
COPY

TREASURE VALLEY

COMMUNITY COLLEGE

**Caldwell Center Prospectus
for the
Northwest Commission on
Colleges and Universities**

February 19, 2004

PROSPECTUS:

A Prospectus on Treasure Valley Community College's Caldwell Center

Budget reductions and issues of access have forced many educational institutions throughout Oregon and the nation to re-evaluate how they do business and still successfully serve the needs of the community. Doing more for less and maintaining quality education in rural institutions is something Treasure Valley Community College has become quite familiar with these days. One of the ways to provide access at an efficient level yet deliver an effective educational program is through the planning and development of the TVCC Caldwell Center, which opened its doors in the spring of 2003.

Treasure Valley Community College's partnership and association in the area with the Idaho Migrant Council (IMC) began about three years ago. With the federal government's mandate that all Head Start teachers have at least an associates degree, TVCC developed a program for regional Head Start instructors to obtain the 90 credit hours required for the degree. The IMC has a responsibility for the Migrant Head Start Program in Idaho with their main offices in the Caldwell, Idaho, area. TVCC originally contracted with the agency to provide early childhood educational classes to their instructors. Traveling the 37 miles from Caldwell to Ontario for students was difficult due to transportation and childcare issues; TVCC with the support of IMC, decided to open the Caldwell Center to provide for these needs as well as meeting the broader access needs of the growing Boise region. Having the campus in Caldwell, Idaho, makes it easier to serve more students and provide increased access to this significantly increasing population.

TVCC is fulfilling its educational mission to this Oregon and Idaho region with the Caldwell Center: First, with approximately fifty-percent of the TVCC's students coming from Idaho and because of the institution's geographical location on the border between Oregon and Idaho, a branch campus in Caldwell, Idaho, seemed a natural solution to further enhancing TVCC's mission of "providing quality lifelong learning and cultural opportunities in response to the needs of our communities." The Center evolved from open discussions with the campus community and the Idaho Migrant Council, which owns the building where the TVCC Center is located. The desire to provide access to all populations of the diverse region developed into the Caldwell Center. The Center offers classes in early childhood education, para-educator training and bilingual education as well as general developmental classes and lower division transfer courses. Second, since Idaho institutions have faced their own funding crunches, the four-year institutions in the area have raised their admissions requirements, leaving an education gap for those who, before the change, may have been able to attend four-year colleges and universities providing they were monetarily accessible and available locally. Now, these students have a two-year option.

There is no real community college option for lower division transfer other than Boise State University's main campus, Northwest Nazarene University and Albertson College. The TVCC Caldwell Center provides cost effective lower division developmental and

transfer education to this region as well as selected majors and contract training for business and industry.

All coursework offered at the Caldwell Center is designed as it is on the Ontario campus, to transfer to a four-year degree—particularly Boise State University or other regional four-year public and private institutions. The College will continue to develop and enhance plans to offer more classes for the general public, such as certified nursing assistant, basic office skills, computer science, network administration and general education courses that lead to a two-year degree.

Since Treasure Valley Community College is an Oregon institution, the classes at the Caldwell Center are funded on a tuition and fee basis. No state tax funds from Oregon will be used to support the facility. The primary funding is through tuition and fees and the high use of technology with support services from the Ontario campus to provide quality services to these students. Additional funding will come from TVCC's contractual agreement with the Idaho Migrant Council to provide staff and employee training in such areas as office and computer skills as well as current federal grants used to support para-educator training for the region. Above all, the Caldwell Center will offer a high quality, lower cost option to the first two years of a four-year degree. The offerings at the TVCC Caldwell Center will give local students another option in reaching their educational goals.

The Caldwell Center does not meet the requirements for a branch campus because (1) it is not yet "permanent in nature"; (2) it offers less than "50% of the courses of an educational program leading to a degree, certificate, or other educational credential"; (3) it does not have its "own faculty and administrative organization"; and (4) it does not have its "own budgetary and hiring authority." This is evident as follows:

a. Institutional Mission and Goals:

Looking to its community as both a resource and a beneficiary of its programs, the Caldwell Center helps TVCC fulfill its mission by providing some college-university lower division courses for students to obtain an associates degree or transfer to a four year institution, by providing technical courses and programs for workforce training and advancement, and by reaching out to the community to respond to its needs for lifelong learning, occupational training, and community education without having to travel 37 miles to the main campus.

b. Authorization:

TVCC received official approval from the Idaho State Board of Education on February 27, 2003 to offer programs/courses to Idaho residents (See Appendix A). After this, the TVCC Board of Directors further solidified the Caldwell Center on April 8, 2003 through Resolution 02-011 (See Appendix B). Finally, the governance process was used to gain approval from both Instructional and Academic Councils.

c. Educational Offerings:

The Caldwell Center offers classes in early childhood education, para-educator training, and bilingual education as well as general developmental classes and lower division transfer courses. All courses must meet the same standard as those on campus. This is ensured by having each educational department responsible for courses taught at the Caldwell Center. TVCC department chairs have a significant role in the oversight of course offerings, faculty, and quality assurance. All offerings of the Center are developed with deliberation and attention to student and community needs. All courses have to go through TVCC Instructional Council, which creates, reviews, and revises instructional procedures, courses, programs, degrees, academic rights and responsibilities, and student procedures.

d. Planning:

1. Plans and descriptive materials indicating evidence of need for the change, the student clientele to be served;

TVCC is fulfilling its educational mission to this Oregon and Idaho region with the Caldwell Center. Approximately fifty-percent of the TVCC's students come from Idaho and because of the institution's geographical location on the border between Oregon and Idaho, an educational center in Caldwell, Idaho, seemed a natural solution to further enhancing TVCC's mission of "providing quality lifelong learning and cultural opportunities in response to the needs of our communities." The Center evolved from open discussions with the campus community and the Idaho Migrant Council, which owns the building where the TVCC center is located. The desire to provide access to all populations of the diverse region developed into the Caldwell Center. The Caldwell Center offers classes in early childhood education, para-educator training and bilingual education as well as general developmental classes and lower division transfer courses.

Idaho institutions have also faced their own funding crunches; in Idaho the four-year public and private institutions in the area have raised their admissions requirements or tuition, leaving an education gap or access gap for those who, before the change, may have been able to attend four-year colleges and universities, providing they were monetarily accessible and available locally. Now, these students have a two-year option.

2. Procedures used in arriving at the decision to change;

Originally, the discussions centered on better serving the access needs for the regional area of TVCC, which because of our unique location as a tax supported Oregon community college, locally serves the southwestern Idaho area because of proximity.

The original discussions occurred informally at the institution and formally through the governance committees such as instruction, student services, and administrative councils as well as administratively and with the Board of Education. The relationship

with the Idaho Migrant Council provided the impetus as well as a specific location to site the facility in Idaho. The plans eventually were passed by the governance councils, administration, Board of Education, and legally authorized and documented by the Idaho State Board of Education.

Discussions were informally conducted with the director of the Oregon Department of Community College Workforce Development for assurance that it was legally appropriate but not subject to state funds or their use in operation. The concept was also facilitated by two federal grants serving the region; one Department of Education grant for High School Equivalency Program or HEP (migrant qualified students) and a Department of Education grant or para-educator grant for the training of teacher aids at the associate of applied science degree level to meet the guidelines of "No Child Left Behind". These decisions eventually culminated in the opening of the center for spring quarter 2003.

3. Organizational arrangements required within the institution to accommodate the change;

Organizationally, the program is ultimately responsible to the president through the appropriate dean (Instruction, Student Services or Administrative Services) for oversight. There is a director who initially works on program offerings and classes with departmental approval and oversight. The Dean of Instruction reviews and ultimately approves instructional offerings. The on-site coordinator for the Caldwell Center serves with two office assistants during the day and partial evenings, and an advisor as well as an outreach staff member. Other college staff from the main campus serves as needed including financial aid.

4. Timetable for implementation;

Time table for implementation planning, processing and implementation went on from 2001 – 2003 and continues today. Currently, the Center serves 300 headcount and approximately 180 quarterly FTEs with 60 – 70 classes per quarter.

e. Budget:

1. *Projections (revenue and expenditures) for each of the first three years of operation;*

The Caldwell Center operates as a self supporting auxiliary fund. Caldwell Center budget projections for both revenue and expenditures for each of the first three years of operations have been compiled (See Appendix C). In reviewing these projections it is noted a profit will be made in each of the first three years of operations. These profits will cover all college start up costs and also provide some planned excess operating capital for the college general fund operations.

2. Revenue and expenditures associated with the change itself;

The institutional goal of the auxiliary enterprises is to cover direct costs including capital equipment needs and operate on a self-support basis. The College picks up all indirect costs as a student service, retention function. In the past, the College has neither used enterprise income to balance education and general operations nor subsidized enterprises with education and general revenue. The College only uses its enterprises to provide necessary services to the college community. Currently, the College operates four auxiliary enterprise funds: the bookstore, housing, food service and printing. The Caldwell Center will be the fifth.

As stated above, the Caldwell Center will also be an auxiliary enterprise operating on the same premises; however, a predetermined amount of excess profit earned will be returned to the college general fund as this operation does not qualify for state of Oregon funding reimbursement. In the first year of operation, the College budgeted \$75,000 to be returned to the main campus to supplement our indirect costs of operations. No other revenue or expenditures will be impacted by this change.

3. Institutional financial support to be reallocated to accommodate the change;

The Caldwell Center began operations with a cash commitment from the main campus of approximately \$75,000. This cash commitment was made to handle all necessary equipment and computers required to operate the center. This included both instructional and all related office furnishings and equipment. This was planned out and discussed with appropriate staff prior to purchases being made. This financial commitment was to be repaid to the main college campus budget through profits made from the Caldwell Center operations. Our original projections were for this to occur over a three year period, but because the center has been very successful, this commitment has now been repaid within the first year and a half of operations.

Staffing on the main campus was also reconfigured to accommodate this change. In the interim, a director on the main campus was reassigned duties at the Caldwell Center. Eric Ellis, who is the Director of Informational Support Services on the main campus, has been assigned to direct and oversee the Caldwell operations. Eric has been with the main campus for a number of years and has the expertise to successfully direct these operations. All other direct support for the center is being provided by the main campus from the President, Deans, Directors and other necessary related clerical staff as is necessary on an indirect basis.

Wally Ann Holcomb was then hired as the Caldwell Center Coordinator. Wally Ann is a skilled worker with multiple work experience on campus. Wally Ann worked on campus for many years in the student services center as a front line person performing all cashiering and registration duties and also as support in the human resources office. Both of these positions give Wally Ann great experience in dealing with the campus policies and procedures in Caldwell. Currently, Wally Ann lives in Ontario and commutes daily to the Caldwell Center. Wally Ann provides necessary courier service

for the center each day. Each morning she stops by the main campus and picks up any items which need to go the Caldwell Center and returns each evening with a packet of registrations and other paper work to file with the main campus. For now, this arrangement works well.

Other staffing hired at the Center includes necessary related office clerical staff, a recruiter advising person and a full-time computer technology support person. For now this staffing is adequate but as the center grows, we plan to add additional support as is necessary in predetermined areas.

4. Budgetary and financial implications of the change for the entire institution;

New ideas, initiatives, and collaborations must be developed within and structured by the rules and procedures set forth by the Department of Community College & Workforce Development (CCWD). However, each community college at the local level has an extensive amount of autonomy to set its own individual priorities, goals, and direction under the authority of a locally elected Board of Education comprised of seven members. Other than state FTE funding reimbursement amounts, all other funding decisions are determined locally by our administration and Board of Education. Decisions regarding adding or deleting new or existing curriculum and programs at the college is entirely determined at the local level but must be approved by and meet the guidelines established in the Oregon State Handbook through the guidance and administration provided by CCWD.

Within the constraints of state and federal agencies, financial planning and budgeting occurs on an ongoing basis, incorporating the missions and goals of the institution.

The College has a yearly budget planning process. The budget is also monitored on a monthly basis and approved each month by the College Board of Education. The College is governed by state and federal regulations allowing for checks and balances. We are audited on an annual basis by an independent certified public accountant that maintains an Oregon municipal auditor's license. This will include the Caldwell Center operations.

All internal control business procedures and processes are outlined in the Caldwell Center Internal Control Procedures memo attached (See Appendix D). All controls not otherwise addressed here, will be in accordance with the on-campus Business Office Internal Control Procedures Matrix.

f. Student Services:

Essential student services will be provided at the Treasure Valley Community College Caldwell Center in accordance with the mission and goals of the institution. These services will mirror those that are currently provided on the main campus of the college. Initially, many of the services will be delivered by qualified specialists from the main campus and one full-time and one-part-time staff member permanently assigned to the

Caldwell Center. The on-site staff is cross-trained in all essential entry-services functions and possess the experience and training necessary to provide an adequate level of services for students. Additional staff from the main campus will be assigned to the center each week to provide specialized assistance in the areas of academic advising and financial aid.

As the student population increases at the Caldwell Center, the level of services provided will be expanded to meet the increased demand. It is our vision that a full array of entry and enrollment and support services (admission, testing, financial aid, academic advising) will be provided by academically and experientially qualified professional and classified staff. This will include a mixture of full-time and part-time staff necessary to provide service level to support the students and programs at the Caldwell Center.

All college publications including the college catalog, course schedules, policies and procedures including but not limited to the student code of conduct, student handbook, and related materials will be readily available to students in both print format and through the institutional homepage.

Services will be evaluated on a regular basis to ensure adequate service delivery and to act as a guideline for identifying the need for the addition, deletion, or improvement of various service areas. Assessments such as student opinion and/or satisfaction surveys will be used for Caldwell Center students in the same manner as they are currently used for students attending the main campus.

Caldwell Center students will be afforded all the rights and responsibilities as students from the main campus, including the right to participate in the college governance process. Students from the Caldwell Center will be informed of student government meetings and encouraged to attend during the initial development of the center. As the student population increases, an Associated Student Government position will be created to represent students from the Caldwell Center.

The awarding of academic credit will follow the guidelines as listed in the college catalog and will be no different than the practice employed on the main campus. Students' permanent academic records will be housed on the main campus in the computerized information system which has the built-in security and back-up features in operation that will provide for recovery in the event of a disaster. Students will have security protected access to their permanent records on-site at the Caldwell Center through the World Wide Web. On-site staff will follow FERPA guidelines and the State of Oregon record-keeping statutes with respect to student records.

Students will be admitted, tested, advised, and registered through the same processes that are used on the main-campus. Many of our services are now web-based, and terminals are readily available for student use at the Caldwell Center. Proper care will be taken to ensure that students are placed in the right classes, have access to academic and financial aid advisors, and are otherwise afforded the services essential

for success at Treasure Valley Community College. Registration will occur primarily through the web-based enrollment module and will be assisted by permanent staff at the Caldwell Center. The Compass exam will be the tool used to determine a student's ability-to-benefit.

Financial aid staff will have weekly hours where they are available to meet with students at the Caldwell Center. These staff members will be cross-trained as academic advisors to provide the essential level of support needed. Additional staff will be hired to cover these areas on a daily basis as the student population increases. General orientation and financial aid orientations will be held on site for prospective students and their families.

The on-site staff person will also serve as a liaison with other student services offices including the office for the Dean of Student Services. All services will be closely coordinated with the main campus to ensure that students are adequately served. Staffing levels will be adjusted as enrollment increases at the Caldwell Center to ensure that students receive the services that are necessary for them to achieve success.

In summary, student services delivery at the Caldwell Center will mirror what is currently provided through the student services center at the main campus. The impact that will be felt by the general student body on the main campus will be minimal. It is our intention to continue to provide the same level of service on the main campus as we expand our service delivery to the Caldwell Center. There will be additional financial aid applications that will need to be processed and there will be times when a particular staff member will not be available on the main campus due to being scheduled for the Caldwell Center. Additional staff in various offices and departments will fill the gap during the times when someone is assigned to be at the branch campus. It is not foreseen that there will be any significant change in the level of service that is currently provided to the general student body.

g. Physical Facilities:

The TVCC Caldwell Center is located in Caldwell, Idaho, in a strategic location on the Nampa/Caldwell Boulevard in a large facility owned by the Idaho Migrant Council. This boulevard is a major through fare in the Nampa/Caldwell area and a perfect visibility spot for our Caldwell Center. Our original leased space was 2,722 sq. ft. and consisted of three classrooms, one large computer classroom, a reception office area, an office/conference room, a classroom/conference room, a faculty work room and public restroom facilities. The College then leased another 1,327 sq. ft. which consists of three more classrooms and two more offices. All of this space has been renovated by the Idaho Migrant Council prior to the College moving in based on College specifications and oversight (See Appendix E for floor plan details). At this time, this space is adequate to handle current college programming needs.

At the Caldwell Center, the College has made provisions to accommodate future growth that will occur. Knowing the population demographics we are serving in and around the

Caldwell area, we feel future growth is inevitable but can be structured and planned for. We, therefore, just completed leasing the additional 1,327 sq. ft. and are discussing potential additional space beyond this for our future use. Other space larger than what we currently lease will be available in the Mercado building in the very near future. As the need arises we may also lease this additional space, and have been told we can.

The Caldwell Center building is adequate for our instructional needs and has sidewalks around the building with ample parking. Parking is also handicapped accessible, located right in front of our leased space and is adequate at this time to serve the population our classrooms can accommodate.

Signage for the Caldwell Center has been completed with a new sign on the main roadway for all passing motorists to see and also we have signage on both the outside and inside the building itself.

All custodial duties have been contracted out utilizing the same cleaning company the Idaho Migrant Council now uses to clean and maintain the rest of their building. This arrangement is working well for now and is satisfactory in meeting our needs. All other building needs will be handled by the main campus personnel as is needed. The campus mechanical division has a staff of two full-time persons, one of which is a certified electrician. This division handles all mechanical, HVAC, plumbing, and electrical service needs for our main campus. We also maintain a full-time carpenter repair person with several other related support staff. Our focus and emphasis is placed on prioritization of work regarding critical HVAC/mechanical/plumbing/electrical jobs and operational maintenance. Under the direction of the Physical Plant Director, staff in this area has done an excellent job in responding to the needs of the entire campus and outreach communities. Emphasis and focus has been placed on developing replacement schedules from documented problems, facilities audits, and budgeting for the replacement of outdated building systems as needed. The College has made significant progress in the area of building systems replacement. We will schedule and take care of any Caldwell Center needs with the same processes and staff we maintain on our main campus, again all under the direction of the Physical Plant Director.

All classroom and office equipment used at the Caldwell Center was purchased new when we opened the center in the spring of 2003. This included all related instructional equipment and necessary computers. Plans for each room at the center were detailed out and all furniture ordered accordingly. At this time, all related equipment is new and functioning very well.

h. Library and informational Resources:

Through computers at the Caldwell Center, students can access the library through the TVCC home page. This gives students access to the Pioneer Library System, the collections of seventeen libraries including the one at TVCC. Once students locate desired materials, they complete an interlibrary loan slip and present it to the Caldwell

Center Program Coordinator. She will in turn, using the Pioneer Library System, request books from TVCC. If the books are on campus, they will be processed and taken to student services where a Caldwell Center drop box is located. The books are then delivered with the mail, and students should have their books within twenty-four hours. However, if the book has to come from another Pioneer Library, the turn around could be forty-eight hours.

Also, through the TVCC home page, Caldwell Center students have access to EbscoHost and Sirs, full-text periodical database services. TVCC library staff will be traveling to Caldwell and conducting workshops on both databases in order to ensure that students have access and knowledge to do required research. Finally, Caldwell students can travel to TVCC and use its resource library or obtain personal help in the research process.

i. Faculty:

Presently, there are no full-time faculty positions at the Caldwell Center. Staffing includes full-time and adjunct instructors from the Ontario campus. New adjunct faculty will be hired as needed. There is a large qualified labor pool available from the Boise, Idaho, area, and we have been successful in securing a portfolio of interested applicants. The institution defines an orderly process for the recruitment and appointment of adjunct faculty. Institutional personnel policies and procedures are published and made available to Caldwell Center adjunct faculty.

Adjunct instructors are hired based on the recommendation of the department chair to the Dean of Instruction. All Caldwell Center faculty teaching lower division collegiate transfer classes have an appropriate masters degree in the subject area. All professional/technical instructors have at least an associates degree or related academic professional work experience and other training to meet minimum qualifications.

It is the responsibility of each department chair to evaluate adjunct faculty at the Caldwell Center. The evaluation is based on student surveys, department chair observations, self-evaluation, and optional peer review. The evaluation process is not linked to any salary schedule, and all adjunct are hired a term-by-term contract. Adjunct faculty at the Caldwell Center are paid \$400 per credit equivalency, the same amount paid to adjuncts at TVCC.

APPENDICES



IDAHO STATE BOARD OF EDUCATION

650 W. State Street • P.O. Box 83720 • Boise, ID 83720-0037

208/334-2270 • FAX: 208/334-2632

e-mail: board@osbe.state.id.us

February 27, 2003

Dr. James Sorensen, President
Treasure Valley Community College
650 College Blvd.
Ontario, OR 97914

RE: FY04 Registration

Dear Dr. Sorensen:

The Office of the Idaho State Board of Education has approved Treasure Valley Community College's application to offer programs/courses to Idaho residents.

Enclosed is a receipt for the processing fee and a Certificate of Registration that certifies that Treasure Valley Community College is registered with the Idaho State Board of Education for FY 04, which period actually is July 1, 2003 through June 30, 2004. Since you are registering late in FY 03, your registration for this period will be from March 1, 2002 through June 30, 2004. Your next registration period will be for the actual fiscal year.

If you have any questions or would like additional information, please contact Caryl Smith at 208-332-1576.

Sincerely,

A handwritten signature in black ink, appearing to read "Randy C. Thompson", written over a horizontal line.

Randy C. Thompson, Ph.D.
Chief Academic Officer



IDAHO STATE BOARD OF EDUCATION

650 W. State Street • P.O. Box 83720 • Boise, ID 83720-0037

208/334-2270 • FAX: 208/334-2632

e-mail: board@osbe.state.id.us

CERTIFICATE OF REGISTRATION

This is to certify that

TREASURE VALLEY COMMUNITY COLLEGE

is registered, as required by law, with the
Idaho State Board of Education
as an accredited, post-secondary institution.

This Certificate of Registration is issued
for the period of
March 1, 2003 through June 30, 2004.

A handwritten signature in black ink, appearing to read "Randy C. Thompson", written over a horizontal line.

Randy C. Thompson, Chief Academic Officer

February 27, 2003


TREASURE VALLEY COMMUNITY COLLEGE

RESOLUTION NO. 02-011


A RESOLUTION OF THE BOARD OF DIRECTORS OF TREASURE VALLEY COMMUNITY COLLEGE DISTRICT, MALHEUR AND BAKER COUNTIES, OREGON, RECOGNIZES THE TVCC CALDWELL CENTER AS AN EDUCATIONAL CENTER OF TREASURE VALLEY COMMUNITY COLLEGE. ALL OF THE CURRENT POLICIES, PROCEDURES AND PRACTICES THAT GOVERN OPERATIONS AND ACADEMIC AFFAIRS AT THE MAIN CAMPUS IN ONTARIO, WILL IN GENERAL GOVERN THE CALDWELL CENTER.

THE ONLY EXCEPTIONS TO THESE RULES WILL BE THAT THE CALDWELL CENTER IS OPERATED AS A SELF SUPPORTING COST CENTER AND NOT FUNDED BY ANY TAX REVENUES FROM THE STATE OF OREGON. IN ADDITION, A SEPARATE TUITION AND RELATED FEE SCHEDULE MAY BE USED.

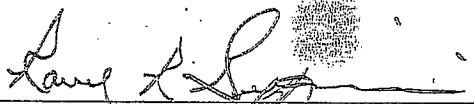
Adopted and approved by the Treasure Valley Community College Board of Education this 8th day of April, 2003.



Scott Wilson
Board Chairperson



Dr. Jim Sorensen
TVCC President



Randy R. Griffin
Dean of Administrative Services

Treasure Valley Community College Caldwell Education Center 2003 - 2006 Budget

	2003-2004		Summer	Fall	Winter	Spring	Total
Instructional Cost							
Number of classes		25	50	45	45		
Credits per class		3	3	3	3		
Total number of offered credits		75	150	135	135		
% of adjunct instructors		60	70	75	80		
Quarterly instruction cost		\$40,050.00	\$76,950.00	\$67,837.50	\$66,420.00		\$251,257.50
Annual cost of instruction							
Lease and Utilities							
Lease							\$41,500.00
Data connectivity and phone							\$12,000.00
Infrastructure Costs							
Amortized startup costs of \$102,000							\$34,000.00
Annual office supply budget							\$10,000.00
Technology costs							\$6,000.00
Promotional costs							\$10,000.00
Personnel Costs							
1 FTE coordinator @\$28,000 + benefits							\$38,360.00
.49 FTE office staff @ 10+16% at 19 hours/week							\$11,460.80
1 FTE director @ \$60,000 + benefits (start 1/04)							\$41,100.00
.1 FTE technology support @\$55,000 + benefits							\$7,535.00
Mileage costs							\$6,000.00
Total Costs							\$469,213.30
Revenue							
Average class size		10	17	16	16		
Student credit cost		75	75	75	75		
Student tuition revenue @ 15 students per class, \$75/credit		\$56,250.00	\$191,250.00	\$162,000.00	\$162,000.00		\$571,500.00
Total Revenue							\$571,500.00

2004-2005

Summer Fall Winter Spring Total

Instructional Cost

Number of classes	25	52	47	47	
Credits per class	3	3	3	3	
Total number of offered credits	75	156	141	141	
% of adjunct instructors	70	80	80	80	
Quarterly instruction cost	\$38,475.00	\$76,752.00	\$69,372.00	\$69,372.00	
Annual cost of instruction					\$253,971.00

Lease and Utilities

Lease					\$41,500.00
Data connectivity and phone					\$12,000.00

Infrastructure Costs

Amortized startup costs of \$102,000					\$34,000.00
Annual office supply budget					\$10,000.00
Technology costs					\$6,000.00
Promotional costs					\$10,000.00

Personnel Costs

1 FTE coordinator @\$28,000 + benefits					\$39,510.80
49 FTE office staff @ 10+16% at 19 hours/week					\$11,804.62
1 FTE director @ \$60,000 + benefits (start 1/04)					\$84,666.00
.1 FTE technology support @\$55,000 + benefits					\$7,761.05
Mileage costs					\$6,000.00

Total Costs

					\$517,213.47
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Revenue

Average class size	13	18	17	17	
Student credit cost	80	80	80	80	
Student tuition revenue @ 15 students per class, \$75/credit	\$78,000.00	\$224,640.00	\$191,760.00	\$191,760.00	
Total Revenue					\$686,160.00

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	2005-2006	Summer	Fall	Winter	Spring	Total
Instructional Cost						
Number of classes		28	54	49	49	
Credits per class		3	3	3	3	
Total number of offered credits		84	162	147	147	
% of adjunct instructors		70	80	80	80	
Quarterly instruction cost		\$43,092.00	\$79,704.00	\$72,324.00	\$72,324.00	
Annual cost of instruction						\$267,444.00
Lease and Utilities						
Lease						\$41,500.00
Data connectivity and phone						\$12,000.00
Infrastructure Costs						
Amortized startup costs of \$102,000						\$34,000.00
Annual office supply budget						\$10,000.00
Technology costs						\$6,000.00
Promotional costs						\$10,000.00
Personnel Costs						
1 FTE coordinator @\$28,000 + benefits						\$40,696.12
49 FTE office staff @ 10+16% at 19 hours/week						\$12,158.76
1 FTE director @ \$60,000 + benefits (start 1/04)						\$87,205.98
.1 FTE technology support @\$55,000 + benefits						\$7,993.88
Mileage costs						\$6,000.00
Total Costs						\$534,998.75
Revenue						
Average class size		14	18	17	17	
Student credit cost		84	84	84	84	
Student tuition revenue @ 15 students per class, \$75/credit		\$98,784.00	\$244,944.00	\$209,916.00	\$209,916.00	
Total Revenue						\$763,560.00

CALDWELL CENTER INTERNAL CONTROL PROCEDURES

Because this center is just opening, it is currently a "one-person" office as far as the handling of day-to-day operations. The Caldwell Center Coordinator is the office manager for the center and she commutes daily from Ontario.

At this point, incoming mail to the center has been very minimal; however, as the center gets to be more visible and well-known in the community, it is likely that there may be an increase in mail coming in, including payments being sent through the mail. The Caldwell Center Coordinator will open the mail and receipt any money in the same manner that is done for people paying her directly at the center as outlined below.

The Caldwell Center Coordinator receipts all incoming money using receipts which are generated and pre-numbered by the same computer system utilized by the student services center personnel at the main campus in Ontario. A daily cash countout sheet identical to the one that the front counter personnel use will be prepared and balanced to by the Caldwell Center Coordinator. Once it is balanced, it will be signed and dated by the Caldwell Center Coordinator, placed in an intercampus envelope and delivered to the front counter supervisor at the main campus.

Daily deposits are made up by the Caldwell Center Coordinator and deposited to the Caldwell branch of Washington Mutual Bank, with the college's main checking account, also with Washington Mutual, being credited. Deposit slips returned by the bank are filed in date order and attached to a daily deposit log. Triplicate deposit slips are utilized with one copy going to the bank, one copy attached to the daily reconciliation batch, and the third copy remaining in the deposit book. Credit card transactions are batched daily, when applicable and the original merchant batch ticket is attached to the daily reconciliation batch.

The daily reconciliation sheet is couriered over to the main campus by the Caldwell Center Coordinator, where the front counter supervisor posts the revenue and reconciles the posted revenue to the amount deposited.

Bank statements are reconciled monthly by the comptroller at the main campus and reviewed by the Dean of Administrative Services.

The Caldwell Center has a small fireproof, locked safe in which the Caldwell Center Coordinator locks her drawer cash every evening. She has started out with \$500 in cash with which to make change and pay for small petty cash items under \$50 if necessary. A log of this is kept to track any money going in and out of the drawer. If additional money is needed, it will be requisitioned through the normal campus procedures, a check written and cash obtained. This is to happen only with the approval of the front line supervisor and the comptroller at the main campus. All transactions are recorded on the books via the normal cash receipts and cash disbursements process. A copy of the drawer cash log will be delivered to the comptroller at the end of each month so that she may reconcile the balance to the books. Cash will be counted at random intervals by either the comptroller or the front counter supervisor.

The Caldwell Center Coordinator will vary her banking routines, routes taken, time of day, etc., so as not to be too "predictable" and put herself in harm's way.

Cash disbursements, with the exception of minor petty cash expenditures less than \$50 each when necessary, will all be handled at the main campus in an identical manner as they are handled for all other departments. Requisitions will be submitted for approval electronically through the College's computer system for approval. Upon approval, a purchase order will be created which will be matched up with the invoice prior to payment. All internal control procedures as outlined in the Business Office Internal Control Procedures Matrix attached will be followed for the cash disbursements and accounts receivable sections. At this point, there does not appear to be a need for a separate petty cash account or cash/change boxes at the Caldwell Center.

All controls not otherwise addressed here, are in accordance with the on-campus matrix.

CALDWELL CENTER BOOK SALES PROCEDURES

The Caldwell Center Coordinator calls the Bookstore Manager on the main campus when she needs books for the Caldwell Center students. The Bookstore Manager gets the books ready for the Caldwell Center Coordinator to take over to Caldwell. She keeps a log of all books sent over and any that are returned. At the end of the month, she posts the net charges to the Caldwell Center book expense. In addition, any costs such as postage, freight, etc., that can be directly attributed to the Caldwell Center operation, are billed to them on a monthly basis. These procedures are consistent with how the Bookstore bills individual departments on the main campus for their purchases.

The books are sold at the Caldwell Center and an electronic receipt is issued directly to the student. The sale appears on the daily revenue sheet to which the Coordinator balances daily and makes her deposits from. It is not run through the students' accounts, but treated as a separate sale for which Idaho sales tax is calculated and collected. The appropriate accounts are debited and credited, with the sales from the books going to book income and the sales tax collected going to a separate liability account within the Caldwell Center Auxiliary Fund. Sales taxes are then reconciled and reported to the state of Idaho on a monthly basis.

April 21, 2003

BUSINESS OFFICE INTERNAL CONTROL PROCEDURES MATRIX

CASH RECEIPTS								
Front Line	A/R Sup MaryAnn	G/L Bonnie	A/P P/R Tracy	A/R Merie	Compt Shirley	Dean Randy	Dept	
		XXX	X	XX				
X								
X								
	X	XX		XXX				
	X	XX	X	XXX				
	X	XX	X	XXX				
		XXX	X	XX				
	X	XX		XXX				
	X	XX		XXX				
	X	XX		XXX				
		XXX	XX		X			
	XX					X		

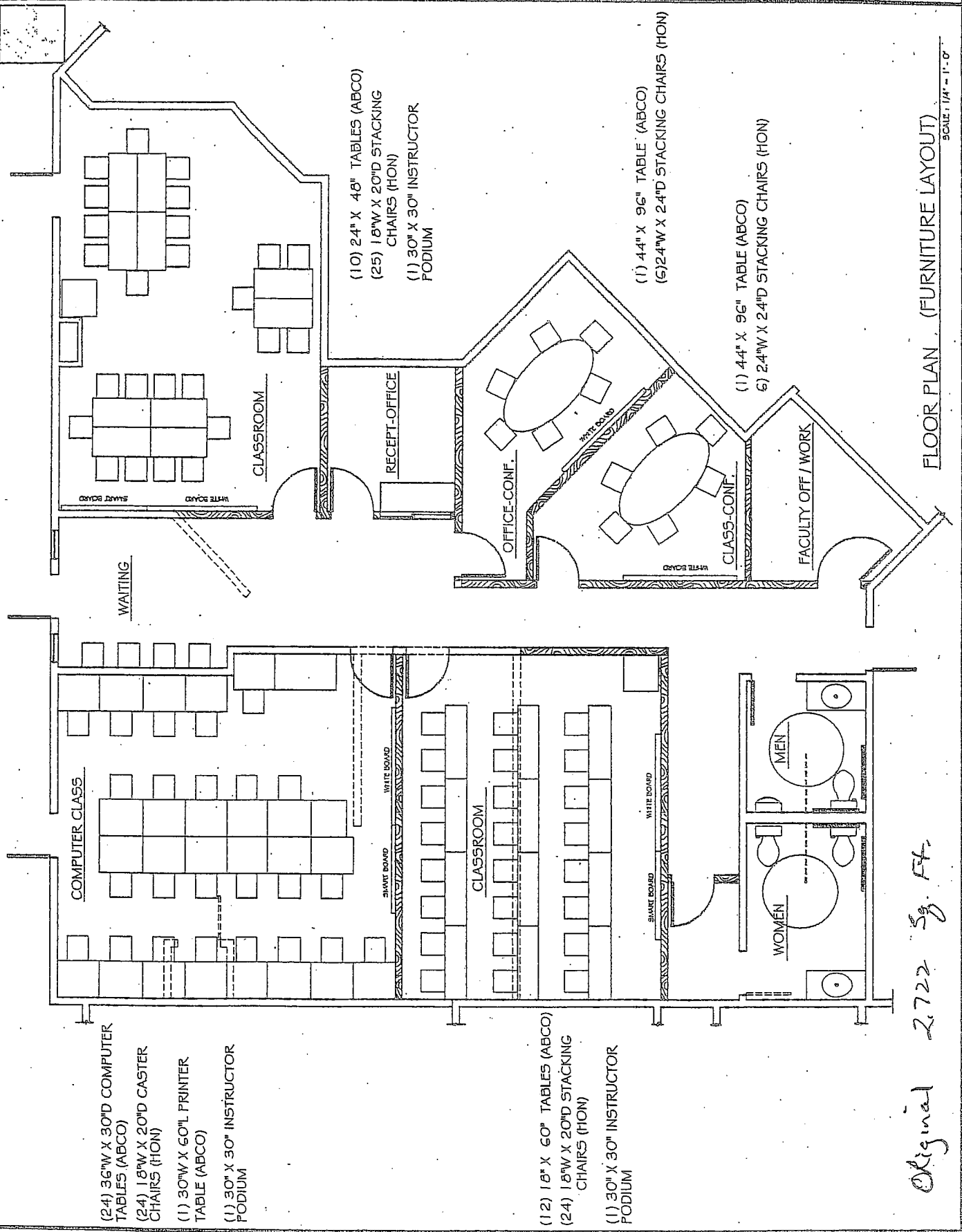
VAULT CASH								
Front	MaryAnn	Bonnie	Tracy	Merie	Shirley	Randy	Dept	
		XX	XXX		X			
	X							
	X				XX	XXX		
	X				XX	XXX		
		XX			X			
	X	XXX			XX			

PERN CASH								
Front	MaryAnn	Bonnie	Tracy	Merie	Shirley	Randy	Dept	
		XX	X					
					X	XX		

CASH CHANGE BOXES								
Front	MaryAnn	Bonnie	Tracy	Merie	Shirley	Randy	Dept	
	XXX	XX	X					X
								X
								X
								X
								X
X								
	XX	X	XXX					
	XX	X	XXX					

CASH DISBURSEMENTS								
Front	MaryAnn	Bonnie	Tracy	Merie	Shirley	Randy	Dept	
					XX	X		
					XX	X		
					X	XX		
		XXX	X	XX				
		X	XX	XXX				
		X	XX	XXX				
					XX	X		
	XX	XXX			X			
		XXX	X	XX				
			X		XX	XXX		
			X		XX	XXX		
		XX	X		XXX			
		XX	X		XXX			

ACCOUNTS RECEIVABLE								
Front	MaryAnn	Bonnie	Tracy	Merie	Shirley	Dean	Dept	
	X				XX			
					XX	X		
	XX			X				
	X				XX			
					X			
	XXX				XX	X		

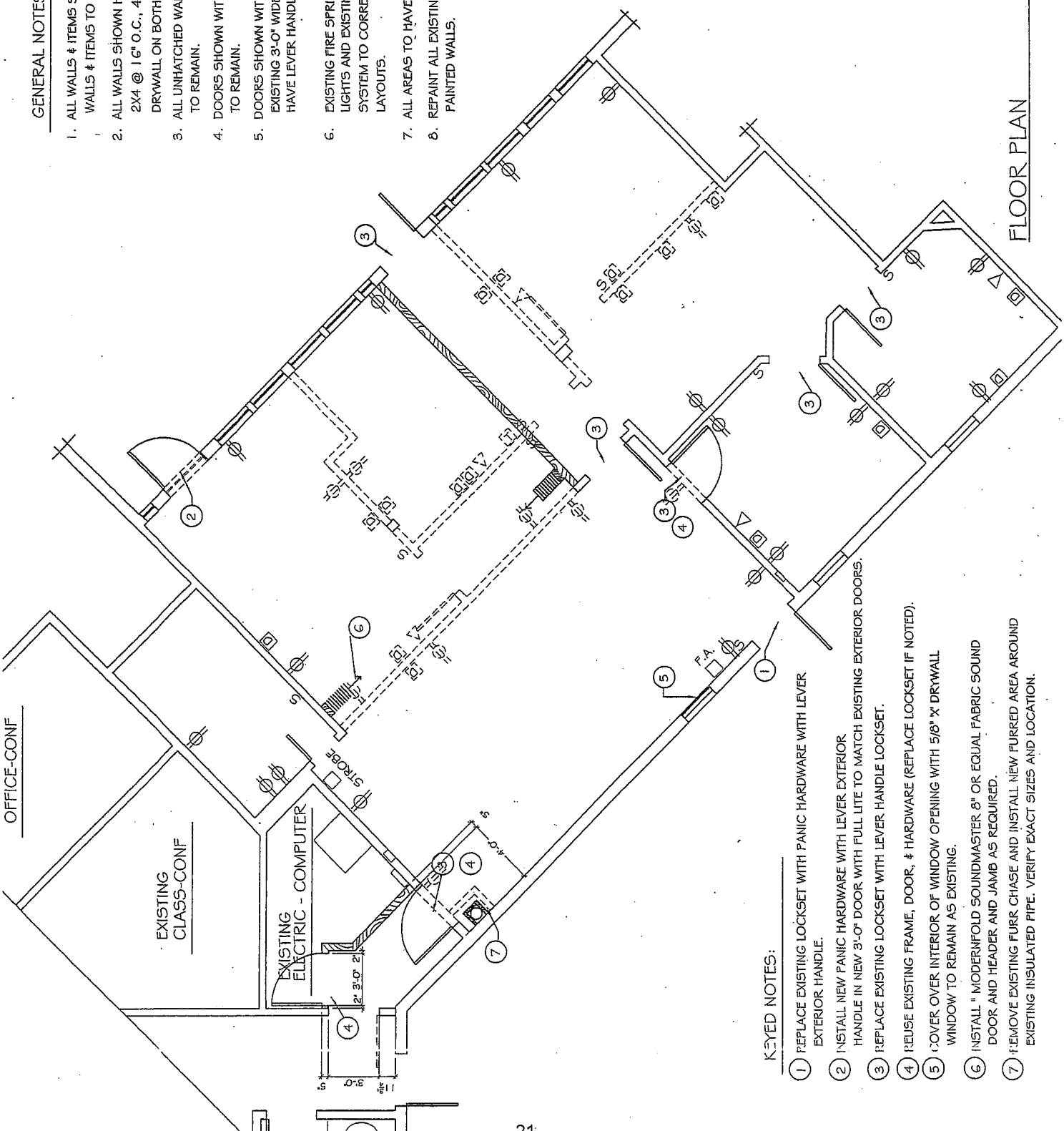


FLOOR PLAN (FURNITURE LAYOUT)
 SCALE: 1/4" = 1'-0"

Original 2.722 Sq. Ft.

GENERAL NOTES:

1. ALL WALLS & ITEMS SHOWN DOTTED ARE EXISTING WALLS & ITEMS TO BE REMOVED.
2. ALL WALLS SHOWN HATCHED ARE NEW WALL - 2X4 @ 16" O.C., 4" BATT INSULATION & 5/8" X DRYWALL ON BOTH SIDES.
3. ALL UNHATCHED WALLS ARE EXISTING WALLS TO REMAIN.
4. DOORS SHOWN WITHOUT SWINGS ARE EXISTING TO REMAIN.
5. DOORS SHOWN WITH SWINGS ARE NEW OR REINSTALLED EXISTING 3'-0" WIDE BY 1 3/4" S.C. WOOD DOORS - TO HAVE LEVER HANDLE LOCKSETS.
6. EXISTING FIRE SPRINKLER SYSTEM, EXISTING LIGHTS AND EXISTING CEILING TILE & GRID SYSTEM TO CORRESPOND TO THE NEW ROOM LAYOUTS.
7. ALL AREAS TO HAVE NEW CARPETING.
8. REPAINT ALL EXISTING WALLS TO MATCH NEW PAINTED WALLS.



FLOOR PLAN

SCALE: 1/4" =

KEYED NOTES:

1. REPLACE EXISTING LOCKSET WITH PANIC HARDWARE WITH LEVER EXTERIOR HANDLE.
2. INSTALL NEW PANIC HARDWARE WITH LEVER EXTERIOR HANDLE IN NEW 3'-0" DOOR WITH FULL LITE TO MATCH EXISTING EXTERIOR DOORS.
3. REPLACE EXISTING LOCKSET WITH LEVER HANDLE LOCKSET.
4. REUSE EXISTING FRAME, DOOR, & HARDWARE (REPLACE LOCKSET IF NOTED).
5. COVER OVER INTERIOR OF WINDOW OPENING WITH 5/8" X DRYWALL WINDOW TO REMAIN AS EXISTING.
6. INSTALL MODERNFOLD SOUNDMASTER 8" OR EQUAL FABRIC SOUND DOOR AND HEADER AND JAMB AS REQUIRED.
7. REMOVE EXISTING FURR CHASE AND INSTALL NEW FURRED AREA AROUND EXISTING INSULATED PIPE. VERIFY EXACT SIZES AND LOCATION.

KEYED NOTES:

① NEW CABLE TRAY - GALVANIZED STEEL WIRE TYPE - TO MATCH THE EXISTING. PROVIDE HANGING HARDWARE AT INTERVALS DIRECTED BY THE MANUFACTURER. PROVIDE A #2BC GROUND CONDUCTOR, THE FULL LENGTH OF THE TRAY. BONDED TO THE TRAY AT JOINTS - CONTINUE THE GROUND CONDUCTOR TO THE IDF CABINET.

② PROVIDE ANGLE CONNECTION TO THE EXISTING CABLE TRAY.

③ EXISTING CABLE TRAY.

④ RELOCATE AND RECONNECT THE EXISTING THERMOSTAT.

⑤ "(E) Ⓟ" = EXISTING OUTLETS TO REMAIN - "Ⓟ" = EXISTING OUTLETS AND WIRING TO BE REMOVED - TYPICAL. PROVIDE AS-CONSTRUCTED MARKED PRINTS TO SHOW ROUTING, CIRCUITS, ETC., OF THE RESULTANT WIRING.

⑥ EXISTING BRANCH PANEL - PROVIDE NEW, TYPEWRITTEN CIRCUIT DIRECTORY FOR THE REVISED ELECTRICAL INSTALLATION.

⑦ PROVIDE FLAT ELBOW AND RUN WIREMOLD NO. G-4000B/D/C TO JUNCTION POWER AND DATA JUNCTION BOXES ABOVE THE CEILING.

⑧ WIREMOLD NO. G-4000B/D/C WITH (G) - PAIRS OF DATA AND POWER OUTLETS - RE: DETAIL 1/E-1.

⑨ ABOVE CEILING FOR "SMART BOARD" - LOCATE AS DIRECTED BY THE BOARD SYSTEM VENDOR.

⑩ ALL RACEWAYS (INCLUDING PLUG STRIPS) SHALL HAVE DUAL GROUNDING CONDUCTORS: GREEN INSULATED FOR RACEWAYS AND OUTLET BOX GROUNDING AND GREEN WITH YELLOW STRIPE FOR THE ISOLATED GROUND TERMINALS ON THE IG/SS RECEPTACLES - TYPICAL.

⑪ TURN RACEWAYS DOWN TO 6" ABOVE THE TRAY AND PROVIDE PLASTIC INSERT FITTING - TYPICAL.

⑫ WIREMOLD NO. G4000B/C BASE & COVER.

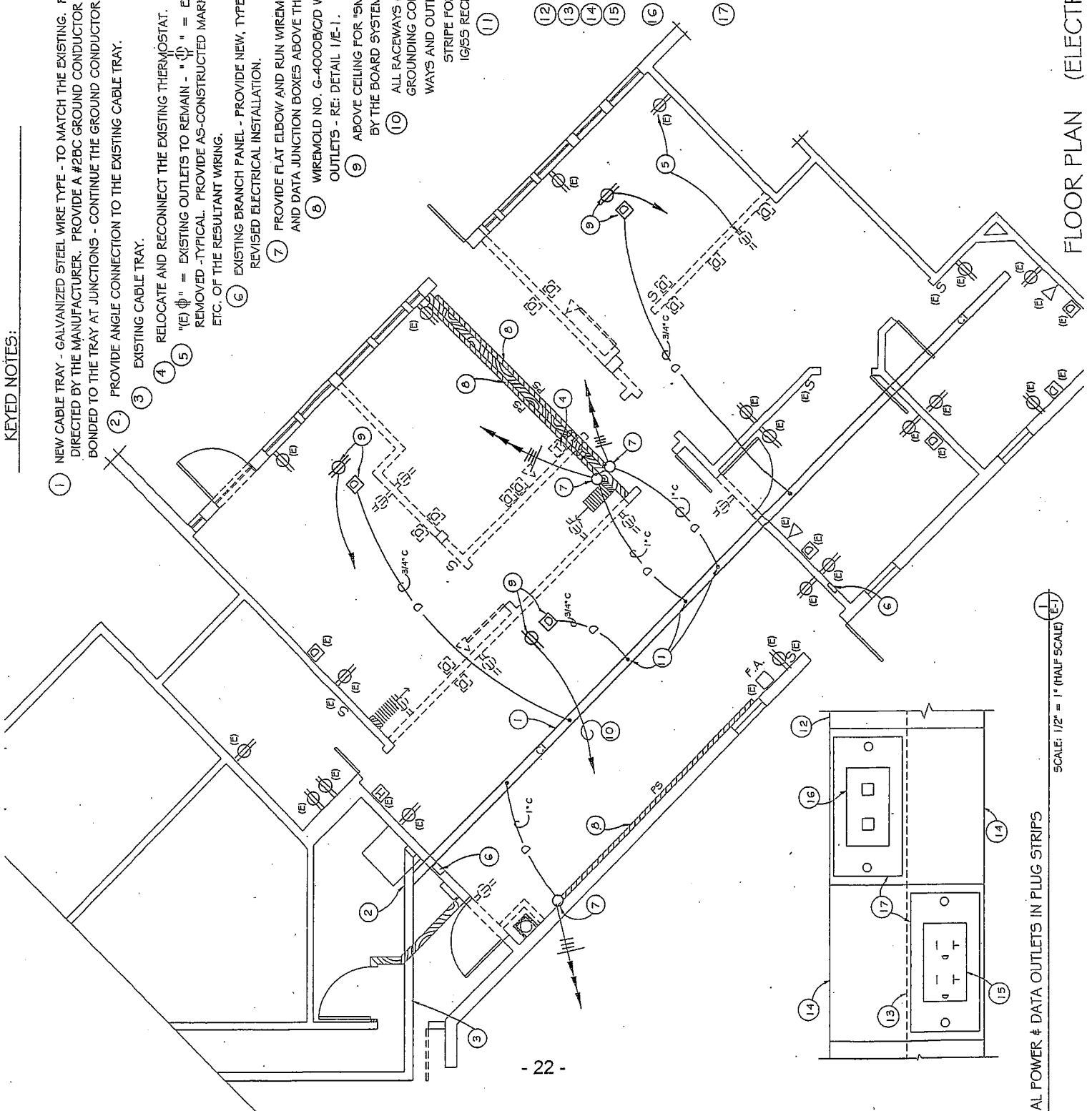
⑬ WIREMOLD NO. G4000D DIVIDER.

⑭ WIREMOLD NO. G4007C-1 ADAPTER PLATE.

⑮ HUBBELL NO. 1 G63625 (BLUE) IG/SS RECEPTACLE.

⑯ DATA OUTLET: HUBBELL NO. CX244GY FRAME WITH TWO NO. T58151GY OR T59A5GY RECEPTACLES AS DIRECTED BY THE DATA SYSTEM INSTALLER.

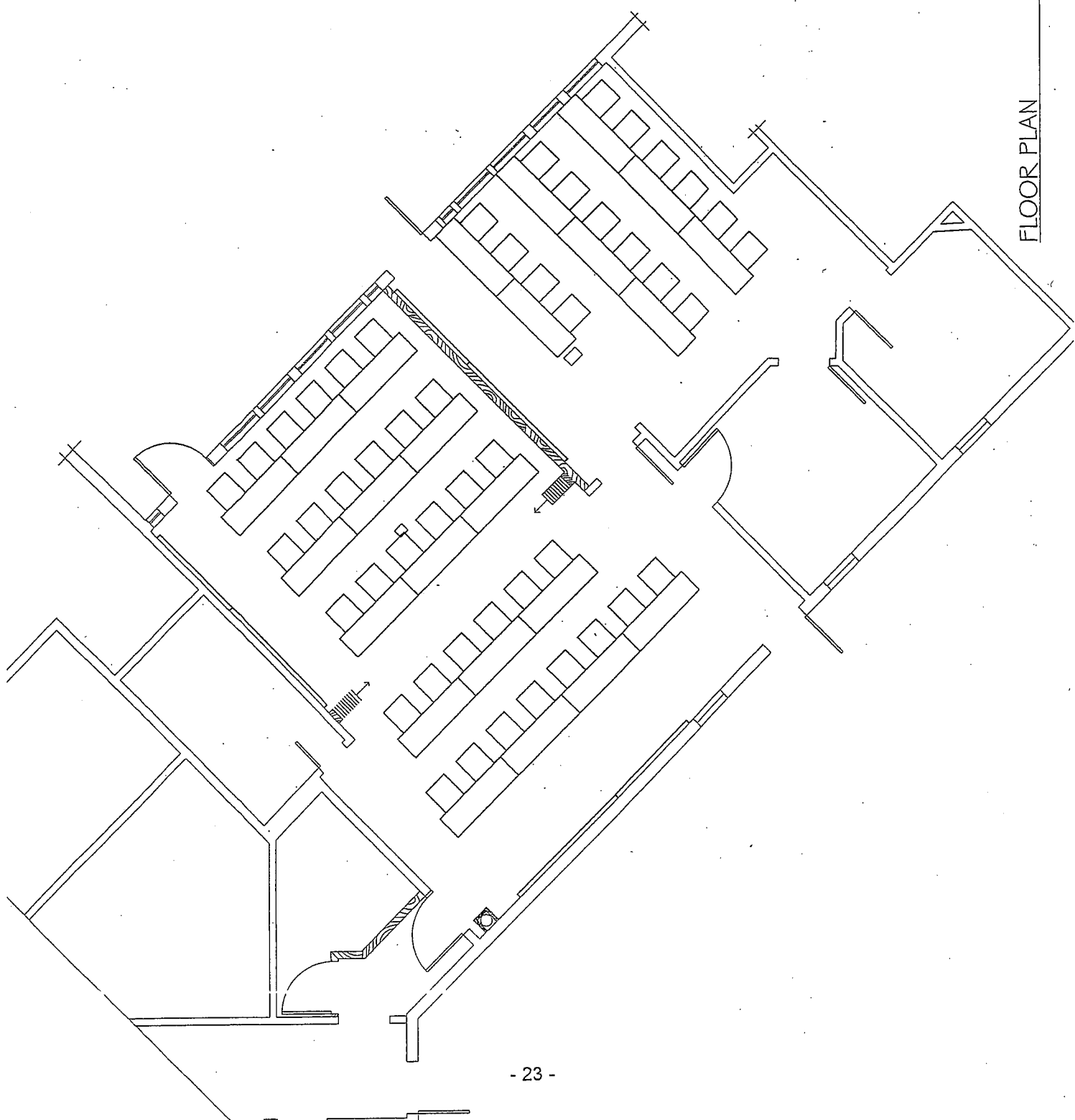
⑰ STAINLESS STEEL WALL PLATE.



POWER & DATA OUTLETS IN PLUG STRIPS

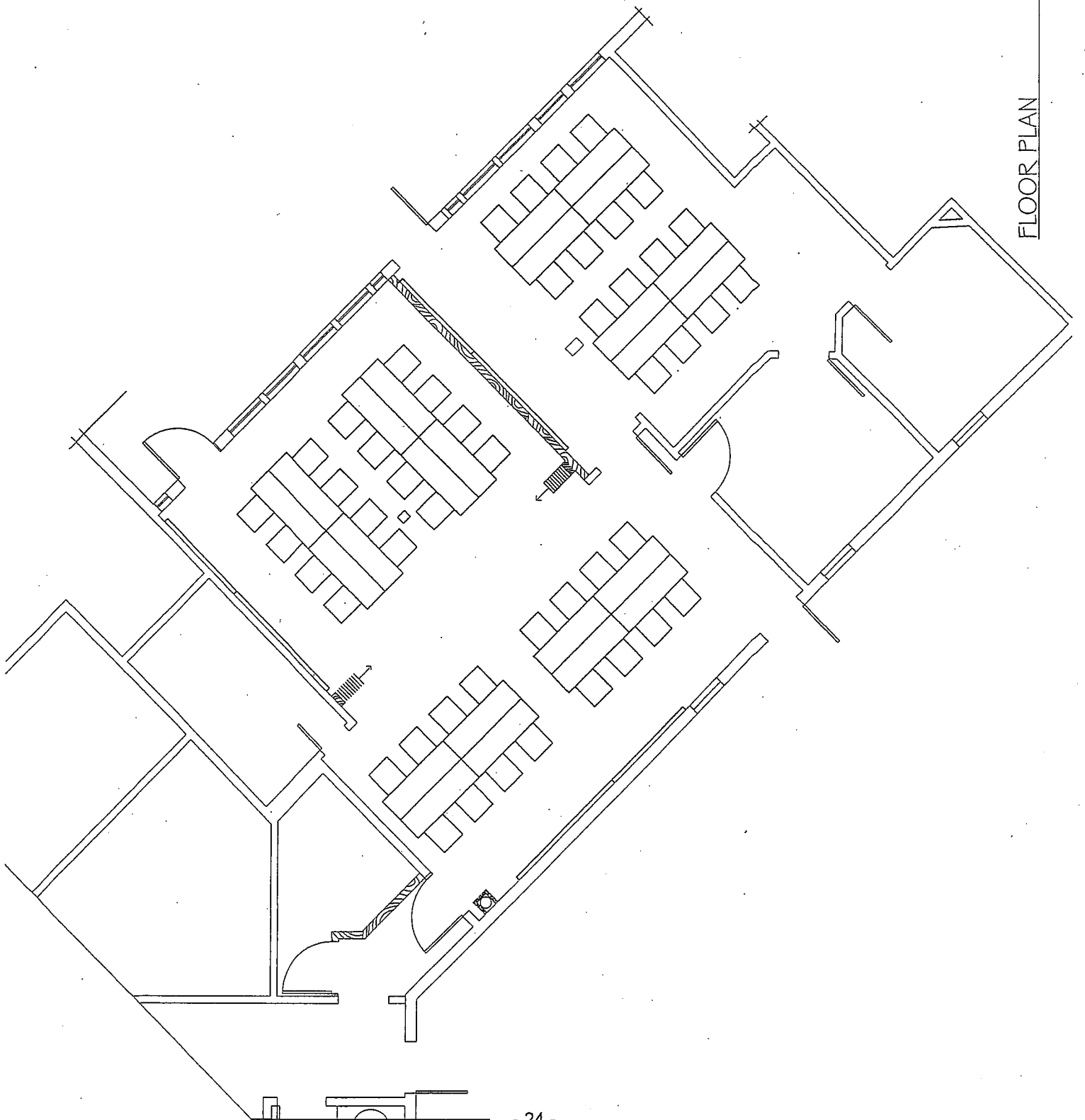
SCALE: 1/2" = 1' (HALF SCALE)

FLOOR PLAN (ELECTRICAL - DATA & POWER)



FLOOR PLAN

SCALE : 1/4" = 1'-0"



FLOOR PLAN

SCALE : 1/4" =

