



2022-2023

Our mission is to provide
affordable, open access to
The Ohio State University
for all Ohioans.



THE OHIO STATE UNIVERSITY

NEWARK



THE OHIO STATE UNIVERSITY
NEWARK

Proposed Budget Fiscal Year 2022-2023

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*As of May 5, 2022

THE OHIO STATE UNIVERSITY AT NEWARK

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THE OHIO STATE UNIVERSITY AT NEWARK

Budget Overview

Fiscal Year 2022-2023

This document presents the projected, unrestricted sources of funds and expenditures of The Ohio State University at Newark budget for the fiscal year beginning July 1, 2022, and ending June 30, 2023 (FY23). The budget of \$30,315,723 supports the priorities outlined in the campus's Strategic Plan, On Seas of Care. It supports inclusive access and an excellent and affordable education that is central to the Ohio State's mission as a public land-grant university. Aligning our budget resources with our strategic priorities is key to achieving our vision to become a national model for regional campuses of public universities.

The FY23 projected budget assumes a decline in enrollment due to a decline in the number of high school graduates. While the state budget is not complete at this time, indications are good for an increase in state subsidy. The university's tuition and fee plan locks in tuition for new first-year students for four years. Tuition will increase approximately 4.0% for the new students starting in the fall.

The FY23 budget assumes a compensation increase of 3% based on preliminary university estimates. Also increases have been included for equity adjustments for full-time lecturers.

While the FY23 budget was created very conservatively, several new positions were funded in strategic areas. We have created a new position to support the NMR equipment in the Alford Center and to support lab experiences for our STEM courses. Reflecting our commitment to student success, this budget includes additional resources for learning communities, including for a new program focused on global citizenship. We have also added a position in career development.

Our FY23 capital budget safeguards our physical resources. Projects in this area include equipment replacements, building maintenance and technology refreshes. There will be a small increase in the university's service charge to the campus, and in the amount the campus pays the university for HR services.

The campus is committed to providing a learner-centered environment offering quality instruction, resources and services to support student success. This budget also includes a set-aside to allow for costs related to the bachelor's degree program in engineering technology.

For reasons of efficiency and economy, the campus continues to explore ways of furthering our partnership with COTC. The cost-share agreement is driven by enrollment demands of both institutions and is adjusted annually.

THE OHIO STATE UNIVERSITY AT NEWARK
Proposed Budget
Fiscal Year 2022-2023

INSTRUCTIONAL & GENERAL REVENUE

I&G REVENUE

STATE SUBSIDY	10,315,418
STUDENT FEES	19,770,986
OTHER INCOME	88,270
INVESTMENT INCOME	<u>100,000</u>

TOTAL I&G REVENUE	\$30,274,674
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INSTRUCTIONAL & GENERAL EXPENDITURES

I&G EXPENDITURES

INSTRUCTION	13,905,866
ACADEMIC SUPPORT	2,659,539
STUDENT SERVICES	2,970,653
INSTITUTIONAL SUPPORT	4,271,958
FACILITIES	3,077,960
GENERAL OVERHEAD	<u>3,429,746</u>

TOTAL I&G EXPENDITURES	\$30,315,723
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COST-SHARED AUXILIARIES

CONFERENCE SERVICES	624
FOOD SERVICE	<u>40,425</u>

TOTAL AUXILIARY INCOME	<u>\$41,049</u>
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VARIANCE	<u><u>\$0</u></u>
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THE OHIO STATE UNIVERSITY AT NEWARK

Comparative Budget 2021-2022 vs 2022-2023

	2021-22 Budget	2022-23 Proposed	Increase (Decrease)	Percent Inc/Dec
INSTRUCTIONAL & GENERAL REVENUE				
STATE SUBSIDY	9,779,622	10,315,418	535,796	5.5%
STUDENT FEES	21,037,930	19,770,986	(1,266,944)	-6.0%
OTHER INCOME	118,279	88,270	(30,009)	-25.4%
INVESTMENT INCOME	100,000	100,000	0	0.0%
TOTAL I&G REVENUE	31,035,831	30,274,674	(761,157)	-2.5%
INSTRUCTIONAL & GENERAL EXPENDITURES				
INSTRUCTION	13,464,570	13,905,866	441,296	3.3%
ACADEMIC SUPPORT	2,551,727	2,659,539	107,813	4.2%
STUDENT SERVICES	2,789,563	2,970,653	181,090	6.5%
INSTITUTIONAL SUPPORT	4,102,040	4,271,958	169,918	4.1%
FACILITIES	2,956,549	3,077,960	121,411	4.1%
GENERAL OVERHEAD	5,227,627	3,429,746	(1,797,881)	-34.4%
TOTAL I&G EXPENDITURES	31,092,077	30,315,723	(776,354)	-2.5%
COST-SHARED AUXILIARIES				
CONFERENCE SVC	16,536	624	(15,911)	-96.2%
FOOD SERVICE	39,710	40,425	715	1.8%
TOTAL AUXILIARY INCOME	56,246	41,049	(15,196)	-27.0%
EXCESS OF REVENUES OVER/(UNDER) EXPENDITURES	\$0	\$0	\$0	

THE OHIO STATE UNIVERSITY AT NEWARK

2022-2023 to 2021-2022

Analysis of Operating Budget Changes

INSTRUCTIONAL AND GENERAL REVENUES

State Subsidy

- Reflects an expected increase from the State

Student Fees

- Reflects increase in tuition and fees for first year freshman tuition net of enrollment decline

Other Revenue

- Decrease in miscellaneous revenue from bookstore revenue

INSTRUCTIONAL AND GENERAL EXPENDITURES

Overall

- Effect of shift in cost-share agreement due to changing enrollment trends between Ohio State Newark and COTC
- Increase in compensation for faculty, staff, and students
- Effect of adjustments in benefit costs

Instruction

- Align faculty and lecturer budgets with expected course offerings
- Equity adjustments for full-time associated faculty
- Fund Nuclear Magnetic Resonance lab position and operating budget

Academic Support

- Add Program Assistant, Career Development position

Student Services

- Add Global Citizens Learning Community
- Add SAGE Stone Lab Experiential Learning Trip
- Add cost-shared Admissions operating budget

Institutional Support

- Increase in HRSD costs
- Add Diversity, Equity, and Inclusion operating budget

Facilities

- Defund custodial position net of utility increases

General Overhead

- Remove contingency held for enrollment decline
- Reflects increases in service charge due to Columbus Campus rate increase

THE OHIO STATE UNIVERSITY AT NEWARK

Fiscal Year 2022-2023

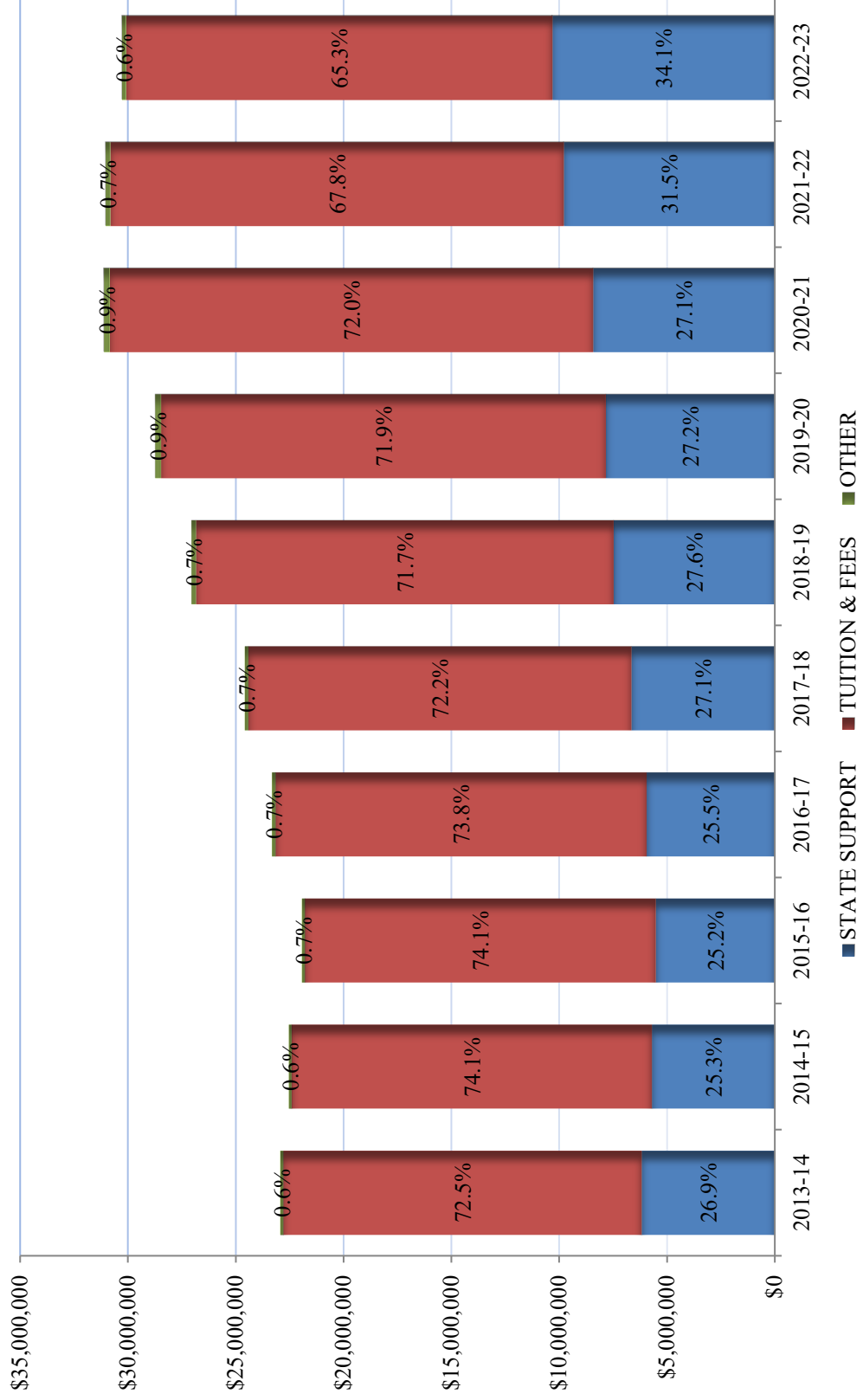
Proposed Revenue Summary

I. STATE SUBSIDY		\$10,315,418	34.1%
II. TUITION AND FEES			
A. INSTRUCTIONAL & GENERAL	19,010,986		
B. OTHER FEES			
1. FINES & PENALTIES	95,000		
2. NON-RESIDENT FEES	100,000		
3. APPLICATION & ACCEPTANCE FEES	375,000		
4. ORIENTATION FEES	75,000		
5. COURSE FEES	115,000		
SUBTOTAL	760,000		
TOTAL TUITION AND FEES		\$19,770,986	65.3%
III. OTHER			
A. OTHER	88,270		
B. INVESTMENTS	100,000		
TOTAL OTHER		\$188,270	0.6%
IV. GRAND TOTAL		\$30,274,674	100.0%

THE OHIO STATE UNIVERSITY AT NEWARK

Budgeted Revenue

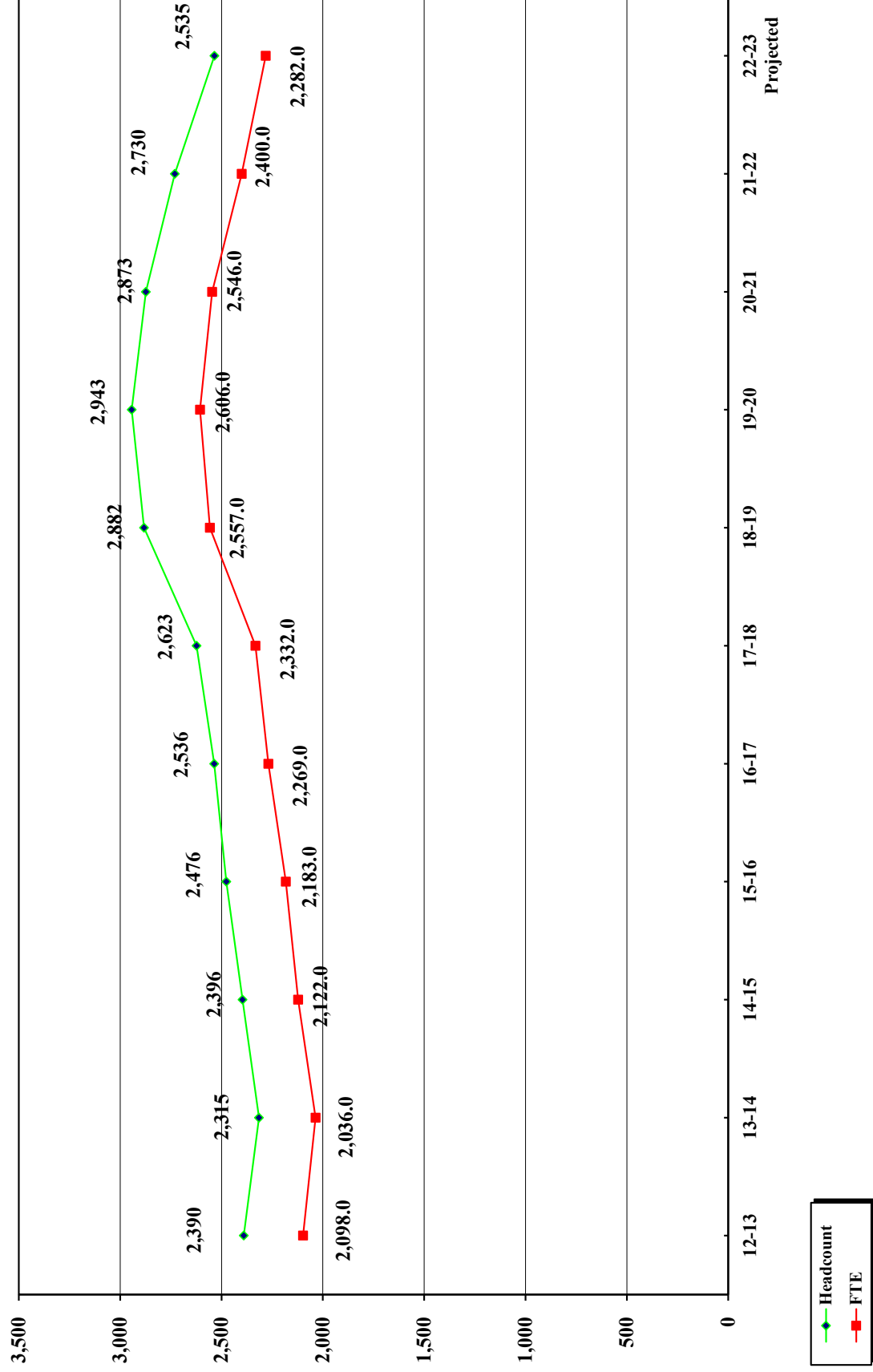
Fiscal Years 2014-2023



THE OHIO STATE UNIVERSITY AT NEWARK

Comparison of Headcount to FTE

(Autumn Only)



The Ohio State University at Newark

Enrollment Projections

HEADCOUNT: UNDERGRADUATE				FTE: UNDERGRADUATE			
	21-22 Budget	21-22 Actual	22-23 Budget		21-22 Budget	21-22 Actual	22-23 Budget
Summer	349	437	351	Summer	126	169	130
Autumn	2,740	2,727	2,534	Autumn	2,430	2,399	2,281
Spring	2,265	2,191	2,095	Spring	2,013	1,941	1,844
Total	5,354	5,355	4,980	Total	4,569	4,509	4,255

HEADCOUNT: GRADUATE			
	21-22 Budget	21-22 Actual	22-23 Budget
Summer	0	5	1
Autumn	0	3	1
Spring	0	3	1
Total	0	11	3

FTE: GRADUATE			
	21-22 Budget	21-22 Actual	22-23 Budget
Summer	0	1	1
Autumn	0	1	1
Spring	0	1	1
Total	0	3	3

HEADCOUNT: TOTALS			
	21-22 Budget	21-22 Actual	22-23 Budget
Summer	349	442	352
Autumn	2,740	2,730	2,535
Spring	2,265	2,194	2,096
Total	5,354	5,366	4,983

FTE: TOTALS			
	21-22 Budget	21-22 Actual	22-23 Budget
Summer	126	170	131
Autumn	2,430	2,400	2,282
Spring	2,013	1,942	1,845
Total	4,569	4,512	4,258

-7.14% 22-23 Budget to 21-22 Actual
-6.93% 22-23 Budget to 21-22 Budget

-5.63% 22-23 Budget to 21-22 Actual
-6.81% 22-23 Budget to 21-22 Budget

THE OHIO STATE UNIVERSITY AT NEWARK

Fiscal Year 2022-2023

Fee Revenue Projection

	Summer 2022	Autumn 2022	Spring 2023	TOTAL
Instructional Fee	539,980	9,909,983	7,993,255	18,443,218
General Fee	16,623	305,075	246,069	567,768
Subtotal	556,603	10,215,058	8,239,325	19,010,986
Miscellaneous Fees:				
Application Fee				200,000
Acceptance Fee				175,000
Non-resident Fee				100,000
Fines & Penalties				95,000
Orientation Fee				75,000
Course Fee				115,000
Subtotal				760,000
TOTAL				\$19,770,986

THE OHIO STATE UNIVERSITY AT NEWARK

Estimated Semester Cost to Full-time Students

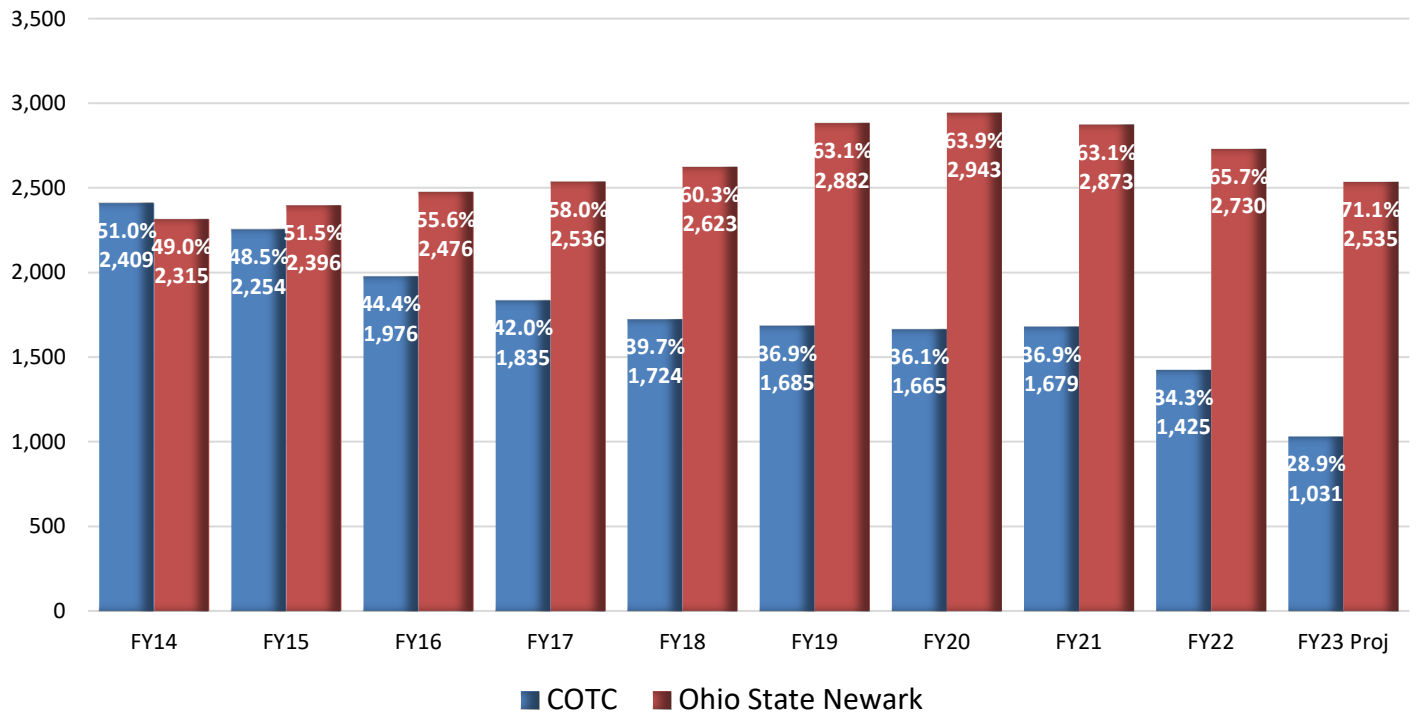
Columbus Campus guidance is to freeze undergraduate and graduate tuition and fees for the next academic year for all students except new entering freshmen. These students will have a new established tuition rate that will be locked in for their undergraduate degree.

<u>Class</u>	<u>Actual</u>	<u>Increase/ Decrease</u>
First Year Freshman - 22/23 Cohort*	\$4,446 *	4.0%
First Year Freshman - 21/22 Cohort	\$4,275	
First Year Freshman - 20/21 Cohort	\$4,119	
First Year Freshman - 19/20 Cohort	\$3,956	
First Year Freshman - 18/19 Cohort	\$3,822	
All Graduate Level	\$5,868	0.0%

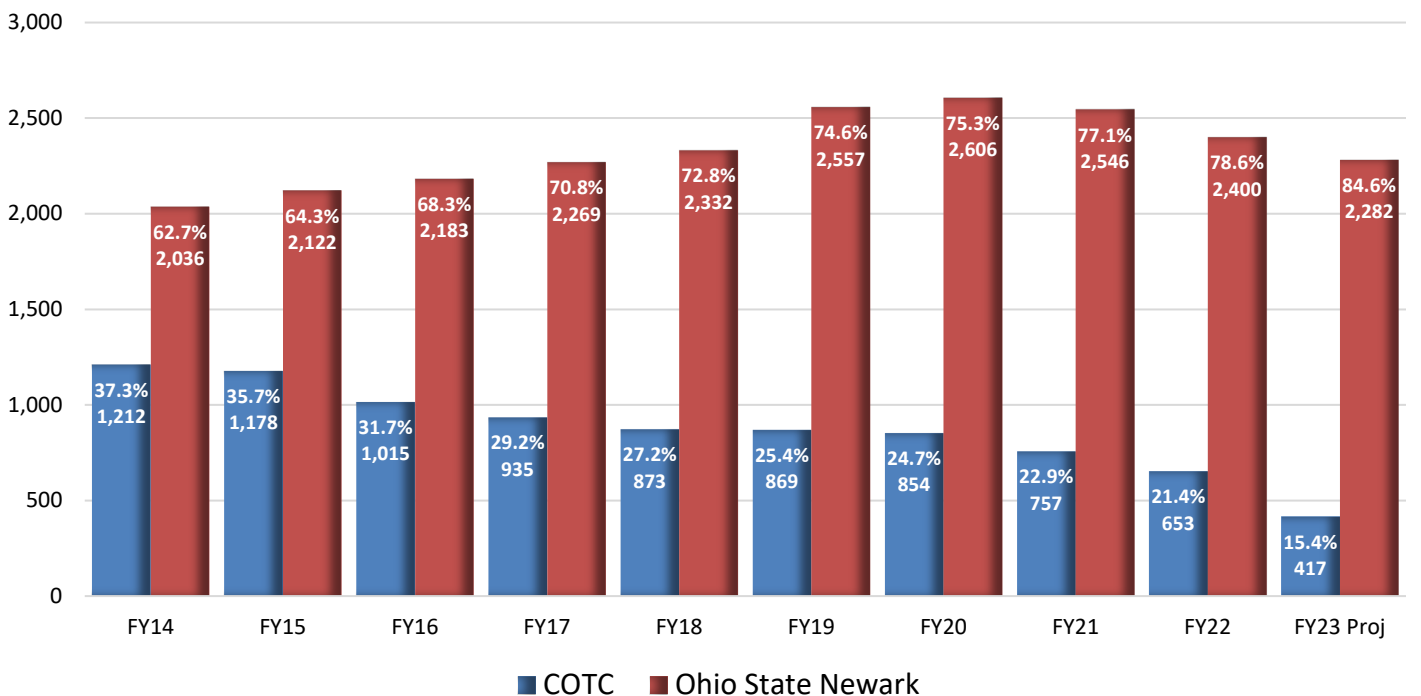
*estimate

THE OHIO STATE UNIVERSITY AT NEWARK

Newark Campus Autumn Headcount



Newark Campus Autumn FTE



THE OHIO STATE UNIVERSITY AT NEWARK

Proposed Staff and Faculty Compensation Investments

Fiscal Year 2022 – 2023

Consistent with the budget guidance issued from the University, a 3.0% composite salary increase is included for all regular staff, tenured and tenure-track faculty, and non-tenure track faculty. The composite pool will be distributed based on merit and equity under procedures consistent with the university's published guidance. Cost-shared, Ohio State Newark union employees are exempt from this process due to a mandated increase as outlined in the CWA contract.

The Ohio State University at Newark's compensation philosophy provides a market-based, performance-driven framework for compensation; all recommended increases must be based on performance, market, and equity considerations. The compensation process should be utilized to inspire achievement and to reinforce performance and accountability. There are no minimum or across-the-board increases.

COMPENSATION INCREASES (SALARY + BENEFITS):

A. STAFF	\$209,645
B. FACULTY	
a. TENURE-TRACK	\$184,593
b. ASSOCIATED	\$165,458
C. STUDENT WAGES	\$13,094
TOTAL SALARY INCREASES	<u>\$572,790</u>

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023
PROPOSED INSTRUCTIONAL BUDGET

Department Summary

	Arts	Education	Humanities	Professional	Math & Physical Sci	Social Science	Special Projects	TOTAL
PERSONNEL								
Salaries	486,813	1,271,805	2,509,550	488,344	3,162,331	1,966,881	276,238	10,161,961
Benefits	125,816	290,927	646,939	127,381	831,212	497,289	61,611	2,581,174
Subtotal	612,629	1,562,732	3,156,489	615,725	3,993,543	2,464,170	337,848	12,743,136
OPERATING								
Supplies & Services	20,850	141,660	49,700	268,839	85,912	25,550	356,020	948,531
Equipment & Software	-	-	-	185,000	28,200	-	1,000	214,200
Subtotal	20,850	141,660	49,700	453,839	114,112	25,550	357,020	1,162,731
GRAND TOTAL	\$633,479	\$1,704,392	\$3,206,189	\$1,069,564	\$4,107,654	\$2,489,720	\$694,868	\$13,905,866

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023
PROPOSED INSTRUCTIONAL BUDGET

Arts

	Art		Music		Theater		Black Box Theater		TOTAL
	College								
PERSONNEL									
Salaries	270,510		172,151		44,152		-		486,813
Benefits	70,886		42,965		11,965		-		125,816
Subtotal	341,396		215,117		56,117		-		612,629
OPERATING									
Supplies & Services	4,650		4,200		-		12,000		20,850
Equipment & Software	-		-		-		-		-
Subtotal	4,650		4,200		-		12,000		20,850
Grand Total	\$346,046		\$219,317		\$56,117		\$12,000		\$633,479

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023
PROPOSED INSTRUCTIONAL BUDGET

Education

	Physical Education	Education P & L	Health Education	Education T & P	Fee Auths for Education Dept	Special Education	TOTAL
PERSONNEL							
Salaries	96,918	30,152	140,227	922,365	-	82,143	1,271,805
Benefits	20,024	4,794	26,482	217,365	-	22,261	290,927
Subtotal	116,942	34,946	166,709	1,139,731	-	104,403	1,562,732
OPERATING							
Supplies & Services	11,000	-	13,150	26,010	90,000	1,500	141,660
Equipment & Software	-	-	-	-	-	-	-
Subtotal	11,000	-	13,150	26,010	90,000	1,500	141,660
Grand Total	\$127,942	\$34,946	\$179,859	\$1,165,741	\$90,000	\$105,903	\$1,704,392

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023
PROPOSED INSTRUCTIONAL BUDGET

Humanities

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	Classics	English	Eastern Asian Lang Lit	History	Earthworks	Honors	Arabic	Philosophy
PERSONNEL								
Salaries	92,385	981,309	20,600	466,857	96,282	1,500	20,600	70,579
Benefits	25,036	249,470	3,275	124,556	34,084	239	3,275	19,127
Subtotal	117,422	1,230,779	23,875	591,413	130,366	1,739	23,875	89,706
OPERATING								
Supplies & Services	3,000	8,300	-	6,850	-	18,000	-	-
Equipment & Software	-	-	-	-	-	-	-	-
Subtotal	3,000	8,300	-	6,850	-	18,000	-	-
Grand Total	\$120,422	\$1,239,079	\$23,875	\$598,263	\$130,366	\$19,739	\$23,875	\$89,706

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023
PROPOSED INSTRUCTIONAL BUDGET

Humanities

Page 2 of 2

	American Sign Language	Spanish	French	Women's Studies	Comparative Studies	African Amer Studies	TOTAL
PERSONNEL							
Salaries	51,569	180,017	84,047	59,740	281,459	102,606	2,509,550
Benefits	12,822	41,402	21,969	14,113	71,150	26,422	646,939
Subtotal	64,391	221,419	106,016	73,853	352,608	129,028	3,156,489
OPERATING							
Supplies & Services	-	4,300	1,575	-	1,500	6,175	49,700
Equipment & Software	-	-	-	-	-	-	-
Subtotal	-	4,300	1,575	-	1,500	6,175	49,700
Grand Total	\$64,391	\$225,719	\$107,591	\$73,853	\$354,108	\$135,203	\$3,206,189

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023
PROPOSED INSTRUCTIONAL BUDGET

Professional

	Business Admin	Computer & Info Science	Engineering	Total
PERSONNEL				
Salaries	85,423	78,891	324,030	488,344
Benefits	21,881	19,764	85,736	127,381
Subtotal	107,303	98,655	409,766	615,725
OPERATING				
Supplies & Services	725	-	268,114	268,839
Equipment & Software	185,000	-	-	185,000
Subtotal	185,725	-	268,114	453,839
Grand Total	\$293,028	\$98,655	\$677,880	\$1,069,564

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023
PROPOSED INSTRUCTIONAL BUDGET

Math & Physical Science

	Chemistry	Nuclear Magnetic Resonance Lab	Earth Science	Biology	Physics	SciDome	Math	Statistics	Total
PERSONNEL									
Salaries	490,711	3,000	181,539	691,633	274,139	20,000	1,325,555	175,753	3,162,331
Benefits	131,075	12	45,463	181,580	67,762	80	359,226	46,014	831,212
Subtotal	621,787	3,012	227,002	873,213	341,902	20,080	1,684,781	221,767	3,993,543
OPERATING									
Supplies & Services	30,071	11,000	1,550	23,341	15,700	-	1,750	2,500	85,912
Equipment & Software	-	-	-	-	-	28,200	-	-	28,200
Subtotal	30,071	11,000	1,550	23,341	15,700	28,200	1,750	2,500	114,112
Grand Total	\$651,857	\$14,012	\$228,552	\$896,554	\$357,602	\$48,280	\$1,686,531	\$224,267	\$4,107,654

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023
PROPOSED INSTRUCTIONAL BUDGET

Social Science

Page 1 of 2

	Anthropology	Economics	Geography	Communications	Political Science
PERSONNEL					
Salaries	178,231	113,300	152,952	92,700	159,525
Benefits	48,301	24,360	41,450	25,122	36,543
Subtotal	226,532	137,660	194,402	117,822	196,068
OPERATING					
Supplies & Services	2,950	-	5,950	-	2,000
Equipment & Software	-	-	-	-	-
Subtotal	2,950	-	5,950	-	2,000
Grand Total	\$229,482	\$137,660	\$200,352	\$117,822	\$198,068

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023
PROPOSED INSTRUCTIONAL BUDGET

Social Science

Page 2 of 2

	Psychology	Sociology	Social Work:		Total
			Undergrad		
PERSONNEL					
Salaries	926,294	196,074	147,805		1,966,881
Benefits	242,339	51,060	28,115		497,289
Subtotal	1,168,633	247,133	175,920		2,464,170
OPERATING					
Supplies & Services	9,150	5,500	-		25,550
Equipment & Software	-	-	-		-
Subtotal	9,150	5,500	-		25,550
Grand Total	\$1,177,783	\$252,633	\$175,920		\$2,489,720

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023
PROPOSED INSTRUCTIONAL BUDGET

Special Projects & Graduate Education

	Instructional General	Research Awards	Research & Cultural Arts	Study Abroad	Special Events	Total
PERSONNEL						
Salaries	271,238	-	-	5,000	-	276,238
Benefits	60,816	-	-	795	-	61,611
Subtotal	332,053	-	-	5,795	-	337,848
OPERATING						
Supplies & Services	50,870	18,500	222,450	42,000	22,200	356,020
Equipment & Software	-	-	-	-	1,000	1,000
Subtotal	50,870	18,500	222,450	42,000	23,200	357,020
Grand Total	\$382,923	\$18,500	\$222,450	\$47,795	\$23,200	\$694,868

THE OHIO STATE UNIVERSITY AT NEWARK

FISCAL YEAR 2022-2023

PROPOSED ACADEMIC SUPPORT BUDGET

	NCS Academic Admin	CS Career Services	NCS Academic Advisement	NCS & CS Instructional Support	NCS Social Work Admin	NCS & CS Library	Total Academic Support
PERSONNEL							
Salaries	463,007	61,706	672,524	202,523	62,037	233,406	1,695,202
Benefits	158,627	20,022	231,682	71,693	21,961	69,891	573,876
Subtotal	621,633	81,727	904,206	274,216	83,998	303,297	2,269,078
OPERATING							
Supplies & Services	2,200	5,136	20,700	-	4,550	22,324	54,910
Equipment & Software	-	-	-	-	250,000	85,552	335,552
Subtotal	2,200	5,136	20,700	-	254,550	107,875	390,461
Grand Total	\$623,833	\$86,864	\$924,906	\$274,216	\$338,548	\$411,172	\$2,659,539

THE OHIO STATE UNIVERSITY AT NEWARK

FISCAL YEAR 2022-2023

PROPOSED STUDENT SUPPORT BUDGET

Page 1 of 2

	NCS & CS Admission	NCS Recruit	NCS & CS Fin Aid	NCS & CS Student Life Admin	CS Student Programs	Campus Access Committee
PERSONNEL						
Salaries	450,451	-	156,223	183,031	119,664	-
Benefits	150,372	-	58,964	61,500	23,281	-
Subtotal	600,823	-	215,187	244,530	142,945	-
OPERATING						
Supplies & Services	127,436	269,700	158,042	72,280	69,884	15,000
Equipment & Software	2,000	-	-	-	-	-
Subtotal	129,436	269,700	158,042	72,280	69,884	15,000
Grand Total	\$730,259	\$269,700	\$373,230	\$316,810	\$212,829	\$15,000

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023

PROPOSED STUDENT SUPPORT BUDGET

Page 2 of 2

	Outreach & Engagement	CS Disability Services	Student Success Skills	Retention	Total Student Support
PERSONNEL					
Salaries	73,952	124,996	213,115	218,954	1,540,386
Benefits	22,592	42,888	75,443	54,405	489,444
Subtotal	96,544	167,884	288,557	273,359	2,029,830
OPERATING					
Supplies & Services	21,400	2,931	10,718	189,889	937,280
Equipment & Software	-	1,543	-	-	3,543
Subtotal	21,400	4,474	10,718	189,889	940,823
Grand Total	\$117,944	\$172,358	\$299,275	\$463,248	\$2,970,653

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023

PROPOSED INSTITUTIONAL SUPPORT BUDGET

Page 1 of 3

	NCS & CS Dean/Dir & Executive Office	CS Advancement	Alumni Relations	NCS & CS Business & Finance	CS Staff Develop	NCS & CS Human Resources	Diversity, Equity, & Inclusion
PERSONNEL							
Salaries	432,550	72,034	52,983	205,045	-	103,061	-
Benefits	149,390	27,310	18,756	70,352	-	35,316	-
Subtotal	581,940	99,344	71,739	275,397	-	138,377	-
OPERATING							
Supplies & Services	45,025	18,600	20,000	91,050	1,838	72,405	13,250
Equipment & Software	23,624	-	-	-	-	299,314	-
Subtotal	68,649	18,600	20,000	91,050	1,838	371,719	13,250
Grand Total	\$650,590	\$117,944	\$91,739	\$366,447	\$1,838	\$510,096	\$13,250

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023

PROPOSED INSTITUTIONAL SUPPORT BUDGET

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	Planning Support	Board of Trustees	NCS & CS Purchasing	NCS & CS Accounting	CS Bursar	CS Marketing & Public Relations
PERSONNEL						
Salaries	77,964	-	126,676	107,406	91,568	253,640
Benefits	27,599	-	52,924	35,622	37,623	90,172
Subtotal	105,564	-	179,600	143,028	129,191	343,812
OPERATING						
Supplies & Services	4,450	2,000	5,517	7,493	-	25,113
Equipment & Software	-	-	-	-	-	184
Subtotal	4,450	2,000	5,517	7,493	-	25,297
Grand Total	\$110,014	\$2,000	\$185,116	\$150,520	\$129,191	\$369,109

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023

PROPOSED INSTITUTIONAL SUPPORT BUDGET

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	NCS & CS Technology Services	CS Telephone/ Utilities	CS Performing Arts	CS Service Center	CS Telecomm	Total Inst Supp
PERSONNEL						
Salaries	-	-	-	57,122	-	1,580,049
Benefits	-	-	-	20,784	-	565,849
Subtotal	-	-	-	77,906	-	2,145,898
OPERATING						
Supplies & Services	1,170,771	95,550	12,925	188,038	28,547	1,802,570
Equipment & Software	-	-	-	368	-	323,490
Subtotal	1,170,771	95,550	12,925	188,405	28,547	2,126,060
Grand Total	\$1,170,771	\$95,550	\$12,925	\$266,312	\$28,547	\$4,271,958

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023

PROPOSED FACILITIES BUDGET

	NCS & CS Facilities	CS Custodial	CS Maintenance	CS Grounds	CS Public Safety	Total Facilities
PERSONNEL						
Salaries	189,046	28,030	256,220	201,483	279,133	953,912
Benefits	65,493	9,063	87,835	61,453	100,854	324,698
Subtotal	254,539	37,093	344,055	262,936	379,987	1,278,610
OPERATING						
Supplies & Services	866,427	712,012	101,101	103,243	9,261	1,792,043
Equipment & Software	7,307	-	-	-	-	7,307
Subtotal	873,733	712,012	101,101	103,243	9,261	1,799,350
Grand Total	\$1,128,272	\$749,105	\$445,156	\$366,179	\$389,248	\$3,077,960

THE OHIO STATE UNIVERSITY AT NEWARK
FISCAL YEAR 2022-2023

PROPOSED GENERAL OVERHEAD BUDGET

	NCS & CS Student Wages	NCS & CS Capital Equipment	NCS Columbus Service Charge	Total General Overhead
PERSONNEL				
Salaries	39,220	-	-	39,220
Benefits	157	-	-	157
Subtotal	39,377	-	-	39,377
OPERATING				
Supplies & Services	-	-	16,680	16,680
Equipment & Software	-	2,041,552	1,332,137	3,373,689
Subtotal	-	2,041,552	1,348,817	3,390,369
Grand Total	\$39,377	\$2,041,552	\$1,348,817	\$3,429,746

THE OHIO STATE UNIVERSITY AT NEWARK

FISCAL YEAR 2022-2023

PROPOSED AUXILIARY BUDGET

	CS Conference Svc	CS Food Service	Total Auxiliary
PERSONNEL			
Salaries	22,060	-	22,060
Benefits	9,565	-	9,565
Subtotal	31,625	-	31,625
OPERATING			
Supplies & Services	375	13,230	13,605
Equipment & Software	-	1,470	1,470
Subtotal	375	14,700	15,075
Total Expense	\$32,000	\$14,700	\$46,700
Total Revenue	(\$32,624)	(\$55,125)	(\$87,749)
Net (Gain)/Loss	(\$624)	(\$40,425)	(\$41,049)

THE OHIO STATE UNIVERSITY AT NEWARK

I & G Expenditures

2022-2023 Proposed Budget by Category

	<u>Instructional Support</u>	<u>Academic Support</u>	<u>Student Services Support</u>	<u>Institutional Support</u>	<u>Facilities & Public Safety</u>	<u>General Overhead</u>	<u>Total</u>	<u>%</u>
Salaries	10,014,203	1,620,276	1,380,642	1,553,312	918,449	39,220	15,526,102	51.21%
Benefits	2,581,174	573,876	489,444	565,849	324,698	157	4,535,198	14.96%
Professional Services	356,915	2,478	493,817	1,228,946	833,836	16,680	2,932,671	9.67%
Transfers	185,000	250,000	-	299,314	-	687,000	1,421,314	4.69%
Capital Equipment	-	6,000	-	-	-	1,354,552	1,360,552	4.49%
Other Expense	312,855	14,100	152,439	62,095	-	-	541,489	1.79%
Overhead	-	-	-	23,624	-	1,332,137	1,355,761	4.47%
Utilities	-	-	-	-	739,410	-	739,410	2.44%
Supplies	181,211	15,729	41,925	63,932	160,038	-	462,834	1.53%
Student Wages	147,758	74,926	159,744	26,738	35,463	-	444,629	1.47%
Scholarships, Medals & Prizes	35,750	2,092	208,403	1,450	491	-	248,187	0.82%
Equipment Rental	-	718	387	123,623	4,557	-	129,285	0.43%
Fee Authorizations	90,000	-	-	-	-	-	90,000	0.30%
Insurance	-	-	-	85,000	-	-	85,000	0.28%
Phone	-	-	179	5,880	2,947	-	9,006	0.03%
Postage	-	-	-	81,134	-	-	81,134	0.27%
Repairs/Maintenance	-	307	9,652	35,020	35,713	-	80,691	0.27%
Library Books	-	78,968	-	-	-	-	78,968	0.26%
Annual Srv Agreements/Licensing	-	9,502	-	58,449	-	-	67,951	0.22%
Professional Development	-	4,458	12,599	17,105	10,053	-	44,215	0.15%
Advertising	-	-	89	24,624	-	-	24,713	0.08%
Lunches, Dinners & Receptions	-	933	8,978	3,635	1,289	-	14,835	0.05%
Equipment under \$5,000 & Software	1,000	583	3,543	552	7,307	-	12,985	0.04%
Dues & Memberships	-	755	2,669	4,929	1,535	-	9,889	0.03%
Travel	-	1,351	2,935	2,695	2,026	-	9,007	0.03%
Printing	-	31	2,895	1,550	-	-	4,475	0.01%
Subscriptions, Periodicals & Books	-	2,456	314	1,005	149	-	3,924	0.01%
Employee Recruitment	-	-	-	1,500	-	-	1,500	0.00%
Total	\$ 13,905,866	\$ 2,659,539	\$ 2,970,653	\$ 4,271,958	\$ 3,077,960	\$ 3,429,746	\$ 30,315,723	100%

The Ohio State University at Newark
Proposed Capital & Maintenance Projects
Fiscal Year 2022-2023

Campus Maintenance & Improvements

Cost-share	Proposed Budget
1 Squire-Whipple Bridge Repairs	\$ 40,000
2 Adena Motor Control Center	37,500
3 Project Manager Discretionary Fund	30,000
4 Cost Shared Snow Removal Contingency Fund	20,000
5 Lenel Contingency Fund	20,000
6 Sidewalk French Drains	20,000
7 Campus Tree Trimming	15,000
8 Electrical Project Discretionary Fund	15,000
9 Warner Center Kitchen and Alford Center Water Softeners	15,000
10 Miscellaneous Sidewalk and Curb Replacement	10,000
11 Patriotic Concert - Department Overtime	5,000
	\$ 231,500

Replacement of Campus Furniture, Fixtures & Equipment

Ohio State Newark	Proposed Budget
12 OSU Renewals and Replacements	\$ 25,000
13 Ella Baker Sculpture	130,000
14 Alford Center NMR Facility	7,540
	\$ 164,939
Cost-share	
15 Reese Cyber Café Remodel and Furniture	\$ 55,000
16 Campus Marquee Sign Display Panel	50,000
17 Warner Center Furniture Replacements	50,000
18 Classroom Chair Replacements	30,000
19 Classroom Glass Boards	25,000
20 Grasshopper Mower	22,000
21 Cost-Shared Renewals & Replacements	20,000
22 Police Vehicle	15,000
23 Rotary Restrooms Vandal-Resistant Fixtures	10,000
24 Light Pole Banner Replacement	8,000
25 Miscellaneous Interior Campus Signage	7,500
26 Reese Center Services Renewals & Replacements	5,000
27 Wellness Furniture (CS)	5,000
	\$ 302,500

Replacement of Information Technology Equipment and Software

Cost-shared	
28 H53 Audiovisual Upgrades	\$ 30,000
29 Wide Format Poster Printer	9,000
30 Electric Stacker for Receiving Area	8,700
31 Plotter for Facilities Office	5,500
	\$ 53,200

The Ohio State University at Newark
Proposed Capital & Maintenance Projects
Fiscal Year 2022-2023

<i>New Initiatives</i>			
Ohio State Newark		Proposed Budget	
32 Capstone Internships		\$ 8,000	
33 Publication Grant		15,000	
			\$ 23,000
Cost-share			
34 EV Charging Station		\$ 11,500	
			\$ 11,500

**Proposed FY23 Collaboration Agreement
between The Ohio State University and
Central Ohio Technical College**

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Collaboration Agreement Between The Ohio State University and Central Ohio Technical College

I. Prologue

This Collaboration Agreement is between The Ohio State University at Newark, hereafter called the University, and Central Ohio Technical College, hereafter called the College. It replaces and supersedes all previous cost-share and other related agreements, whether written or verbal, between the respective institutions. This Agreement pertains only to operations conducted on sites shared by the University and the College situated between Granville Road and Country Club Drive in Newark, Ohio, hereafter called the Campus.

II. Compact

In accordance with state policy and by mutual accord, the University and the College share resources and connect programs to benefit the students of both institutions. This collaboration allows them to provide multiple pathways for student education; reduce unnecessary duplication; and promote the effective use of state fiscal, physical, and personnel resources. The University and the College agree to collaborate and partner wherever possible with the goal of heightening academic quality, operational transparency, and economic efficiency. The Appendices that follow define the ways that the University and the College will share resources to accomplish that goal. These Appendices are incorporated into this Agreement as if fully rewritten herein.

III. Responsibility for Acts or Omissions

Each institution agrees to be responsible for the negligent acts or omissions by or through itself or its agent, employees, and contracted servants. Each party further agrees to defend itself and pay any costs arising from such negligent acts or omissions, but the parties agree to cooperate in the defense of any actions or claims to the fullest extent possible.

IV. Term, Review, Modification, or Termination of the Agreement

This Agreement shall take effect as of July 1, 2022 and shall remain in effect for a period of one year. This Agreement shall be reviewed by both institutions annually, but no later than 90 days before the end of each fiscal year. It may be modified by mutual written agreement. Either party wishing to negotiate a modification shall provide the other party with notice in writing not less than 30 days before such negotiations are to be commenced. Either party may terminate this agreement by providing notice of intent to effect termination to the other party, in writing, not less

than one calendar year prior to the date of such termination.

IN WITNESS WHEREOF, the individuals listed below set their hands to duplicates of this Agreement the day and year as respectively noted.

_____	_____
Date	William L. MacDonald, Ph.D., Dean and Director, The Ohio State University at Newark

_____	_____
Date	John M. Berry, Ph.D., President, Central Ohio Technical College

_____	_____
Date	Michael Papadakis, Sr. Vice President for Business and Finance and Chief Financial Officer, The Ohio State University

APPENDIX A

Collaboration Agreement Working Principles

A-1. General Overview

In the spirit of collaboration and efficiency, to the extent feasible, services will be provided to the entire Campus and cost-shared proportionately by both institutions.

- Both institutions will participate in defining the level of service desired, in setting a budget for the service requirements, in monitoring the quality of service, in monitoring budgets, in hiring, and in administering the personnel, purchasing, and other requirements of the service.
- Appendices C through K specify the various services provided to the Campus. Each Appendix defines one service, specifies which institution is responsible for providing it, details the scope of the provided service, and states the formulas by which the budget is established and the costs of the services are assessed.

A-2. Administration

The section that follows is meant to describe the functions necessary to the collaborative and efficient administration of the Agreement. Each Campus retains the ability under the terms of this Agreement to use the nomenclature it deems most appropriate for the committees and subcommittees charged to administer the Agreement.

A Shared Services Committee referred to as Campus Council shall be formed to plan and monitor Campus-wide services. Its membership shall be agreed upon by the institutions and may include the chief financial officer of each institution, the superintendent of physical facilities, chief of Campus public safety, a member of the Board from each institution, and a faculty representative from each institution. Campus Council or its Executive Management Subcommittee shall meet regularly on an agreed-upon schedule to:

- Review and monitor shared services budgets. The chief financial officer shall develop shared services budgets annually, which are to be approved by the chief executive officer of each institution. The Executive Management Subcommittee of Campus Council shall review the expenditure record of each shared service. If a service is exceeding its budget, the committee may direct the manager to implement economy measures, or

may approve an addition to the budget, as appropriate.

- Set and monitor service expectations. The committee shall monitor the quality of shared services. If a change in policy or in the scope of a shared service is desired, the unit manager shall prepare a plan of action and an estimate of cost. The committee may direct the implementation such change and augment or reduce the unit's budget, as appropriate.
- Coordinate Campus-wide policy. The committee shall review, approve, or modify Campus-wide policy and may propose new policies, including but not limited to parking fees. The University shall maintain a master file of Campus-wide policy.
- For any construction or renovation project on Campus that exceeds \$50,000 in total cost, regardless of the current ownership or use of the building or space, the Executive Management Subcommittee of Campus Council shall review and approve the project request by a simple majority vote.
- The University and the College shall maintain a joint Master Plan for the Campus, to be updated at minimum every 10 years.

At the Newark campus, Campus Council membership includes the President of Central Ohio Technical College, the Dean and Director of The Ohio State University at Newark, the Vice President/Director for Business and Finance, the Vice President and Chief of Staff, the Ohio State Newark Associate Dean, COTC's Provost, the OTDI Relationship Manager assigned to the campus, the Director of Advancement, the Marketing and Public Relations Director, the Director of Student Life, faculty members designated by the dean and director and president, and student representatives as needed.

The core team of Campus Council, comprised of the President of Central Ohio Technical College, the Dean and Director of The Ohio State University at Newark, the Vice President/Director for Business and Finance, and the Vice President and Chief of Staff, meets on a monthly basis. Other standing members of the Campus Council are invited to attend as agenda items dictate. The core team serves as the Executive Management Subcommittee of Campus Council.

A-3. Campus Space

All assignable space on Campus shall be assigned to one institution or designated as shared. Unless otherwise defined, space assignments shall be made by written agreement between the

institutions. Each institution shall secure and maintain appropriate insurance to protect its assigned space against fire, theft, vandalism, liability, and other such eventualities. Insurance to cover shared space shall be jointly funded as agreed upon by the institutions.

Space shall be scheduled Campus-wide by the Physical Facilities Operations Superintendent (see Appendix G) for the benefit of both institutions and according to utilization standards. Whenever feasible, one institution shall allow its assigned space to be reserved by the other upon request. The scheduling of Campus facilities by third parties shall be done by the conference services department for the benefit of both institutions. Both institutions shall abide by mutually agreed-upon policies, fee schedules, and facility rental agreements in scheduling non-instructional use of shared Campus facilities.

A-4. Utilities

All utility expenditures for shared buildings will be paid initially by the College and then billed to the University as a part of the monthly cost share billing referenced in A-5.

A-5. Budgeting Process, Billing, and Payment

Prior to the beginning of each fiscal year, each institution shall develop estimates of budgeted amounts to be expended in shared accounts as a part of their normal operating budget process. The basis for assessing costs from each provided service is detailed in the Appendices. The Office of Business and Finance will produce financial statements quarterly for both the College and the University that contain activity for cost-shared offices. A monthly cost-share billing will be produced that will provide the detail for the monthly invoice between the College and University. Payment is due 15 days after the billing is received.

A-6. Cost-Share Calculation / Formulas

All operating and capital-related expenditures may be initially paid by either party and billed to the other. When positions are cost-shared, salaries and benefits may be paid by either institution based on the assignment of the specified employees. Other factors for calculating cost-share are as follows (Note that the following are examples and actual cost-share factors are denoted in Appendices B-K):

- 50/50, an equal split utilized for agreed-upon services that benefit both sides equally (e.g., conference services, performing arts, advancement office, business offices if personnel are shared)

- Enrollment headcount, which covers services likely to be utilized by individuals regardless of course hours taken (e.g., disability services, parking, registration and financial aid if offices are shared, student career and job skills services, testing center and tutoring, multi-cultural affairs, and student events)
- Enrollment FTE, which covers services likely to be utilized by students based on course load (e.g., library operations including personnel, supplies and equipment, facilities operations, recreation and physical activities, Campus safety, technology services)
- Direct cost factor, which covers uses that vary individually (e.g., bookstore operations, food service operations, child care center, telephone usage, duplication charges; postage, institution-specific library materials)
- Square footage, which is based upon the square footage for which each institution is responsible, with non-assignable and common space assigned based on the percent of assigned space or percent utilization of shared space (e.g., capital equipment, custodial service, room scheduling, grounds keeping and maintenance, utilities).

APPENDIX B

Newark Campus Cost-share Functional Description

B-1. Cost-share Agreement Description

The cost-share agreement is an agreement updated annually between The Ohio State University at Newark (Ohio State Newark) and Central Ohio Technical College (COTC) to share the expenditures for offices that serve both Ohio State Newark and COTC students, faculty and staff. This agreement also includes the shared income/expenditure of Auxiliary Enterprises for both Ohio State Newark and COTC.

The purpose of the cost-share agreement is to systematically allocate costs related to the sharing of personnel, operating expenditures and capital equipment. The guiding principle for the cost-share agreement is the equitable allocation of expenditures while maintaining an agreement that by nature strengthens both institutions and is measurable and logical. It is important that as the two institutions change and evolve, we constantly evaluate and monitor the cost-share agreement and establish that it still accomplishes the primary purpose of equitably sharing costs of departments utilized by both Ohio State Newark and COTC.

The cost-shared departments on campus are fundamentally different and are treated as such. It is with this premise that we utilize five separate factors that directly address the characteristics of these offices. It is important to note that the cost-share factor is a means of splitting costs and therefore, it may not directly relate to individual employees' position descriptions. These factors are directly tied to different utilization methodologies employed by the different departments and reflect a "pay for what you use" concept. This concept protects both institutions in periods of unequal growth, as well as keeps the cost-share formula simple enough to manage in a complex environment. The five factors are outlined below:

50/50 Factor

This factor is used for departments where office workload will always be independent of enrollment swings and should be divided equally. For example, the Business and Finance Office, Accounting Department and the Advancement Office perform the same amount of work when enrollment is increasing, as well as if it were to decrease.

Headcount Factors

This factor applies to departments where workload directly correlates to the actual number of students served regardless of course load. Departments that fall within this factor are classified as either Newark Campus or All Enrollment. This classification is based upon the amount of support that the department provides to COTC's extended campuses.

- **Newark Campus** – departments in which the actual number of students on the Newark Campus dictate their workload. Examples include Multi-cultural Affairs and Student Activities.

- **All Enrollment** – departments in which the actual number of students on all campuses dictates their workload. Examples include Student Financial Services – Financial and Student Financial Services – Bursar.

FTE Factors

The “FTE” aspect acknowledges the number of students on campus but also the course load of the students. For example, one full-time student is equivalent to two half time students. This factor applies to departments where utilization is driven by the number of full-time equivalent students utilizing the services of those departments, such as the Library, Facilities and Public Safety. Also included are departments that may not be tied directly to students but to faculty and staff of the institution since this number is indirectly related to the FTE of each institution. Examples of these departments are Services Center and Purchasing. FTE departments are also classified into one of two categories: Newark Campus and All Enrollment.

- **Newark Campus** – departments that service the FTE of the Newark Campus only. Examples include Grounds and Maintenance.
- **All Enrollment** – departments that service the FTE of all campuses. Examples include Career Services and Marketing and Public Relations.

The cost-share percentages are calculated annually based on an average of the two previous year’s actual enrollment for COTC and Ohio State Newark. Headcount and FTE All Enrollment factors are calculated using enrollment from Newark, Coshocton, Virtual, Knox and Pataskala Campuses. Headcount and FTE Newark Campus factors include Newark Campus enrollment only. College Credit Plus Option A and B Headcount and FTE are excluded from all calculations.

Appendix B Section 3 (Cost-share Factor Breakdown) categorizes departments according to one of the five factors listed above. Combined, these five factors continue to strengthen both Ohio State Newark and COTC by creating a model of equality. The model of equality accommodates the institutions’ varying enrollment trends while continuing to maintain an environment that stimulates growth.

The budget for the cost-shared accounts is established within the budget cycle. The cost-share budget for fiscal year 2022-2023 can be found in Appendix B Section 4 (2022-2023 Cost-share Revenue/Expense). This budget is used to account for items in which the costs are shared by the individual institutions.

The cost of the agreement is projected based on the established budgets at the beginning of the fiscal year and appropriate payments are initiated monthly. All operating and capital-related expenditures are initially paid by COTC and billed to Ohio State Newark. Cost-shared salaries and benefits are paid by either institution based on the assignment of the specified employee. The school that initially pays the employee bills the other school for their portion of the expenses. Before

the close of the books within the fiscal year, the cost-shared accounts are reconciled, the appropriate percentages applied, and the appropriate receivable or payable established. Detailed accounting procedures are outlined in Appendixes C - K.

B-2. Cost-share Factor History

COST-SHARE FACTOR REVIEW					
		Ohio State Newark		COTC	
	2015-16		50.0%	50.0%	50/50 Factor
			47.8%	52.2%	Headcount Factor - Newark
			59.9%	40.1%	FTE Factor - Newark
			37.5%	62.5%	Headcount Factor - All Enrollment
			45.5%	54.5%	FTE Factor - All Enrollment
	2016-17		50.0%	50.0%	50/50 Factor
			51.9%	48.1%	Headcount Factor - Newark
			64.4%	35.6%	FTE Factor - Newark
			40.7%	59.3%	Headcount Factor - All Enrollment
			49.8%	50.2%	FTE Factor - All Enrollment
	2017-18		50.0%	50.0%	50/50 Factor
			53.7%	46.3%	Headcount Factor - Newark
			66.8%	33.2%	FTE Factor - Newark
			43.5%	56.5%	Headcount Factor - All Enrollment
			53.6%	46.4%	FTE Factor - All Enrollment
	2018-19		50.0%	50.0%	50/50 Factor
			56.5%	43.5%	Headcount Factor - Newark
			69.3%	30.7%	FTE Factor - Newark
			46.5%	53.5%	Headcount Factor - All Enrollment
			56.5%	43.5%	FTE Factor - All Enrollment
	2019-20		50.0%	50.0%	50/50 Factor
			58.3%	41.7%	Headcount Factor - Newark
			70.7%	29.3%	FTE Factor - Newark
			47.9%	52.1%	Headcount Factor - All Enrollment
			58.4%	41.6%	FTE Factor - All Enrollment
	2020-21		50.0%	50.0%	50/50 Factor
			59.6%	40.4%	Headcount Factor - Newark
			71.9%	28.1%	FTE Factor - Newark
			49.7%	50.3%	Headcount Factor - All Enrollment
			60.1%	39.9%	FTE Factor - All Enrollment
	2021-22		50.0%	50.0%	50/50 Factor
			58.9%	41.1%	Headcount Factor - Newark
			72.2%	27.8%	FTE Factor - Newark
			48.9%	51.1%	Headcount Factor - All Enrollment
			60.0%	40.0%	FTE Factor - All Enrollment
	2022-23		50.0%	50.0%	50/50 Factor
			59.6%	40.4%	Headcount Factor - Newark
			73.5%	26.5%	FTE Factor - Newark
			50.1%	49.9%	Headcount Factor - All Enrollment
			61.4%	38.6%	FTE Factor - All Enrollment

B-3. Cost-share Factor Department Breakdown

Cost-share Agreement Factor Breakdown		
50/50 factor includes the following departments:		
	Accounting	
	Business and Finance Office	
	Conference Services	
	Diversity, Equity & Inclusion	
	Advancement Office	
	Executive Office Operations	
	Human Resources	
	Performing Arts	
	Planning Support	
Headcount All Enrollment factor includes the following departments:		
	Disability Services	
	Enrollment Management	
	Student Financial Services - Bursar	
	Student Financial Services - Financial Aid	
	Student Life Administration	
Headcount Newark Campus factor includes the following departments:		
	Multi-cultural Affairs	
	Student Activities	
	Student Organizations & Clubs	
FTE All Enrollment factor includes the following departments:		
	Book Store Revenue	
	Career Services	
	Facilities Operations	
	Library	
	Marketing and Public Relations	
	Purchasing	
	Technology Services	
	Telecommunications	
FTE Newark Campus factor includes the following departments:		
	Capital Equipment	
	Custodial	
	Food Service	
	Grounds	
	Maintenance	
	Miscellaneous Revenue	
	Public Safety	
	Services Center	
	Staff Development Committee	
	Student Intramural Sports	
	Telephone Services	
	Utilities	
Technology Services - per OCIO agreement by contract		

B-4. Cost-share 2022-2023 Revenue/Expense by Department

2022-2023 COST-SHARE REVENUE/EXPENSE			
	Newark Cost-share	COTC'S Share	Ohio State Newark's Share
PUBLIC SERVICE - Conference Services	16,751	8,376	8,376
ACADEMIC SUPPORT			
Career Services	141,472	54,608	86,864
Library	527,485	205,031	322,454
	668,957	259,639	409,318
STUDENT SERVICES			
Disability Services	344,027	171,670	172,358
Enrollment Management	11,000	5,489	5,511
Student Financial Services - Financial Aid	446,966	223,036	223,930
Student Groups & Activities	311,837	99,008	212,829
Student Life Admin	500,211	249,686	250,524
	1,614,041	748,888	865,152
INSTITUTIONAL SUPPORT			
Accounting	298,641	149,320	149,320
Advancement Office	158,962	79,481	79,481
Business & Finance Office	732,895	366,447	366,447
Diversity, Equity, & Inclusion	26,500	13,250	13,250
Executive Office Operations	147,155	73,577	73,577
Human Resources	99,799	49,899	49,899
Marketing & Public Relations	601,155	232,046	369,109
Performing Arts	25,850	12,925	12,925
Chief of Staff and Planning Support	214,828	107,414	107,414
Purchasing	301,207	116,266	184,941
Services Center	362,329	96,017	266,312
Staff Development Committee	2,500	663	1,838
Student Financial Services - Bursar	257,866	128,675	129,191
Technology Services	2,786,863	1,641,867	1,144,995
Telecommunications	46,493	17,946	28,547
Telephone Services	130,000	34,450	95,550
	6,193,042	3,120,245	3,072,797
OPERATION & MAINTENANCE OF PLANT			
Custodial	1,019,191	270,085	749,105
Facilities	1,532,725	468,963	1,063,762
Grounds	498,202	132,024	366,179
Maintenance	605,654	160,498	445,156
Public Safety	529,589	140,341	389,248
	4,185,361	1,171,912	3,013,450
GENERAL OVERHEAD - Capital Equipment	605,400	160,431	444,969
AUXILIARY ENTERPRISES - Food Service	(55,000)	(14,575)	(40,425)
MISC REVENUE - COTC CS	(15,000)	(3,975)	(11,025)
BOOKSTORE REVENUE - CS	(120,000)	(46,320)	(73,680)
CONFERENCE SERVICES REVENUE - CS	(18,000)	(9,000)	(9,000)
	(153,000)	(59,295)	(93,705)
TOTALS	13,075,552	5,395,620	7,679,932

APPENDIX C
Public Service
FY2022-FY2023 (July 1, 2022-June 30, 2023)

C-1: Conference Services

Conference Services provides comprehensive conference services to both internal and external customers.

Position	FTE	Initially Paid By
Event Planner	1.00	COTC

Cost-share Factor: Revenue and expenses are cost-shared on the 50/50 factor.

APPENDIX D
Academic Support Services
FY2022-FY2023 (July 1, 2022-June 30, 2023)

D-1: Career Services

The function of the Career Services department is to assist students and graduates in developing skills, experience, and necessary preparations in finding employment and pursuing career goals.

Position	FTE	Initially Paid By
Manager, Career Development & Experiential Learning	1.00	COTC
Program Assistant, Career Development	1.00	COTC

Cost-share Factor: Expenses are cost-shared on the FTE All Enrollment factor.

D-2: Library

The mission of the Campus Library is to support the diverse educational programs on Campus by providing quality services; comprehensive subject collections; and current, quality information in a variety of formats, to student, faculty, staff, and community library users. The Director of the Campus Library shall be the functional administrator of this service and shall serve as Campus librarian for both the College and the University.

The Library's Scope of Services includes:

- Operate and staff a Campus library for the benefit of all Campus students, faculty, staff, and affiliates of the University and the College;
- Maintain and control the circulation of all books and periodicals entrusted to its care,

whether acquired by joint purchase or from institutional budgets;

- Purchase reference works, periodicals, and books for the benefit of the Campus;
- Purchase access licenses for selected data-bases for the benefit of the Campus;
- Arrange for sharing of library resources by way of intra-library or inter-library loan;
- Provide computer access to library electronic catalog, to data-bases, and to the internet;
- Initiate collaboration with faculty and students in collection development;
- Provide instruction on the use of reference resources and provide direct reference assistance, as needed.

Position	FTE	Initially Paid By
Director of Library	1.00	Ohio State Newark
Special Collections & Reference Librarian	1.00	Ohio State Newark
Reference and Instruction Librarian	1.00	Ohio State Newark
Library Associate 1	1.00	Ohio State Newark
Library Media Technical Assistant	1.00	Ohio State Newark
Instruction Librarian	1.00	COTC

Cost-share Factor: Expenses are cost-shared on the FTE All Enrollment factor. Both Ohio State Newark and COTC have established a book, subscription, and periodical budget for acquisitions that apply directly to each institution. These funds are budgeted in the non-cost-shared library budget for each institution. A cost-shared library acquisition budget has been funded for materials that support the general collection and combined with operating expenses are shared on the FTE All Enrollment factor.

APPENDIX E

Student Support Services

FY2022-FY2023 (July 1, 2022-June 30, 2023)

E-1: Student Financial Services – Financial Aid

Student Financial Services – Financial Aid provides administrative and student support for all financial aid programs for both COTC and Ohio State Newark.

Position	FTE	Initially Paid By
Director, Student Financial Services	1.00	COTC
Assistant Director for Customer Service/Processing	1.00	COTC
Student Financial Specialist	3.00	COTC
Financial Aid Coordinator	0.75	COTC

Cost-share Factor: Expenses are cost-shared on the Headcount All Enrollment factor. Costs that are directly associated with either institution will be charged directly to that institution

and are not cost-shared.

E-2: Student Life Administration

Student Life Administration provides administrative support to student life and Campus event functions. The joint Student Life Administration shall provide a common structure of student activities for the Campus. The Office of Student Life strives to complement the academic programs on Campus and enhance the overall educational experience of students by providing co-curricular programming that is intended to foster interpersonal and leadership skill development, appreciation for diverse people and opinions, and opportunities for social, cultural, intellectual, physical, and emotional growth. The Director of Student Life shall be the functional administrator of these services.

Scope of Student Life Administration

- Staff and supervise Student Center for the benefit of students of both institutions;
- Design and organize student activities programs for the benefit of students of both institutions;
- Design and organize arts, cultural, and other social events at reasonable cost for the benefit of the Campus and the public.
- Schedule the use of student activity space and facilities.

Position	FTE	Initially Paid By
Director of Student Life/Dean of Students	1.00	COTC
Assistant Director of Student Life/Assistant Dean of Students	1.00	Ohio State Newark
Coordinator for Student Involvement	1.00	Ohio State Newark
Administrative Assistant	1.00	COTC
Program Manager of Multicultural Affairs	1.00	Ohio State Newark

Cost-share Factor: Expenses are cost-shared on the Headcount All Enrollment factor.

E-3: Student Intramural Sports

Student Intramural Sports encompasses the operation of the Adena Recreation Center including equipment maintenance and repair, the intramural sports program, and student staffing.

Position	FTE	Initially Paid By
Program Coordinator, Recreational Sports	1.00	Ohio State Newark
Program Assistant, Recreational Sports	1.00*	COTC

*10-month position

Cost-share Factor: Expenses are cost-shared on the FTE Newark Campus factor.

E-4: Student Organizations/Clubs/Events and Multi-cultural Affairs

Student Activities for the campus provide social and cultural awareness to the campus community, primarily students.

Cost-share Factor: Expenses are cost-shared on the Headcount Newark Campus factor. **No personnel are charged to this department.

E-5: Enrollment Management

The Enrollment Management account captures shared expenses for both COTC and Ohio State Newark admission offices.

Cost-share Factor: Expenses are cost-shared on the Headcount All Enrollment factor. **No personnel are charged to this department.

E-6: Disability Services

Disability Services provides services to disabled student in the areas of counseling, classroom support, and special equipment requirements.

Position	FTE	Initially Paid By
Manager of Disability Services	1.00	COTC
Access Specialist	1.00	COTC
Mental Health Counselor	1.00	Ohio State Newark
Mental Health Counselor	1.00	COTC
Mental Health Therapist	0.50	COTC

Cost-share Factor: Expenses are cost-shared on the Headcount All Enrollment factor.

APPENDIX F

Institutional Support

FY2022-FY2023 (July 1, 2022-June 30, 2023)

Overview: The institutional support area provides all the general administration functions for Ohio State Newark and COTC. Institutional support is further defined functionally into many budget areas.

While various expenses of the offices, Business and Finance, Human Resources, Advancement, etc., are cost-shared, non-cost-share budgets have also been developed. Furthermore, travel costs, where applicable, are charged directly to the appropriate institution.

F-1: Executive Office

The Executive Office account captures the shared expenses of the Office of the President of Central Ohio Technical College and the Dean and Director of The Ohio State University at Newark.

Position	FTE	Initially Paid By
Director, Diversity, Equity, & Inclusion	1.00	Ohio State Newark

Cost-share Factor: Expenses are cost-shared on the 50/50 factor.

F-2: Advancement Office

The Advancement Office shall be responsible for development and alumni relations services. The shared services shall provide a single portal to address the needs of both institutions in the following areas:

Development:

- Conduct research on corporations, foundations, and individuals who may be able to assist the institutions in meeting their development goal of providing an affordable, quality education;
- Raise funds for the institutions from public, private, and non-profit sources;
- Perform stewardship functions on gifts and publicize the benefit created by the gifts;

Alumni Relations (COTC and Ohio State Newark):

- Through communications and activities, establish and maintain effective relationship between the institutions and their alumni;
- Help foster closer connection between alumni and the alma mater as well as their current student bodies.

Position	FTE	Initially Paid by
Assistant Director of Advancement	1.00	Ohio State Newark
Office Associate	1.00	COTC

Cost-share Factor: Expenses are cost-shared on the 50/50 factor. Both Ohio State Newark and COTC have established Alumni/Advancement budgets for their individual alumni/advancement goals and these budgets are not cost-shared. The Director of Advancement position is paid 25% by the OSU Advancement Office Columbus Campus, 25% Ohio State Newark, and 50% COTC.

F-3: Diversity, Equity, and Inclusion

This office focuses on the diversity, equity and inclusion goals embedded in the strategic plan and strategic framework for both COTC and Ohio State Newark.

Cost-share Factor: Expenses are cost-shared on the 50/50 factor. **No personnel are charged to this department.

F-4: Business and Finance Office

The Business and Finance Office provides budget, accounting, payroll, and overall business support and financial planning to the campus. This office also serves as campus Treasurer.

Position	FTE	Initially Paid By
Director of Business & Finance (Ohio State Newark)/VP for Business & Finance (COTC)	1.00	COTC
Assistant Director of Business & Finance	1.00	COTC
Senior Budget and Grants Accountant	1.00	COTC
Budget and Grants Accountant	0.75	COTC

Cost-share Factor: Expenses are cost-shared on the 50/50 factor.

F-5: Human Resources

This office provides personnel and benefit information to all employees.

Position	FTE	Initially Paid By
Human Resources Assistant	1.00	COTC

Cost-share Factor: Expenses are cost-shared on the 50/50 factor. In January 2021, The Ohio State University transitioned to the Human Resources Service Delivery (HRSD) model. This transition centralized all HR functions for Ohio State into one division and all job postings, recruiting, selecting, hiring, and terminating are managed through this process. Each college/support unit will contribute to the costs of this centralized model. COTC will contribute to the services of an HR Consultant in addition to the FTE listed above.

F-6: Chief of Staff and Planning Support

This office serves as a principal advisor to the COTC president and the Ohio State Newark dean and director and assists with planning and executing complex and sensitive executive and administrative duties, special projects, and initiatives. Assists with advancing the strategic direction of the president and/or the dean and director and work closely with the cabinet and council to communicate and implement the operational and strategic agendas.

Position	FTE	Initially Paid By
VP and Chief of Staff/Chief of Staff	1.00	Ohio State Newark

Cost-share Factor: Expenses are cost-shared on the 50/50 factor.

F-7: Purchasing

This office provides support such as processing of purchase orders and ordering of goods and services for COTC and Ohio State Newark. The office coordinates courier services, vehicle maintenance, and major bid and capital purchases (local and state funded) for campus. Additionally, this office manages auxiliary services.

Position	FTE	Initially Paid By
Purchasing & Auxiliary Services Manager	1.00	Ohio State Newark
Purchasing Agent	1.00	COTC
Information Assistant	1.00	COTC
Receiving Clerk/Courier	1.75	COTC

Cost-share Factor: Expenses are cost-shared on the FTE All Enrollment factor.

F-8: Student Financial Services – Bursar

This office provides services for cash control, student fees, general deposits, accounting, petty cash, etc. for both institutions.

Position	FTE	Initially Paid By
Assistant Director for Systems and Student Accounts	1.00	COTC
Student Accounts Receivable Specialist	1.00	COTC
Student Accounts Specialist	1.00	COTC
Student Financial Specialist	1.00	COTC
Student Accounts Customer Service Specialist	0.50	COTC

Cost-share Factor: Expenses are cost-shared on the Headcount All Enrollment factor.

F-9: Accounting

This office provides primary accounting services and payroll for the campus including preparation of Financial and Ohio Department of Higher Education (ODHE) reports. Accounts payable and accounts receivable billing is also part of this department.

Position	FTE	Initially Paid By
Accounting Manager	1.00	COTC
Accountant	2.00	COTC
Senior Accountant	1.00	COTC

Cost-share Factor: Expenses are cost-shared on the 50/50 factor.

F-10: Technology Services

The Technology Services Office provides services for administrative and academic computing for COTC and Ohio State Newark. The administrative computer center provides software support, electronic mail, website management, and network support for the campus. This department also provides microcomputer repair support for all areas of the campus.

Cost-share Factor: Maintenance expenses are cost-shared on the FTE All Enrollment factor. During FY1718 the University and the College determined that technology services would transition to a Managed IT Services (MITS) agreement and worked with the OSU Office of Technology and Digital Innovation to execute an agreement for this function. The specifics of the costs (shared and non-shared) are captured in that contract.

F-11: Marketing & Public Relations

Marketing and Public Relations provides campus leadership for public relations, marketing and advertising, as well as to coordinate publications, campus website, and press inquiries. The shared services shall provide a single portal to address the needs of both institutions in the following areas:

Communications:

- Implement marketing strategies that incorporate media relations, direct mail, and advertising;
- Produce all official publications and advertising required by both institutions;
- Work with leaders from both institutions to facilitate marketing communications strategies and implementation for their specific areas.

Position	FTE	Initially Paid By
Marketing & Public Relations Director	1.00	Ohio State Newark
Assistant Director of Marketing & Public Relations	1.00	COTC
Marketing Assistant	1.00	COTC
Communications Coordinator	1.00	Ohio State Newark
Digital Communications Specialist	1.00	COTC
Senior Graphic Designer	1.00	COTC
Videographer	1.00	COTC

Cost-share Factor: Expenses are cost-shared on the FTE All Enrollment factor.

F-12: Performing Arts

This account provides events for campus and community utilizing the amphitheater and auditorium. Events may include outdoor concerts or travelogues.

Cost-share Factor: Expenses are cost-shared on the 50/50 factor. **No personnel are charged to this department.

F-13: Staff Development Committee

This account provides for the planning of special events and group training on campus for staff.

Cost-share Factor: Expenses are cost-shared on the FTE Newark Campus factor. **No personnel are charged to this department.

F-14: Services Center

The Services Center provides reproduction, mail, phone support, and a campus information area for campus.

Position	FTE	Initially Paid By
Services Center Supervisor	1.00	Ohio State Newark
Office Assistant	0.75	COTC

Cost-share Factor: Expenses are cost-shared on the FTE Newark Campus factor.

F-15: Telecommunications

The telecommunications budget support campus infrastructure.

Cost-share Factor: Expenses are cost-shared on the FTE All Enrollment factor. **No personnel are charged to this department.

F-16: Telephone Services

This department includes the local and long-distance charges for operating the phone system.

Cost-share Factor: Expenses are cost-shared on the FTE Newark Campus factor. **No personnel are charged to this department.

APPENDIX G

Physical Facilities Operations

FY2022-FY2023 (July 1, 2022-June 30, 2023)

G-1: Facility Operations

Under the direction of the Superintendent of Facilities and Support Services, Facility Operations shall provide oversight and coordination to all facility operations, including Maintenance, Grounds, Custodial Services, and Public Safety. The Superintendent of Facilities and Support Services is also responsible for scheduling of classroom space campus-wide, overseeing Campus Environmental Health and Safety programs, and assists in providing

annual required data to the Ohio Board of Regents.

The Superintendent of Facilities and Support Services is selected by the Executive Oversight Committee and reports to the Director of Business & Finance (Ohio State Newark)/VP for Business & Finance (COTC) and shall serve both institutions' interest equally.

Position	FTE	Initially Paid By
Superintendent of Facilities & Support Services	1.00	Ohio State Newark
Assistant Director of Facilities	1.00	COTC
Space Planning/Application Support Specialist	1.00	COTC
Office Associate	1.00	Ohio State Newark

Cost-share Factor: Expenses are cost-shared on the FTE All Enrollment factor.

G-2: Grounds

Campus Ground Keeping shall provide the following services to the Campus:

- Maintenance, repair, and operation of all Campus grounds;
- Maintenance and snow removal of all roadway, sidewalks, paths, and parking lots on Campus;
- Maintenance and management of Campus surface infrastructure and outdoor utility distribution systems;

Position	FTE	Initially Paid By
Grounds Superintendent	1.00	COTC
Groundskeeper 1	2.00	Ohio State Newark
Groundskeeper 2	2.00	Ohio State Newark

Cost-share Factor: Expenses are cost-shared on the FTE Newark Campus factor.

G-3: Building Maintenance

Campus Building Maintenance shall provide the following services to the Campus:

- Maintenance, repair, and operation of all physical assets of the Campus, including all buildings and structures and all electrical and mechanical systems (except surface grounds)
- Acquisition and distribution of utility services, including electric power, natural gas, water and sewer, and energy conservation program management;
- Set-up of rooms, spaces, and designated areas for events and specified uses;

Position	FTE	Initially Paid By
Building Maintenance Superintendent 1	1.00	Ohio State Newark
Facilities Electrical and Electronics Systems Technician Senior	1.00	Ohio State Newark
Facilities Renovation and Restoration Technician Senior	1.00	Ohio State Newark
Facilities Building Systems Technician Senior	1.00	Ohio State Newark
Facilities Maintenance Technician	1.00	Ohio State Newark

Cost-share Factor: Expenses are cost-shared on the FTE Newark Campus factor.

G-4: Custodial

Custodial Services shall provide the following services to the Campus:

- Maintain, repair, and clean Campus restrooms
- Provide restroom supplies;
- Provide hazardous material management and hazardous waste disposal for all of the Campus;
- Provide contracted solid waste/trash disposal

Position	FTE	Initially Paid By
Custodial Worker	1.00	Ohio State Newark

Cost-share Factor: Expenses are cost-shared on the FTE Newark Campus factor. The University and College also contract with Goodwill Industries which provides custodial staff and both management and supervisory duties over custodial services.

G-5: Public Safety Administration

For the safety and security of students and employees on the Campus, it is essential that the University and the College provide public safety administration services to the Campus. The Superintendent of Facilities and Support Services shall be the functional manager of this service. The public safety program shall function under the legal authority of, and in cooperation with, The Ohio State University Department of Public Safety, which has direct oversight of police and emergency responses staff on Campus. A Public Safety Supervisor, who is a trained and certified police officer, shall be assigned by the University to lead the public safety program in close collaboration with the Superintendent of Facilities and Support Services.

Public Safety services shall include the following:

- Provide a security presence on Campus at all times on all days;
- Enforce Campus parking regulations; issue citations as appropriate; collect fines and judge appeals;
- Allow authorized access to Campus rooms after working hours;

- Install and maintain security cameras and keycard access to Campus buildings (if applicable);
- Perform regular security inspections of all Campus space, look for unsecured areas, hazardous conditions, and suspicious individuals;
- Publish information relating to public safety and distribute such as appropriate; provide Campus public safety and awareness training;
- Obtain regular fire detection and alarm system inspections as required by law;
- Develop and manage Campus emergency response plans;
- In collaboration with local Fire and EMS departments, inspect and update fire alarms, fire extinguishers, and security alert systems;
- Manage annual fire and emergency response drills.

Position	FTE	Initially Paid By
Staff Sergeant	1.00	Ohio State Newark
Public Safety Officer – Regional Campus	1.00	Ohio State Newark
Security Officer/Dispatcher	4.80	COTC

Cost-share Factor: Expenses are cost-shared on the FTE Newark Campus factor.

G-6: Utilities

This department includes utility costs for operating the campus, including natural gas, electric, waste removal, and water and sewer.

Cost-share Factor: Expenses are cost-shared on the FTE Newark Campus factor. **No personnel are charged to this department.

APPENDIX H

General Overhead

FY2022-FY2023 (July 1, 2022-June 30, 2023)

H-1: Capital Equipment

Capital equipment purchased for cost-shared offices or shared classrooms are initially purchased through this account.

Cost-share Factor: Expenses are cost-shared on the FTE Newark Campus factor. **No personnel are charged to this department.

APPENDIX I

Campus Bookstore Revenue

FY2022-FY2023 (July 1, 2022-June 30, 2023)

I-1: Campus Bookstore

The Purchasing and Auxiliary Services Manager shall oversee the Campus Bookstore. The bookstore is outsourced through a contract with an external service provider.

The provider of the bookstore shall:

- Have textbooks for all courses offered by the two institutions available for purchase by students at reasonable and competitive prices;
- Have available for purchase an assortment of school supplies;
- Have available for purchase an assortment of sundry goods bearing the logos of both institutions.

Cost-share Factor: Net profit or loss is cost-shared on the FTE All Enrollment factor.

APPENDIX J

Auxiliary: Cost-shared

FY2022-FY2023 (July 1, 2022-June 30, 2023)

J-1: Food Service

The Purchasing and Auxiliary Services Manager shall oversee Campus food service, cafeteria, and vending services. Food service is outsourced through contracts with external service providers.

Food and Vending Service Providers shall:

- Provide hot food services to the Campus cafeteria at reasonable and competitive prices, in accord with the terms of the contract;
- Provide food vending services at various Campus locations at reasonable and competitive prices, in accord with the terms of the contract;
- Provide catering, upon request, at negotiated prices.

Cost-share Factor: Net profit or loss is cost-shared on the FTE Newark Campus factor.

APPENDIX K
Shared Services – Non-cost-shared
FY2022-FY2023 (July 1, 2022-June 30, 2023)

K-1: Parking

This department provides support for vehicle maintenance and maintains parking lots.

Cost-share Factor: All expenditures for parking (supplies and repairs) are charged to the parking account and are not cost-shared. Each fiscal year a budget is allocated to the parking fund. The College and the University pay their respective portion of the budget based upon the FTE Newark Campus cost-share factor. The fund balance is used for parking lot repairs and upgrades.