian. Salaries are moderately competitive with a target of increasing the low end of the salary schedule; the benefit package is competitive, with many challenges of raising the lower end of the salary schedule and resulting adjustments throughout the schedule. The

challenge will be to keep this element stable without large shifts in costs as was evident in FY14. There is an ongoing challenges curtail benefits that are rising at a rapid rate and make them affordable to the college. Prevention is a key as the College sponsors annual wellness activities for employees to constraint costs. While there are many internal, regional, and state opportunities for staff development in the College, few employees travel to national workshops, conventions, and forums as they become cost-prohibitive in the approved budget. The college has approximately 170 adjuncts, working year-round from one class to three classes per semester. Their profile seems to resemble the overall faculty profile. Total salaries concluding FY14 was \$8,502,014, and benefits totaled \$2,604,620 for a combined total of \$11,106,634. This accounted for 72.49% of the budget. In this new fiscal year, salaries are projected to reach \$8,500,783, and benefits are expected at \$2,948,906, totaling \$11,449,689 which is 68.82% of the budget. A target of 68% to 72% for personnel and benefits of the total budget seems reasonable, thus allowing the necessary resources to operate effectively. Converting employee time reporting to an electronic format should aid the College in moving to the paperless environment goal.

A comprehensive survey required by the legislature on campus efficiency is completed and reported by each college in the University System of Ohio each fall semester. It reports academic, student learning, administrative, facility, health and human services, public works, economic development, public safety, fleet management, energy efficiencies, information technology and procurement efficiencies. The infrastructure is well-developed in each of the four areas and effectiveness measures are in place. The college has enjoyed sound audits with no management letters over the past five years, with one exception year where separation of duties presented an issue. The budget is stabilized in spite of enrollment declines due to strong practices in retention and alignment of performance-based funding with practices. A focus on college risk management has this college unit accumulating policies and procedures to ensure a holistic assessment of key projects with appropriate policy for the future, and budget development involvement from all constituents, creating a more transparent process.

Set on 108 acres, the College is surrounded by beautiful grounds and functional buildings. There is a continued challenge of ensuring that our facilities are well-maintained and appeal to both students and employees alike with a commitment to continually work on projects through the capital bill and other resources. The Clery report indicates no significant crime occurs on campus. A five-year capital plan ensures space utilization and limited deferred maintenance. Student and employee satisfaction surveys help the College focus on future development. New building focused projects are the creation of an Innovation Center to house engineering and IT departments as well as the creation of a new front door to attract and introduce students to Edison.

Utilizing 14% of the operating budget, the Information Technology unit is staffed with a total of 15 employees, organized into two primary divisions – the Library and IT infrastructure. Information technology represents a significant risk management area, and currently the unit has

a disaster recovery plan to ensure that IT services remain constant and robust. This year's highlights include the completion of a two year process of migrating the entire database from IBM proprietary data to Microsoft proprietary data completed Labor Day weekend as well as pursuing the "virtual" environment for significant cost savings. Strategic and holistic computing has resulted in the College adopting a life-cycle strategy to fund information technology initiatives as opposed to "event-costing" which focuses on acquisition costs, implementing more access, engagement, retention, and success. A significant focus of the future is to create more electronic storage for data in a document imaging project slated for the near future.

The College's report to the Board indicates a sound environment for students and their learning.

HUMAN RESOURCE UNIT

The Board of Trustees Ends Statement #4 speaks to the importance of organizational efficiency and effectiveness. The human resource unit contributes to that Ends Statement by ensuring that the College ensures accountability and empowerment of its employees while delivering competitive salaries and benefits within its available resources. The unit is committed to ensuring a diverse workforce and showing support and valuing the individual with opportunities for personal and professional growth. The College's administration, faculty and staff are the College's most important resource. Oliver Wendall Holmes said, "The greatest tragedy in America is not the destruction of our natural resources, though that tragedy is great. The truly great tragedy is the destruction of our human resources by our failure to freely utilize our abilities, which mean most men and women go to their graves with their music still in them; the tragedy is compounded when those of us in leadership positions do not utilize our abilities to properly direct and inspire those within our sphere of influence to become all they are capable of becoming." People are everything. The following offers an insight into our Edison workforce—the employee profile.

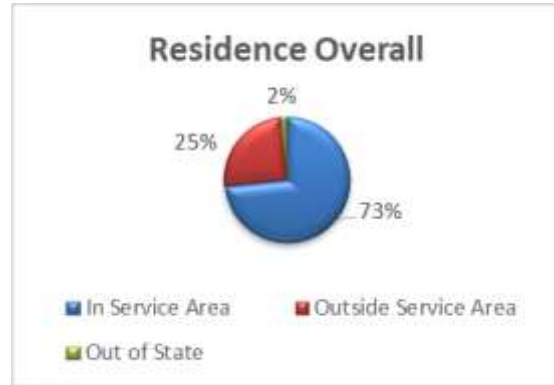
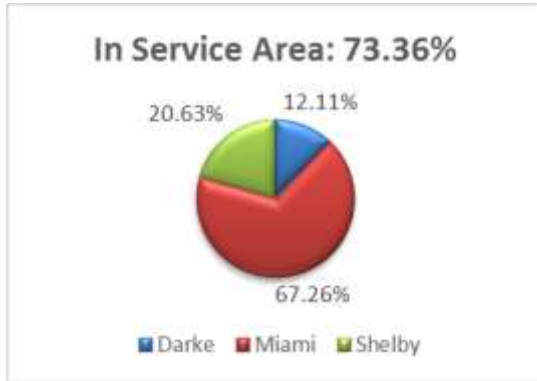
EMPLOYEE PROFILE

Residence

A total of 304 persons were identified as employed by Edison Community College during the 2014 Fall Reporting Semester. Of these, 8.88% reside in Darke County; 49.34% in Miami County; and 15.13% in Shelby County making a total of 73.36% of Edison employees residing in our defined service area. Another 25% of those employed reside in Ohio outside our service area, and 1.64% reside outside of Ohio.

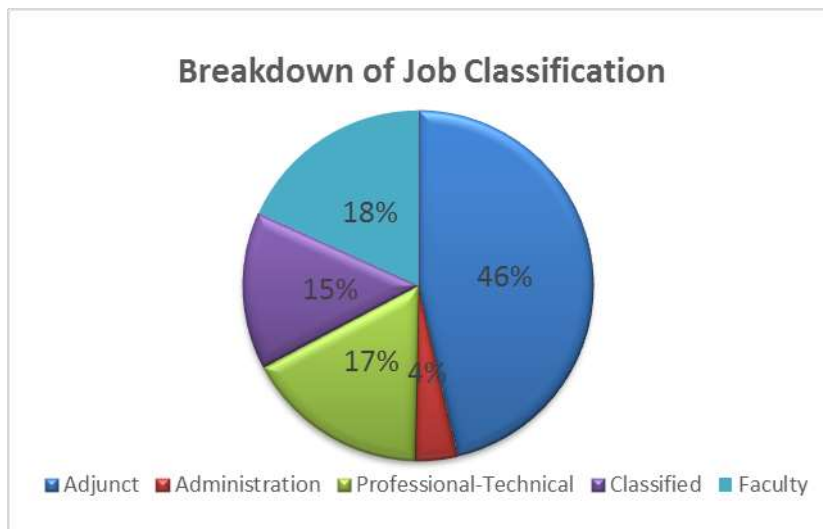
Darke	27	8.88%
Miami	150	49.34%
Shelby	46	15.13%
Total	223	73.36%

In Service Area	223	73.36%
Outside Service Area	76	25.00%
Out of State	5	1.64%
Total	304	



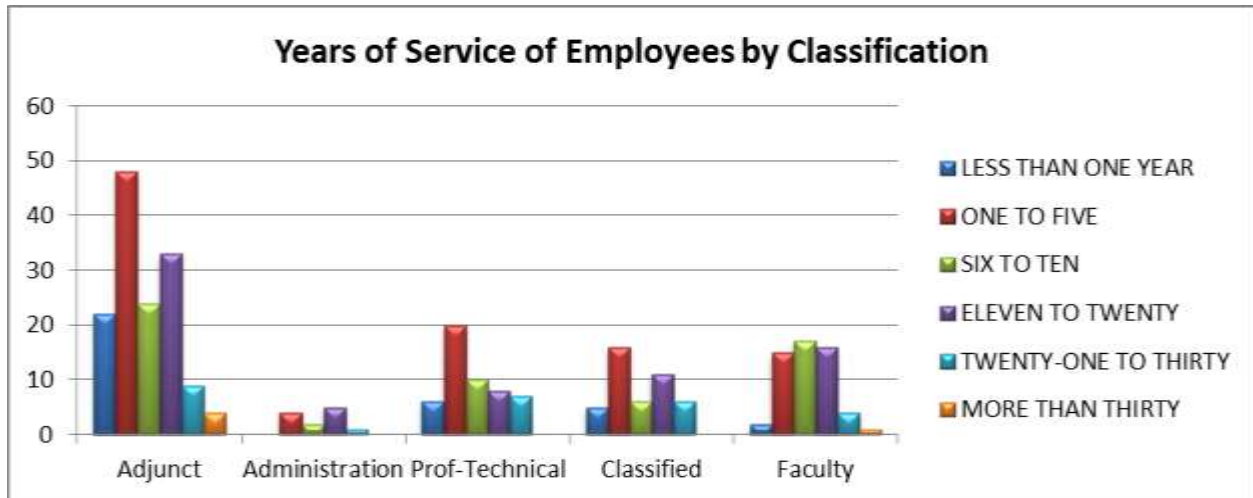
Employee Classification

Five employee classifications comprise the workforce of 302 full and part-time personnel. Total number of faculty is 55 (18.21%); adjunct faculty represent 140 in number (46.36%); professional-technical are 51 in number (16.89%); classified employees number 44 (14.57%); administration are 12 individuals representing 3.97% of the base.



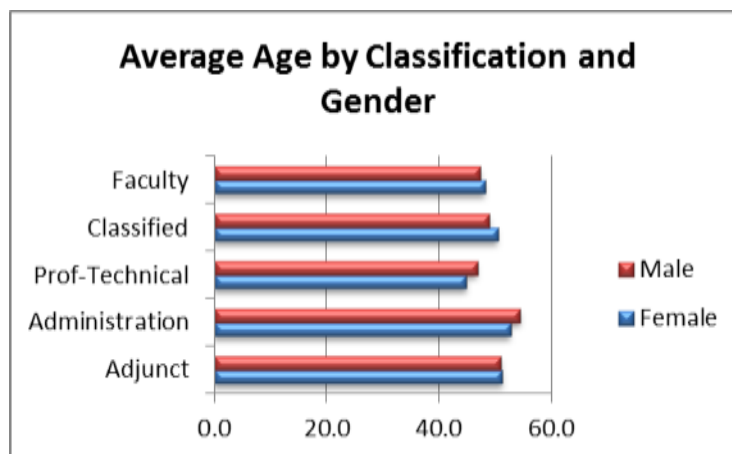
Years of Service

Approximately 90% (89.4%) of the Edison workforce, including part-time instructors have been employed by the College for 20 years or less. For those with 21 years or more, 40.63% are part-time instructors. Full-time employees include Administration, 33.13%; Professional-Technical, 21.87%; Classified, 18.75% and 15.63% are Full-time Faculty.



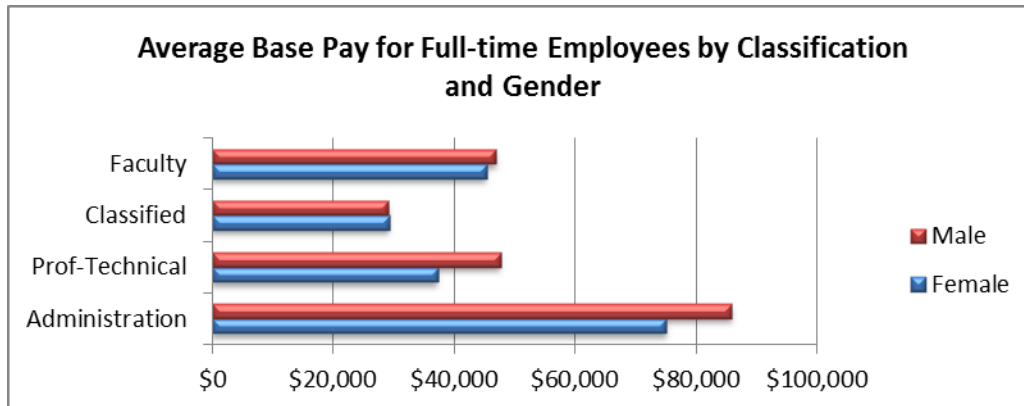
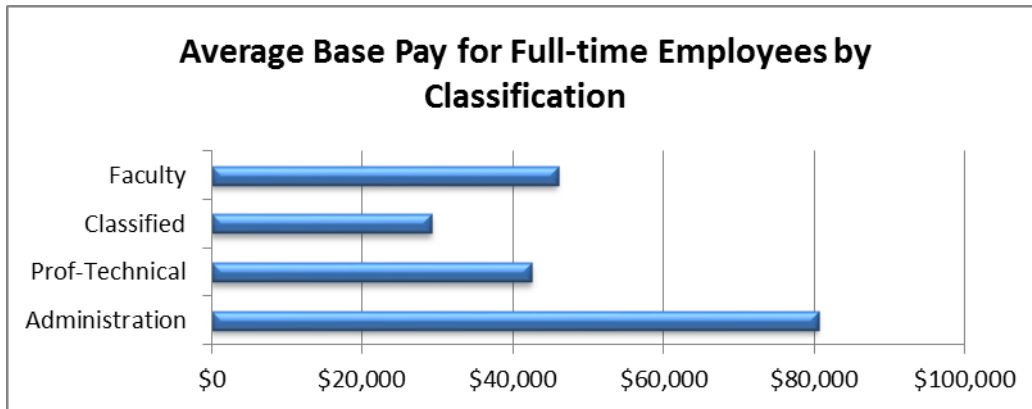
Average Age and Gender

The average age for all employees at Edison is 49.5 years. The average age for all classifications and by gender is shown below and is close to the overall average, reflecting a minimum of 46.0 years and maximum of 51.1.



Wages

The average base pay for all employees at Edison is \$43,767. As might be expected, the Classified employees have the lowest average base pay at \$29,204 and administration has the highest average base pay at \$80,460.



Faculty Profile

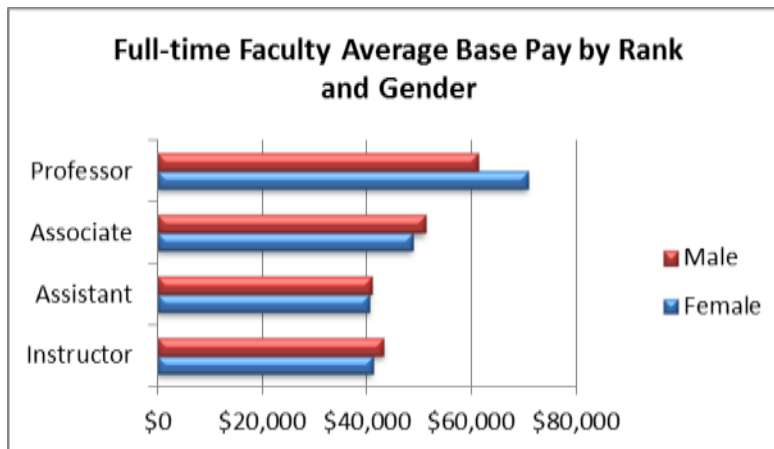
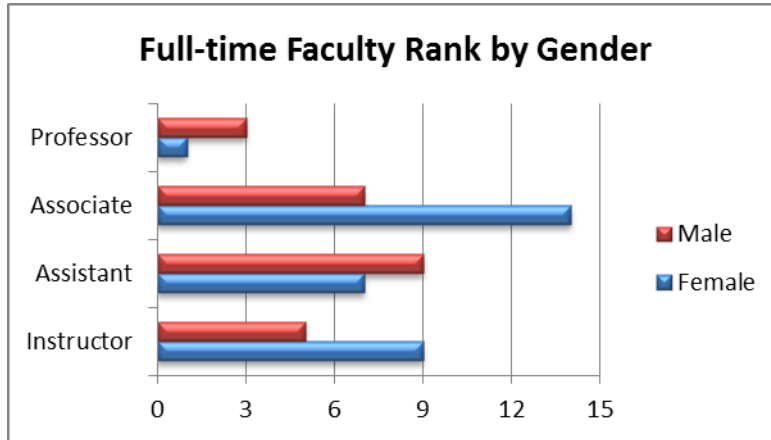
Fifty-six% (31) of Edison's full-time faculty members are female; 44% (24) male. These 55 faculty are ranked as Instructor (26%; 14); Assistant Professor (29%; 16); Associate Professor (38%; 21); and Professor (7%; 4).

The average base pay for full-time faculty is \$45,983. The rank of Instructor has an average base pay of \$41,818, \$1,140 more than the next higher rank of Assistant with an average base pay of \$40,678. This is due to two computer technology Instructors and one allied health Instructor with higher than average base salaries.



Faculty Gender and Rank

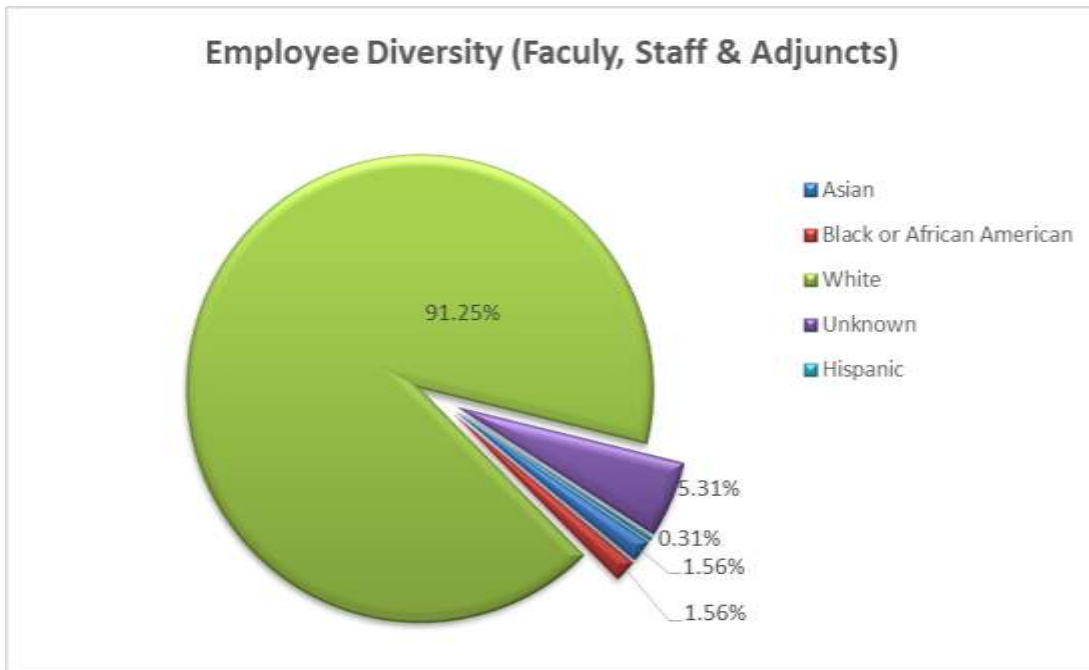
The gender distribution for 55 full-time faculty members is 56% female and 44% male. Faculty over their tenure with the college are placed in a rank system, evaluated and recommended for promotion by their peers in concurrence with the Senior Vice President of Academic Affairs and the President. Those ranks are Instructor, Assistant Professor, Associate Professor and Professor. Wages are determined by years of service and rank with consideration of advanced degrees and credentials. Instructor wages range from \$37,080.00 to \$48,044.63; Assistant Professor wages range from \$38,092.50 to \$46,750.96; Associate Professor wages range from \$38,830.00 to \$62,721.01; and full Professor wages range from \$54,186.82 to \$70,621.13. Initial placement on the salary schedule generally begins with the Instructor rank and tends to be discipline specific. The charts below depict rank broken down by gender and faculty base pay by rank and gender.



Racial Diversity

Edison serves a diverse community. As such, diversity is an integral and important part of the campus climate and includes male and female staff members of various ages, religions, sexual orientations, ethnicities and cultures. Edison strives to create an environment in which all people are valued and supported; differences are understood and respected. Edison does not discriminate against employees on the basis of race, color, creed, religion, age, sex, marital status, sexual orientation, veteran status, national origin, ancestry, citizenship, or disability.

Currently the racial diversity of our employee populations is 91.25% white and 3.43% minority. Edison is committed to achieving full equal opportunity in its employment practices in compliance with federal and state statutes. We will continue to focus on diversity in hiring for future positions.



LOOKING TO THE FUTURE

Health Insurance

The rising cost of health insurance will be a continual concern for the College over the next few years. We have been fortunate to have only received an average of 4.92% increase over that past 11 years. However, with the new costs associated with the Affordable Care Act and increase in usage, the college realized a 33% increase this year, resulting in plan changes. The college currently pays 80% of the health benefits with employees paying 20%. The college also received \$7,500 in wellness dollars for the past two years to be utilized towards a wellness program/initiatives for our employees. The Affordable Care Act also poses a challenge for higher education in the calculation of adjunct hours in relationship to hours worked per week. Our current and future focus is to strategize on ways to keep the benefits reasonable for employees while at the same time keeping in mind the impact on the college's budget.

Competitive Salaries

It is the policy of Edison to pay its employees a fair and equitable amount for their services without regard to race, sex, age, national origin, color, religion, or mental or physical disability and to maintain fair and competitive salaries that are consistent with the economic requirements of the College and commensurate with the College's competitive strategy in the labor market in order to attract, retain and reward qualified employees.

In 2009 the college went through a process to update its compensation structure for non-faculty position to move towards improving the competitiveness of positions with the marketplace, while providing appropriate control of payroll costs. Salary ranges are composed of a minimum salary (80%), a mid-point (usually the middle of the salary range or 100%) and a maximum salary (120%). The College's compensation structure is composed of all individual salary ranges based on a formal job evaluation criteria evaluation system to evaluate:

- Experience
- Education
- Managerial Responsibility
- Interpersonal Skills
- Independent Judgment
- Mental Process (Problem Solving)
- Organizational Authority
- Organizational Restraint (Supervision Received)
- Physical Demands
- Working Environment

The college currently pays a moderate salary with our minimum starting salary for non-faculty at 72% of the range vs. 80% or the minimum of the range. It is the goal of the budget team of the college to focus on increasing the minimum starting salaries to the 80% point over the next couple of budget cycles.

Minimum starting salaries for faculty positions are negotiated through the contract between Edison and the Edison State Education Association. Upon hire faculty are placed in one of four faculty ranks to include instructor, assistant professor, associate professor, or professor based on their experience. At the beginning of the 2014-15 contract year, in recognition of faculty achievements, promotion recognition amounts were added as a lump sum salary adjustment as follows:

- Promotion from instructor to assistant professor: \$1,000.00
- Promotion from assistant professor to associate professor: \$1,500.00
- Promotion from associate professor to professor: \$2,000.00

In recognition of previous faculty promotions, currently faculty received a one-time lump sum salary adjustment that was added to their base salary for the 2014-2015 contract year as follows per promotion:

- Assistant professor: \$600.00
- Associate professor: \$1,200.00
- Professor: \$1,800.00

It has been the general trend to increase adjunct pay per contract hour taught at the same percentage increase that has been given to employees.

Edison offers a competitive benefits package which includes:

- Vacation (Non-faculty)
- Sick Leave
- 11 Holidays per year
- 80% of the Health and Dental Insurance
- Health Reimbursement Account of \$750 per person up to \$1,500 per family
- Contribution of 14% towards the employee's state or alternative retirement
- YMCA Fitness Corporate Rate Discount
- Medicare contribution of 1.45%
- Unemployment and Worker's Compensation contribution of 1.25%
- Employee Tuition Waiver/Dependent Tuition Waiver
- Tuition Reimbursement for Continued Education
- Employee Assistance Program (EAP)

Optional voluntary benefits offered at no cost shared include:

- Supplemental Life Insurance
- Vision Insurance
- AFLAC Insurance
- 403(b) tax deferred retirement

It is the goal of the college to continue working on offering a competitive salaries and benefits as we work through the budget process, taking into consideration student enrollment and state funding.

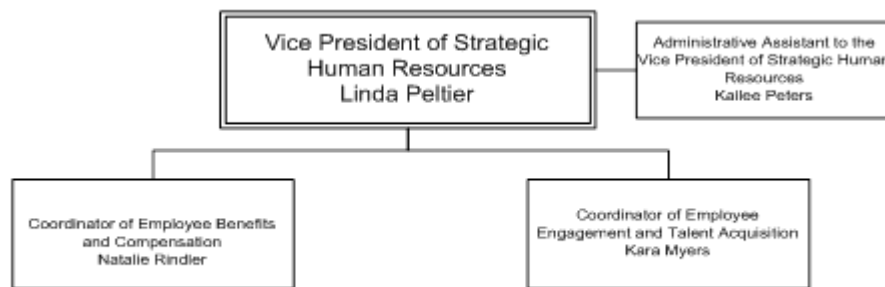
Edison strives to be a learning college for student and employees. Faculty and staff also have opportunities to update their skills, to learn skills, to improve their interpersonal abilities, and to venture into new areas of endeavor through professional development funds which are incorporated into the annual budget process.

We also realize the importance of sustaining a positive employee engagement in in a culture that recognizes employees and celebrates their accomplishments. Below are a few of the current initiatives that support our valuing people culture:

- On-the-Bus Performance Improvement Awards
- Employee of the Semester Awards
- Faculty and Staff Years of Service Recognition Banquet
- Adjunct Years of Service Recognition Banquet
- NISOD Teacher of the Year

- SOCHE Teacher of the Year
- OATYC Teacher of the Year
- Heart of a Leader Training
- Wall of Memories

The college recognizes that our employees are our biggest asset representing approximately 68.82% of the college’s budget for salaries and benefits for the current fiscal year compared to 72.49% for the last fiscal year. The Human Resources Department is committed to partnering with the College’s strategic master plan that cultivates an environment of growth, accountability, and empowerment. In the spring of 2014, the HR Department went through a reorganization to better serve our employees and feed into the college’s strategic master plan. In anticipation of a retirement that took place in March 2014, the department went through succession planning and cross training which resulted in the promotion of the administrative assistant to coordinator of employee benefits and compensation, the promotion of the HR specialist to coordinator of employee engagement and talent acquisition, and the hiring of a new administrative assistant.



The goals over the next year include the continued effort to go paperless implementing on-line time card entry/approval, on-line leave request tracking/approval, new training program for supervisors, and the Vice President of Strategic Human Resources serving as the liaison for the presidential search process.

FINANCE

The Board of Trustees Ends Statement #4 speaks to the importance of organizational efficiency and effectiveness. The finance/business operations of the college are tasked with fiscally accountability through strong policies and processes in budget development and management, and lead the College’s risk management/asset protection program. Toward that end, key performance indicators are positive audits over past five years, financial health ratios as stated in the Senate Bill 6 ratio history, annual risk management areas cross-campus are developed and implemented, and solid budget processes are transparent.

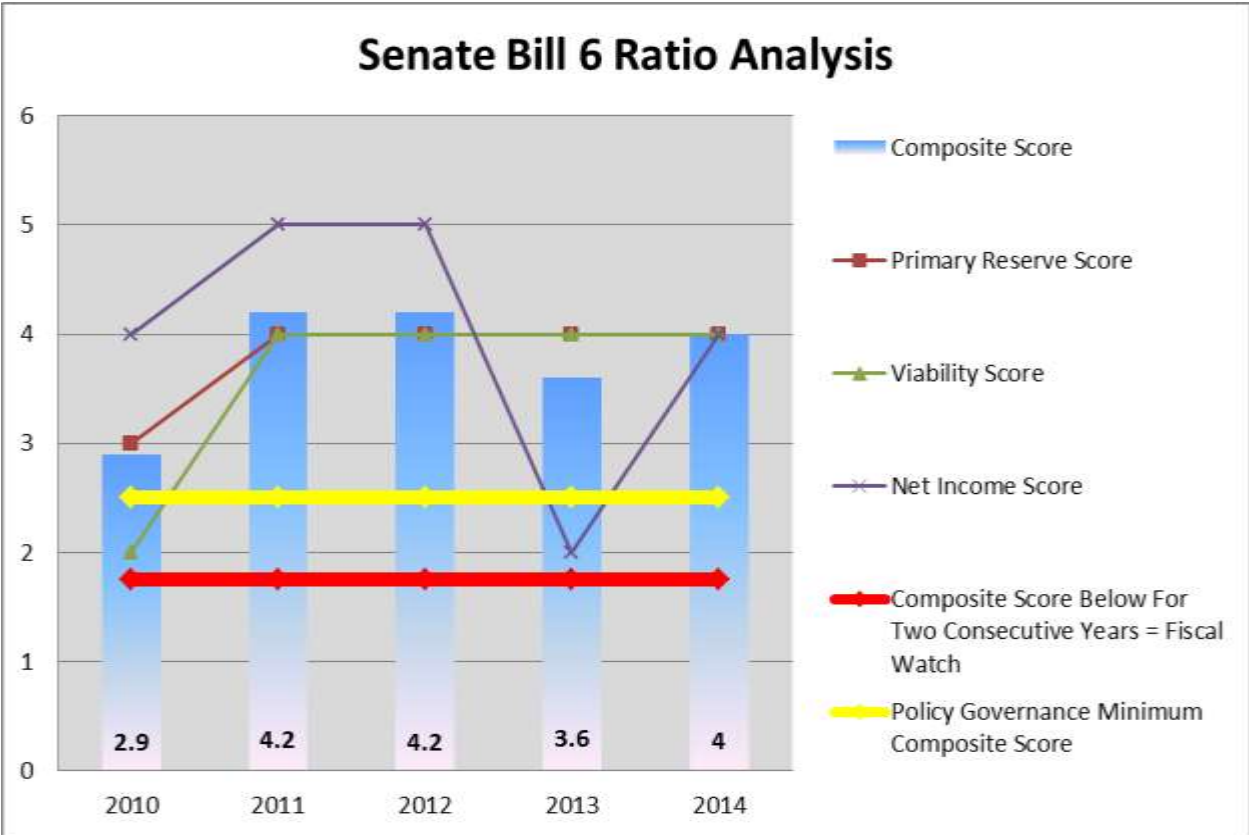
Positive Audit Results

Outcomes of annual audits are strong with no management letters with the exception of 2013, where a lack of separation of duties due to personnel vacancies was a comment, and potentially 2014, with a comment on net asset classification (with no impact on Edison's bottom line or SB6 ratios in 2014 or prior years). The audit results speak for themselves and indicate solid financial management going forward.

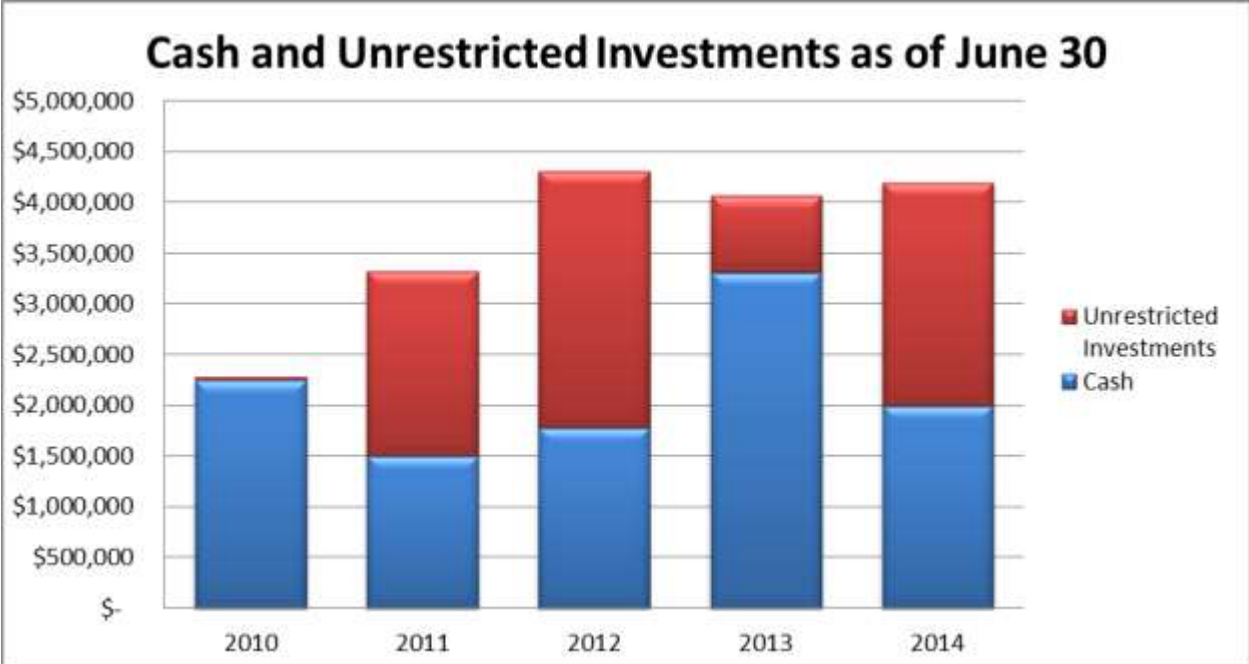


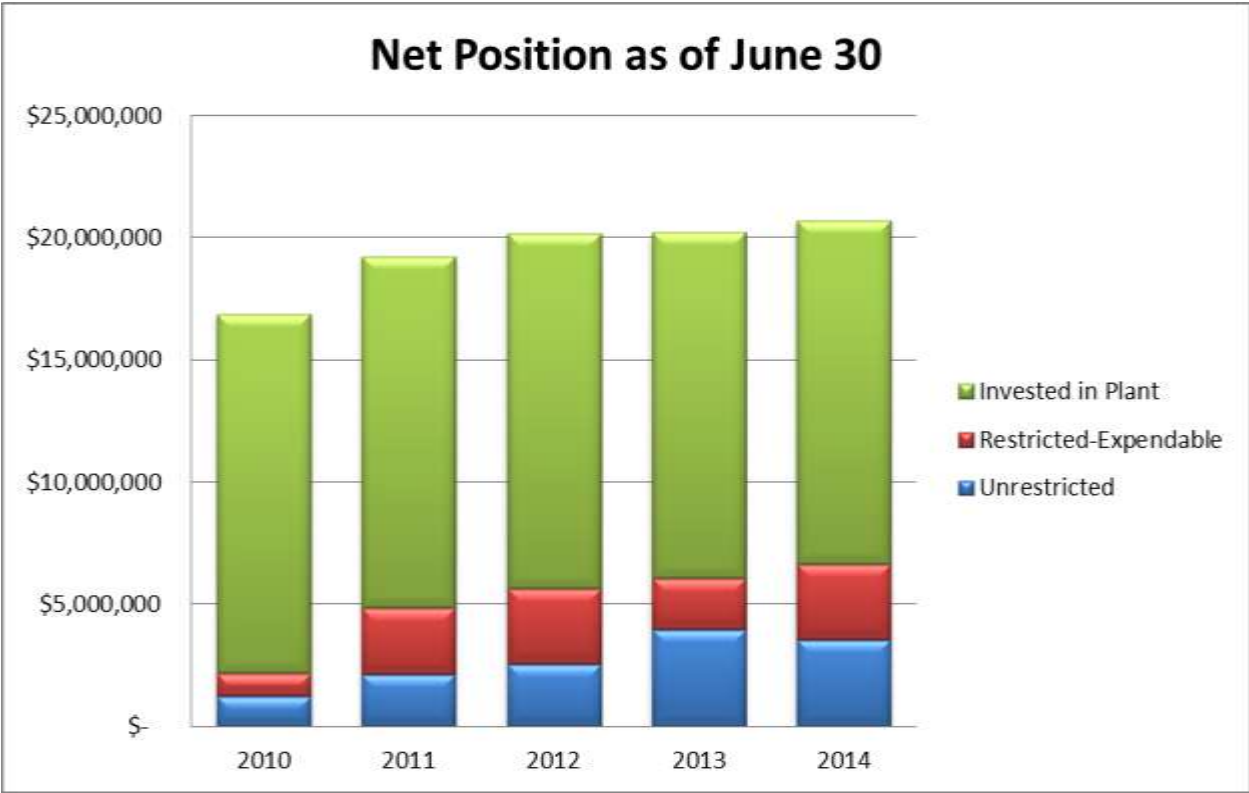
Senate Bill 6 Ratio Results

The Senate Bill 6 ratios required by the Ohio Legislature annually are one indicator of institutional health. The chart below indicates the composite score as of June 30th of each of the past five years.

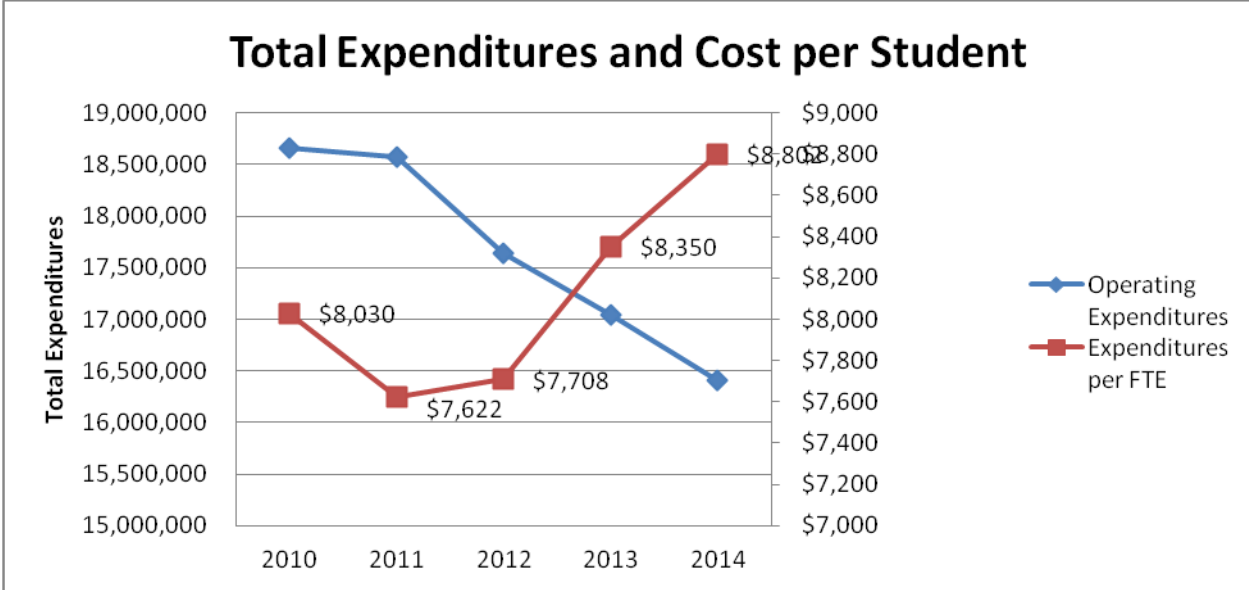


Other financial snapshots show cash and unrestricted investments and net position at the close of the fiscal year – June 30th, 2014.





One of the financial strength indicators that the Ohio Board of Regents also monitors in their high education information system (HEI) are total expenditures and cost per FTE. This graph depicts the most current results as well as a recent history of our results. The next chart shows outcomes on the same data for comparable institutions, but excludes certain expenditures that are included in the first graph.



Year	Institution	Total Expenditures Instructional & General*	SCH	Annual FTE	Cost per Credit Hour	Cost per FTE
2009	Clark State Community College	\$ 19,353,536	122,187.60	2,721.82	\$ 157.88	\$ 7,110.38
2009	Edison State Community College	\$ 15,960,356	62,463.00	2,081.92	\$ 255.52	\$ 7,666.18
2009	Zane State College	\$ 14,875,166	91,922.50	2,040.81	\$ 161.82	\$ 7,388.85
2009	North Central State College	\$ 19,316,365	95,540.00	2,146.10	\$ 199.86	\$ 9,000.69
2009	Northwest State Community College	\$ 16,641,102	68,380.00	2,275.69	\$ 243.72	\$ 7,312.55
2009	Southern State Community College	\$ 14,284,885	85,563.00	1,988.69	\$ 159.50	\$ 7,183.07
2009	Terra State Community College	\$ 12,922,772	50,255.00	1,674.91	\$ 257.14	\$ 7,715.50
2010	Clark State Community College	\$ 20,676,535	152,981.10	3,396.78	\$ 135.15	\$ 6,087.10
2010	Edison State Community College	\$ 15,816,378	69,685.50	2,322.66	\$ 236.97	\$ 6,809.60
2010	Zane State College	\$ 16,395,916	105,119.50	2,333.82	\$ 155.97	\$ 7,025.30
2010	North Central State College	\$ 20,132,858	109,390.00	2,429.02	\$ 184.05	\$ 8,288.46
2010	Northwest State Community College	\$ 19,676,248	82,937.60	2,764.17	\$ 237.24	\$ 7,118.31
2010	Southern State Community College	\$ 16,517,498	124,193.00	2,757.56	\$ 133.00	\$ 5,989.89
2010	Terra State Community College	\$ 14,428,876	67,120.00	2,237.00	\$ 214.97	\$ 6,430.00
2011	Clark State Community College	\$ 22,735,631	167,451.50	3,717.98	\$ 135.77	\$ 6,115.06
2011	Edison State Community College	\$ 16,532,982	78,112.00	2,436.86	\$ 226.13	\$ 6,784.51
2011	Zane State College	\$ 18,430,905	109,478.00	2,630.59	\$ 168.35	\$ 7,582.90
2011	North Central State College	\$ 21,178,729	108,564.00	2,419.58	\$ 194.16	\$ 8,753.05
2011	Northwest State Community College	\$ 28,262,260	95,814.40	3,193.28	\$ 294.97	\$ 8,850.53
2011	Southern State Community College	\$ 17,903,158	129,208.00	2,868.88	\$ 188.56	\$ 6,240.47
2011	Terra State Community College	\$ 16,566,179	73,030.00	2,434.00	\$ 226.84	\$ 6,806.16
2012	Clark State Community College	\$ 23,983,277	173,990.90	3,863.21	\$ 137.84	\$ 6,208.13
2012	Edison State Community College	\$ 15,669,043	68,665.50	2,288.65	\$ 228.19	\$ 6,846.43
2012	Zane State College	\$ 18,467,194	109,496.00	2,430.99	\$ 168.66	\$ 7,596.58
2012	North Central State College	\$ 20,398,853	97,625.00	2,172.26	\$ 208.52	\$ 9,390.62
2012	Northwest State Community College	\$ 24,487,253	82,011.20	2,733.89	\$ 298.51	\$ 8,956.91
2012	Southern State Community College	\$ 18,659,497	111,451.00	2,474.59	\$ 167.42	\$ 7,540.44
2012	Terra State Community College	\$ 18,924,134	69,388.00	2,312.59	\$ 243.91	\$ 7,318.28
2013	Clark State Community College	\$ 25,241,623	115,529.00	3,685.24	\$ 118.49	\$ 6,849.38
2013	Edison State Community College	\$ 15,168,013	61,235.50	2,040.00	\$ 247.70	\$ 7,431.67
2013	Zane State College	\$ 18,475,287	70,415.00	2,199.70	\$ 262.38	\$ 8,399.02
2013	North Central State College	\$ 18,536,970	57,170.70	1,804.45	\$ 324.24	\$ 10,272.94
2013	Northwest State Community College	\$ 20,792,317	72,236.80	2,407.44	\$ 287.84	\$ 8,636.68
2013	Southern State Community College	\$ 18,277,981	63,921.50	2,033.76	\$ 285.94	\$ 8,987.27
2013	Terra State Community College	\$ 17,116,698	60,623.00	2,020.44	\$ 282.35	\$ 8,471.76

*Instruction and Departmental Research, Academic Support, Student Services, Institutional Support, and POM

Risk Management/Asset Protection

The Finance unit of the College also is responsible for the development and delivery of risk management and asset protection issues. In fall 2014 an active shooter protocol workshop, demonstration and exercise was recently held. Policy in the area of risk management, however, is limited. Policy currently exists in the following areas: animals on campus, carrying of concealed weapon, fire alarms, Responding to Emergencies, and tornado watch. Actions are underway to develop a comprehensive risk and emergency management plan.

Not officially adopted by the Board, information technology (IT) has a disaster recovery plan below:

Disaster Recover (IT)

DEFINITION OF A DISASTER

A disaster is defined as an incident localized to the data processing facility in Room 102 of the Piqua campus (or to the building or space housing the facility) rendering networking equipment and computer services inoperable. Examples of incidents that could cause such a disaster include fire, flood, structural collapse, etc.

PERSONNEL INVOLVED

- **Vice President of Information Technology.** Coordinates restoration of Room 102 services. Provides liaison to the President and President's Cabinet for reporting the status of the recovery operation. Manages communications between the recovery personnel and the faculty, staff, and students of Edison.
- **Director of Network Services.** Manages and directs the recovery efforts in Room 102 pertaining to the LAN network including voice and data. Assists in the recovery of the Datatel systems as deemed necessary.
- **Applications System Analyst.** Assists in the efforts to recover the LAN network including voice and data. Assists in the recovery of the Datatel systems as necessary.
- **Coordinator of IT Logistics.** Assists in the efforts to recover the LAN network including voice and data. Assists in the recovery of the Datatel systems as necessary.
- **Director Physical Plant and Facilities.** Manages and directs recovery efforts pertaining to the cleanup and recovery of the area. Provides for adequate services at a remote site as needed. Coordinates all services for the restoration of plumbing and electrical systems and structural integrity. Assesses damage and makes a prognosis for occupancy of the building affected by the disaster.
- **Director of Administrative Computing.** Assists in the efforts to recover the Datatel system.
- **Vice President for Finance and Administration.** Coordinates purchasing needs and initiates emergency notification systems.
- **Controller.** Manages and directs the purchasing of new/replacement equipment as needed.

Support Team Personnel: Coordinator of Client Services, Client Services Technicians, Helpdesk staff, and others as directed by the President.

PROCEDURE

1. Disaster Detection

The detection of an event which could render, or has rendered, information processing systems at Edison inoperable is the responsibility of Maintenance, Information Services, or whoever first discovers or receives information about an emergency situation developing in Room 102.

2. Personnel Notification

The person who discovers the possible disaster will notify the Director of Network Services

directly. As appropriate, the Director of Network Services will notify the Vice President of Information Technology.

3. Business Continuity

The Vice President of Information Technology (or designee) is responsible to insure that business continuity is initiated to the extent possible.

4. Disseminate public Information

The Vice President of Information Technology (or designee) is responsible for communicating the status of network operations to the personnel and students of the College.

DISASTER RECOVERY STRATEGY

Immediate actions should be taken to recover the room, equipment, and data. Involved personnel will determine if it is possible to recover from the service outage without remote site processing arrangements. Whether or not to activate the remote site depends on the severity of the disaster and criticality of the processes due to run.

If critical processes are scheduled to run within the next 48-72 hours, or if an outage is expected to last more than 72 hours, remote site processing should be invoked. Generally, if the recovery of the room cannot be accomplished within forty eight (48) hours, the remote site facility personnel should be notified of the intention to invoke the remote site hosting agreement. The remote site is the Darke County Campus. Processing should begin with critical processing items.

A Domain Controller is already installed at DCC. Should Room 102 be destroyed, the DCC domain controlled should be promoted to a primary domain controller. Any unnecessary clients should be disconnected from the network switch in DCC. Programs should be loaded according to prioritization, rating each function as Critical, Essential, Necessary, or Other.

The remote site will be able to support critical applications for up to 3 weeks, along with as many non-critical applications as possible, even if run in a degraded mode. Within this 3 week period, Room 102 will be returned to full operational status if possible.

If the damage is so great to Room 102 that a longer period of time is required for reconstruction, another room will be designated as a temporary network room. Equipment will be installed to provide for processing all services until the permanent site is ready.

Budget Development

The budget process in the past has been inconsistent and has lacked transparency. Effective in 2015 the budget process will be made more transparent allowing direct input into the finalized product from relevant constituents. Personnel changes will be discussed early in the calendar

year and solidified and non-personnel processes will begin in February and conclude in early May as the state publishes anticipated state share of instruction numbers and the Board of Trustees completes any changes in tuition and fee levels.

PHYSICAL PLANT

The Board of Trustees Ends Statement #4 speaks to the importance of organizational efficiency and effectiveness. The physical plant unit ensures that the campus environment is safe and secure, and has modern facilities that attract students to the campus and that in which employees and the local citizenry are proud. Working collaboratively with local police and fire, the operations staff consists of 15 employees that work on three shifts to clean and maintain the facilities. Two security personnel who are on annual contracts patrol the campus both day and in the evening, and third shift maintenance workers secure the building for the night and prepare for opening the college the next day.

Campus Infrastructure

The campus has total square footage of 257,354 square feet; the Piqua campus accounts for 240,147 square feet. The campus was built in five phases: West Hall (1973), South Hall (1978), East Hall (1988), North Hall (1994), and the Emerson Center (2007.) The College leases 17,257 square feet for the Darke County Center.

The college has 108 acres with two storm water drainage ponds. A clock tower introduces the public to the campus. Six parking lots with 1,329 spaces meet the needs of our 3,500 students. In addition, the College has a regulation baseball field, a soccer field, two basketball courts, and three tennis courts that student and the general public enjoy. There are 73 classrooms—29 are for general purposes and 44 are special purpose labs. The college gymnasium is 10,500 square feet and the cafeteria is 4,000 square feet. The theatre is 3,000 square feet and the internet café uses 1,300 square feet of space. The Library is 7,200 square feet, including a 1,200 square foot tutoring center. The campus is equipped with one elevator, 17 air handlers, 8 boilers and 4 chillers.

As a result of planning and diligence, little crime is apparent on the campus. Crime statistics are reported to the federal government. Edison Community College, in compliance with the Federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act of 1998 (formerly the Crime Awareness and Campus Security Act of 1990) provides the following 2013 crime statistics and information for calendar years 2012 and 2011. These crime statistics were compiled with the cooperation and input of the Piqua Police Department, the Greenville Police Department and the Miami County Sheriff's office. There were no reported hates crimes for the years 2011, 2012, or 2013.

**Piqua Main Campus and Darke County Campus
CRIME STATISTICS FOR 2011–2013**

OFFENSE	<u>On-Campus</u>			<u>Non-campus</u>			<u>Public Property</u>		
	2011	2012	2013	2011	2012	2013	2011	2012	2013
Murder/Non-negligent Manslaughter	0	0	0	0	0	0	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	0
Sex Offenses, Forcible	0	0	0	0	0	0	0	0	0
Sex Offenses, Non-Forcible	0	0	0	0	0	0	0	0	0
Robbery	0	0	0	0	0	0	0	0	0
Aggravated Assault	0	0	0	0	0	0	0	0	0
Burglary	0	0	0	0	0	0	0	0	0
Motor Vehicle Theft	0	0	0	0	0	0	0	0	0
Arson	0	0	0	0	0	0	0	0	0
Liquor Law Arrests	0	0	0	0	0	0	0	0	0
Liquor Law Violations Referred for Disciplinary Action	0	0	0	0	0	0	0	0	0
Drug Law Arrests	0	0	0	0	0	0	0	0	0
Drug Law Violations Referred for Disciplinary Action	0	0	0	0	0	0	0	0	0
Illegal Weapons Possession Arrests	0	0	0	0	0	0	0	0	0
Illegal Weapons Possession	0	0	0	0	0	0	0	0	0

The grounds are well illuminated in the evening and early morning hours. The main campus entrance on Looney Road is dimly lit in early morning and evenings as the majority of students enter into campus using this entry. First impressions are critical as students make choices about colleges. The college should focus on improvements that will produce the most “bang for the buck.”

Energy Efficiency

The 15 Year Energy Master Plan for Edison Community College was completed in December 2010. The Energy Master Plan outlined a plan to reduce the College’s Energy Usage by focusing on a number of operational efficiencies and implementing several major equipment upgrades. The College has currently reduced energy consumption per square foot by 53.8% as compared to FY2004 (See attached spreadsheet). The CO2 output has been reduced by 50.4% and the College’s utility costs have been cut by approximately \$230,000 annually. The

following is a summary of major energy efficiency initiatives completed in the last four years that contributed the majority of the above savings:

- Retro-commissioning of the Emerson Center air handlers to eliminate short cycling between heating and cooling.
- Using the Building Management System (BMS) to put all of the HVAC equipment on nightly and weekend shutdown schedules.
- Installing Variable Frequency Drives (VFDs) on the large air handlers to allow for adjustable settings based upon heating or cooling load.
- Installing Demand Control Ventilation which uses Carbon Dioxide monitors to determine the required level of outside air to be supplied based upon load. This significantly reduced the amount of outside air needed and therefore reduced the need to heat or cool the outside air.
- Installing Direct Digital Controls on all of the pneumatic HVAC distribution equipment that provide more accurate and consistent temperature control.
- Installing Occupancy Sensors in classrooms to control lighting and to automatically adjust temperature settings based upon occupancy.
- Installation of a magnetic bearing continuous scrolling compressor for the East Hall chiller which reduced energy consumption by approximately 40%.
- Installing T5 outdoor fluorescent lights for the parking lots, driveways, and walkways. The new lights reduced energy consumption by over 60% and increased the light output by 300%.
- Installing Waterless Urinals throughout the campus to reduce water usage by over 800,000 gallons or approximately 30%.
- Replacing (3) existing 77% efficient boilers with 99% efficient condensing boilers which will reduce the College's gas usage by approximately 20%.

FY2004

Month	Gas Usage	KWH Usage	MMBTU	MMBTU/Sq. Ft.
July	6,995	516,927	2482	0.0121
August	3,030	480,064	1949	0.0095
Sept	4,003	528,186	2213	0.0108
Oct	7,899	420,189	2245	0.0110
Nov	8,565	410,520	2280	0.0112
Dec	9,961	338,343	2177	0.0106
Jan	15,866	352,043	2829	0.0138
Feb	24,110	340,907	3637	0.0178
Mar	14,491	340,319	2648	0.0130
April	16,681	413,045	3121	0.0153
May	11,555	410,203	2586	0.0126
June	10,283	500,821	2764	0.0135

Total 30932

FY2013-14

Month	Gas Usage	KWH Usage	MMBTU	MMBTU/Sq. Ft.
July	200	235,404	824	0.0034
August	173	264,814	922	0.0038
Sept	163	264,596	920	0.0038
Oct	238	263,894	925	0.0039
Nov	3,141	249,741	1175	0.0049
Dec	7,984	239,048	1635	0.0068
Jan	9,837	242,554	1837	0.0077
Feb	12,579	281,866	2253	0.0094
Mar	11,803	244,616	2046	0.0085
April	10925	262,365	2016	0.0084
May	4987	248,220	1359	0.0057
June	632	236,802	873	0.0036

Total 16784

2013-14 CO2 in

	Energy YTD Savings	2004 CO2 in Tons	Tons Adjusted for Sq.Ft.	CO 2 YTD Savings	Savings in \$ at current rates
71.7%	71.7%	538	193	64.1%	\$29,595.53
59.7%	66.5%	479	217	54.6%	\$20,804.54
64.6%	65.8%	531	217	59.1%	\$25,743.02
64.9%	65.6%	451	217	51.9%	\$19,463.84
56.1%	63.7%	446	220	50.6%	\$18,105.95
36.0%	59.2%	385	236	38.6%	\$10,111.22
44.7%	56.6%	433	249	42.6%	\$14,151.52
47.3%	54.9%	472	295	37.6%	\$14,089.42
34.2%	52.5%	414	260	37.1%	\$10,355.81
45.0%	51.6%	497	270	45.6%	\$17,493.36
55.3%	51.9%	463	228	50.7%	\$19,102.17
73.1%	53.8%	543	197	63.7%	\$30,312.62
Total	53.80%	5650	2800	50.4%	\$229,329.00

In years opposite of the biennial operating budget, the Ohio legislature generally awards higher education institutions a capital budget based on a formula of enrollment, square footage of the campus, and age of buildings (an exception in FY11 when no capital bill was acted upon). Under the tenure of Governor Kasich this process has changed. A funding commission has been formed to recommend the higher education capital bill. Over the last four years, this process has resulted in definite winners and losers. Small campuses such as Edison have not been awarded significant funds enough to have a corpus for new construction projects. It is anticipated that in

the next round of funding, those campuses should be awarded some funds for the Innovation Center concept. Below are the capital projects requested in the capital bill totaling \$1.3 million.

CAPITAL IMPROVEMENT PROJECTS

Prepared 10/2/14

<u>CAPITAL PROJECT</u>	<u>APPROVED FUNDING</u>	<u>STATUS</u>	<u>FUNDS EXPENDED</u>	<u>FUNDS REMAINING</u>
<u>FY 2013-2014</u>				
North Hall Roof Replacement	\$150,000	Completed	\$136,669	\$13,331
Expand Parking Lot*	\$300,000	Completed (Almost)* On Hold	\$300,000	
Replace West Hall Windows**	\$310,000	(Innovation Ctr) On Hold		
Access Improvements**	\$270,000	(Innovation Ctr) On Hold		
Information Technology Upgrades**	\$140,000	(Innovation Ctr)		
Basic Renovations (North, East, & West Hall Boiler Replacement)	\$304,932	Completed	\$226,686	\$78,246
TOTAL:	<u>\$1,474,932</u>		<u>\$663,355</u>	<u>\$91,577</u>

*Actually completed in FY 2015, final acceptance, billing & payment in process.

** On Hold = \$720,000. Emerson shortfall = \$1 million (approximately)

FY 2015-2016

Roof Repair & Replacement (Lower West Hall, South Hall, Maintenance Bldg)	\$430,000	In Progress		
HVAC Replacement (#1 Chiller, North Hall)	\$250,000	In Progress		
Parking Lot/Access Roads Resurfacing	\$218,000	In Progress		
Electronic Lock System (Completion)	\$252,000	In Progress		
Security Cameras (Completion) (Remaining Entrances, Main Halls & Parking Lots)	\$160,000	In Progress		
TOTAL:	<u>\$1,310,000</u>		<u>\$0</u>	<u>\$0</u>

NOTE: Actual installation of most FY 2015 projects is planned for the summer of 2015. The exception is the North Hall chiller. If it cannot be installed in the winter 2014-2015, it will be installed in winter 2015-2016.

FY 2017-2018 (Current Plan)

	<u>REQUEST</u>
Center for Innovation	\$14,500,00
Classroom & Lab Renovation	\$350,000
HVAC Repair & Replacement (Emerson RTU 3 & 4 Gas & Boiler Replacement)	\$270,000
Parking Lot Resurfacing (Lots 4, 5 & 6)	\$225,000
Emergency Power Generator for Server Rm	\$70,000

Roof Replacement (West Hall)	\$330,000
Reroute South Driveway	\$300,000
Equipment Replacement (Various)	\$130,000
Outdoor Classroom	\$120,000
TOTAL:	<u><u>\$16,295,00</u></u>

<u>FY 2019-2020 (Current Plan)</u>	<u>REQUEST</u>
Classroom & Lab Renovation	\$350,000
Roof Replacement (South Hall)	\$333,000
Replace Windows (South & East Halls)	\$380,000
Parking Lot Resurfacing (Lot 2)	\$200,000
HVAC Repair & Replacement (West Hall Chiller)	\$320,000
TOTAL:	<u><u>\$1,583,000</u></u>

Overall the College has little deferred maintenance and is positioned for the future. The capital project of a new front door and the Innovation Center remains a priority as well as campus-wide signage that will aid in ensuring modern facilities that will attract students to the campus. Plans will be developed that will roll-out over the next five years to accomplish this goal.

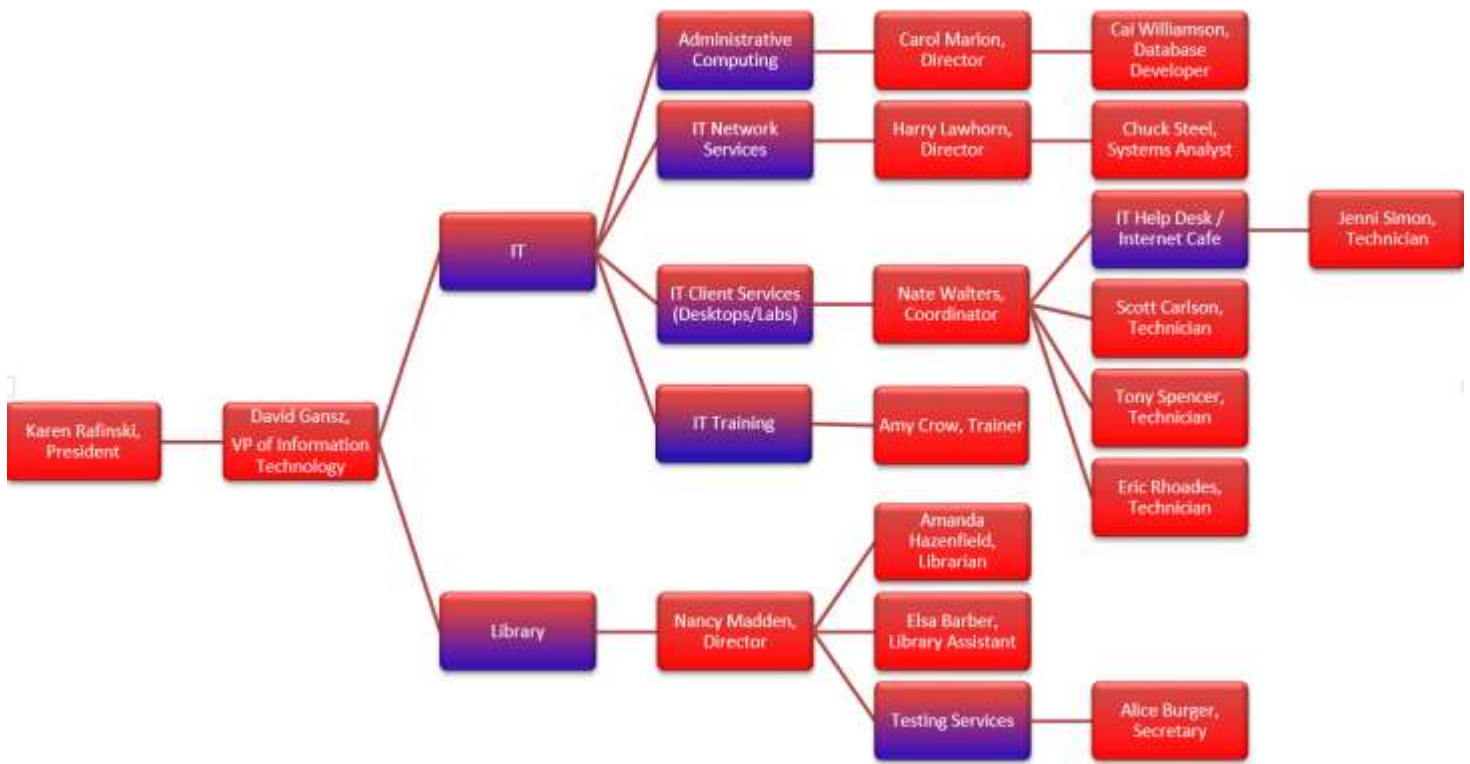
THE INFORMATION TECHNOLOGY UNIT

The Board of Trustees Ends Statement #4 speaks to the importance of organizational efficiency and effectiveness. The Information Technology unit contributes to that Ends Statement by ensuring that the College has leveraged robust cutting-edge technology and training to internal constituents campus wide. The Information Technology (IT) Division supports faculty teaching, student learning, administrator management and decision making, support staff transactions and training functions.

IT Staffing

Utilizing 14% of the materials operating budget, the Information Technology unit is staffed with a total of 15 employees (and 2.5 FTE work-study students), organized into two primary divisions – the Library and IT departments. Information technology represents a significant risk management area, and currently the unit has a disaster recovery plan to ensure that IT services remain constant and robust.

Below, the staff is identified by position:

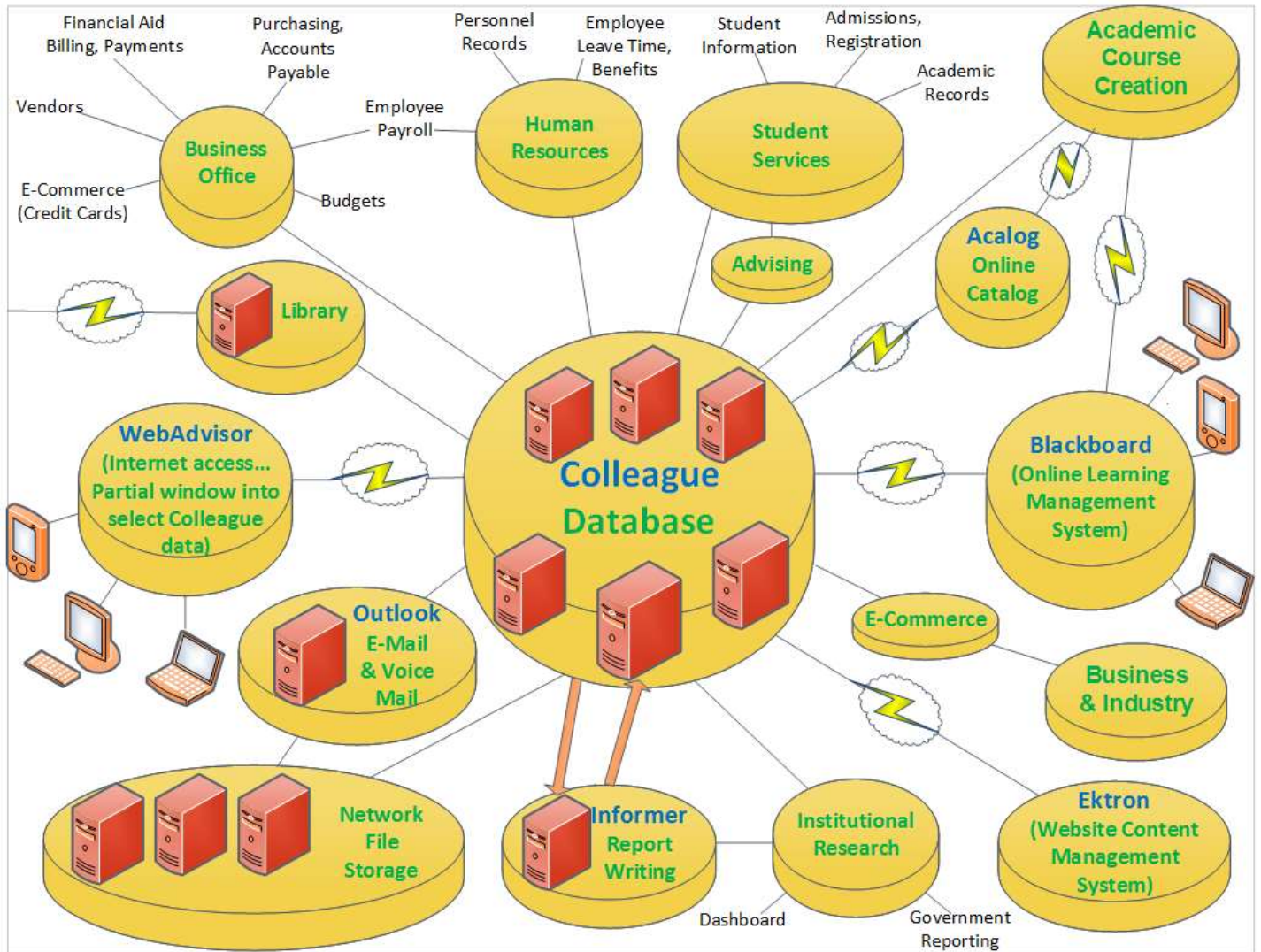


Network

A core of modern connectivity, the network facilitates interpersonal workflows allowing people to communicate efficiently and easily via email, telephone and video-conferencing.

Information is accessed on shared storage devices allowing the sharing of files, data and other information.

The complex network is pictured below:



Components of the Information Technology scope of service are the following:

- A. **Administrative Computing Database:** Crucial institutional data (including all student, employee, financial, and course information) is stored, manipulated, and accessed in *Colleague*, the central hub and core of the College's information technology architecture which represents the major and primary software investment at the College.
- B. **Distance Learning Management System:** Every section of every course has a corresponding *Blackboard* online course site.

- C. **Website Content Management System:** Following years of website hosting by a third-party vendor off-campus, the new *Ektron* platform is being implemented and maintained in-house as part of Edison's network beginning January, 2015.
- D. **Desktop Computing:** Maintaining 350 "employee" desktop computers. Edison uses the Microsoft Windows operating system on its desktop PCs, but supports Macs when needed, including "dual boot" labs that run both systems.
- E. **Computing Labs:** Maintaining 650 desktop computers in 26 labs (+ library/Learning Center/Internet Café). PCs are "imaged" as groups prior to each academic term with the latest Microsoft operating system and software, and loaded with proprietary software programs (or online access to curriculum enhancing technology for specific courses) as requested by Faculty.
- F. **Library Information Resources:** Turnkey *Innovative Interfaces* catalog system stored on an Edison server that interfaces with the OhioLINK consortium catalog in Columbus. Provides electronic information resources and services essential to the teaching/learning process. Incorporating emerging technologies and operations to improve efficiency and effectiveness, the Library provides training in the use of equipment and information resources, and is dedicated to imparting lifelong Information Literacy skills.
- G. **Software:** Edison is a Microsoft Suite environment, with a campus-wide site license maintained. Departmentally localized site licenses are maintained for software add-ons that are pertinent to basic staff functions.
- H. **Telephones:** Telephone system is integrated with e-mail to leave voice messages as sound-file attachments.
- I. **Video-Conferencing:** Maintaining 4 rooms with video-conferencing capabilities between Piqua and Greenville campuses, also utilized by Bluffton University, the University of Dayton, and Miami University.
- J. **Television:** Providing office space, technological infrastructure, polycom linking, public access channel uplink, production facilities, and limited hardware and technical support to WOTVC (Western Ohio Television Consortium).
- K. **Audio-Visual Equipment:** IT purchases, maintains, sets up (and tears down), and troubleshoots Audio- Visual equipment for classroom use and on-campus special events on an as-needed basis.
- L. **Handheld Devices:** Edison's Network supports PDA (Personal Digital Assistant) devices that are compatible with Microsoft technology.

- M. **Wi-Fi:** Edison maintains two Wireless Networks, “Open Edison” (not connected to internal Edison networks, has no encryption, and is for internet browsing only) and “Edison” (requires logon, and can access all internal Edison network resources).
- N. **File Storage:** Ongoing departmental implementation of Microsoft SharePoint environment for file sharing, and dedicated network server space for employee and student file storage and sharing.
- O. **Help Desk Support:** IT supports all Edison-affiliated end users via a Help Desk staffed for walk-up, telephone, and e-mail contact 60 hours per week. 6-7 student workers utilized (work-study and internship).
- P. **Training:** IT provides up-to-date training to employees on those software products licensed College-wide and most often used in the execution of day-to-day tasks.
- Q. **Security:** Edison maintains protection from outside intrusions, viruses, and internal security breaches via a firewall, up-to-date virus protection, password procedures, and secure socket layer (ssl) encryption.
- R. **Disaster Recovery:** Edison conforms to the State of Ohio IT Guideline “Information Technology Business Continuity Planning,” and has a disaster recovery process in place.

Project Outcomes

In the past academic year, the following accomplishments are noted:

- 1/3 finished of a 3-year process of converting hardware from IBM to Dell products
- 66% of servers now ‘virtualized’ so computing processes are distributed (not impacted by hardware failures)
- Server room outfitted with backup HVAC in case of power outage
- 2 year process of migrating the entire database from IBM proprietary data to Microsoft proprietary data completed Labor Day weekend
- Negotiated with Blackboard for managed hosting arrangement in their “cloud” environment beginning July, 2015
- 2/3 finished 1-year process of implementing new *Ektron* platform on Edison servers
- Ongoing bulk purchase 5-year swap out cycle in place
- Process overseen by a CQI (Continuous Quality Improvement) process team
- Library, Learning Center, Internet Café, 3 labs, and kiosk computers now “virtualized”

IT Budget with Future Projections

The Information Technology budget comprises 14% of the total operating dollars. Below are the projections of IT needs of the future:

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Administrative Computing						
Ellucian (Colleague) Contractual	\$ 210,000	\$ 211,000	\$ 210,000	\$ 212,000	\$ 213,000	\$ 215,000
Consulting	\$ 47,000	\$ 50,000	\$ 47,000	\$ 48,000	\$ 49,000	\$ 50,000
Development	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Computing Supplies	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Administrative Computing Server	\$ 75,000					\$ 75,000
Database Migration	\$ 122,000	\$ 24,000				
Student Services Initiatives	\$ 12,000	\$ 7,000		\$ 235,000	\$ 20,000	\$ 20,000
Business & Industry Initiatives	\$ 12,000					
Human Resources Initiatives	\$ 25,000	\$ 5,000				
	\$ 514,000	\$ 308,000	\$ 268,000	\$ 506,000	\$ 293,000	\$ 371,000
Network Computing						
Network Computing Contractual	\$ 245,000	\$ 255,000	\$ 245,000	\$ 250,000	\$ 250,000	\$ 250,000
Computing Supplies	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000
IT Consulting	\$ 15,000	\$ 15,000	\$ 21,000	\$ 20,000	\$ 20,000	\$ 20,000
Repairs	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
Capital (offset)	\$ 50,000	\$ 88,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Development	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Website Licensing			\$ 115,000	\$ 20,000	\$ 20,000	\$ 20,000
Website Design		\$ 30,000	\$ 140,000			
	\$ 377,000	\$ 455,000	\$ 638,000	\$ 407,000	\$ 407,000	\$ 407,000
Desktop Computing / Labs						
Desktop Computing / Labs Contractual	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Computing Supplies	\$ 85,000	\$ 65,000	\$ 83,000	\$ 83,000	\$ 84,000	\$ 85,000
Repairs	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
Lab Equipment	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Development	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Lab Computer Replacement Fund (offset)	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
	\$ 348,000	\$ 328,000	\$ 346,000	\$ 346,000	\$ 347,000	\$ 348,000
Library						
Library Contractual	\$ 75,000	\$ 75,000	\$ 73,000	\$ 73,000	\$ 74,000	\$ 75,000
Development	\$ 10,000	\$ 7,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
Databases	\$ 15,000	\$ 13,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Books, etc.	\$ 30,000	\$ 15,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Library Server	\$ 25,000					\$ 25,000
	\$ 155,000	\$ 110,000	\$ 127,000	\$ 127,000	\$ 128,000	\$ 154,000
IT Training						
Blackboard License	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Blackboard Hosting	\$ 40,000	\$ 40,000	\$ 40,000	\$ 45,000	\$ 45,000	\$ 45,000
Other Contractual	\$ 34,000	\$ 35,000	\$ 38,000	\$ 39,000	\$ 40,000	\$ 40,000
Computing Supplies	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Development	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
	\$ 130,000	\$ 131,000	\$ 134,000	\$ 140,000	\$ 141,000	\$ 141,000
	\$ 1,524,000	\$ 1,332,000	\$ 1,513,000	\$ 1,526,000	\$ 1,316,000	\$ 1,421,000
<div style="display: flex; justify-content: space-between; align-items: center;"> ◀ ▶ IT Budget Overview 2013-2018 ⊕ </div>						

LOOKING TO THE FUTURE

Edison Community College continues to operate with the creation of a virtualized environment captured in cloud computing by systematically converting their individualized computer model to a model where the desktop is the network.

The College remains constant in its approach to leverage the power of information to create informed decision-making. The administrative computing database is Ellucian where all data is stored, manipulated and accessed. Data includes students' information, employee information, course information, and financial information. Functionally, this administrative computing system controls registration processes, transcripts, employee payroll, student grades, departmental budgets and all aspects of the functions mentioned above. Movement to the Microsoft SQL Server environment has created a cost savings of \$121,500 per year, resulting in a 154% return on investment immediately.

Several projects are scheduled for the future as dollars become available. The time management system of Ellucian will allow employee timesheets to be moved into an electronic system, allowing supervisors to approve vacation, sick and other leave time for employees. In addition, the document imaging project will allow paper records to be converted to an electronic database, moving the institution forward.

Strategic and holistic computing has resulted in the College adopting a life-cycle strategy to fund information technology initiatives as opposed to "event-costing" which focuses on acquisition costs, thus implementing more access, engagement, retention, and success.

Ends Statement #4 – Organizational Efficiency and Effectiveness

Written Monitoring Report Authored By:

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October 15, 2014