

COLLEGE OF SOUTHERN IDAHO
BOARD OF TRUSTEES MEETING

OCTOBER 16, 1995

PRESIDENT'S BOARD ROOM

AGENDA

5:00 p.m. -- Tour Campus

6:00 -- Return to Board Room

MINUTES

TREASURER'S REPORT:

FY 95 Audit

Gym Addition

Bid: Library Shelving

Bid: Library Furniture

OLD AND NEW BUSINESS:

CSI Campus Technology: *Dr. Ken Campbell and Mike Mason*

Outdoor Club: *Bill Studebaker and Graydon Stanley*

COLLEGE OF SOUTHERN IDAHO
COMMUNITY COLLEGE DISTRICT
BOARD OF TRUSTEES MEETING
OCTOBER 16, 1995

CALL TO ORDER: 5:30 p.m. PRESIDING: LeRoy Craig

ATTENDING: Trustees: LeRoy Craig, Dr. Thad Scholes, Dr.
Charles Lehrman, Bill Babcock and Donna Brizee

College Administration: Gerald Meyerhoeffer, President
John M. Mason, Secretary/Treasurer
Robert Alexander, College Attorney
Dr. Joan Edwards, Vice President of Planning,
Research and Development
Dr. Michael Glenn, Vocational Dean
Dr. John Martin, Registrar
Dr. Ken Campbell, Director of Institutional
Research
Graydon Stanley, Director of Student Information
Ron Shopbell, Director of Continuing Education
Dick Sterling, Physical Plant Director
Jeff Duggan, Administrative Assistant to the
President
Annette Jenkins, Public Information Director

Visitors: CSI Staff: Bill Studebaker

Faculty Representatives: None

Times News: Karen Tolkkinen

Visitors: Judy Studebaker, Kelly Cope and
Brent Keim

Prior to the start of the regularly scheduled meeting,
the Board conducted a campus tour.

MINUTES OF SEPTEMBER 18, 1995 were approved as written on
MOTION by Dr. Chuck Lehrman. Affirmative vote was
unanimous.

TREASURERS REPORT: Acceptance of the Treasurer's report was
approved on MOTION by Bill Babcock. Affirmative vote was
unanimous.

BIDS:

1. The Board approved the sole bid of Technical Furniture Systems, Inc. of Bellevue, Washington in the amount of \$90,796.61 for the specified library shelving on MOTION by Bill Babcock. Affirmative vote was unanimous.

1. (continued) The purchase will be paid from the Division of Public Works remaining construction funds and the Plant Facility Fund.

2. The Board approved the sole bid of Technical Furniture Systems, Inc. of Bellevue, Washington in the amount of \$247,395.49 for the specified library furniture on MOTION by Donna Brizee. Affirmative vote was unanimous.

The purchase will be paid from the Division of Public Works remaining construction funds and the Plant Facility Fund.

PRESIDENT'S REPORT:

1. The Board accepted the fiscal year 1995 audit on MOTION by Donna Brizee. Affirmative vote was unanimous.

2. The Board authorized the administration to negotiate contracts with CTA Architects and Starr Construction Company for architectural and construction management services on the physical education building addition on MOTION by Dr. Chuck Lehrman. Affirmative vote was unanimous.

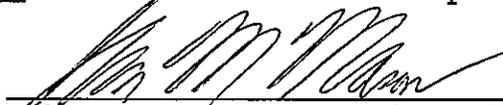
3. Bill Studebaker, Outdoor Club Advisor, presented the Board with a proposal for the establishment of a place where students could rent outdoor equipment. Several options were discussed.

College attorney Robert Alexander was directed to research liability issues related to the proposal.

4. Dr. Ken Campbell made a presentation to the Board concerning the status of campus technology.

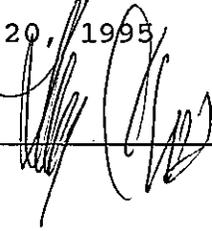
5. The President advised the Board that the Idaho Board of Education would be on campus Thursday, October 19th and that he would send them schedules for the days events.

ADJOURNMENT was declared at 6:43 p.m.



John M. Mason, Secretary-Treasurer

APPROVED November 20, 1995



Chairman



COLLEGE OF
SOUTHERN
IDAHO
BUSINESS OFFICE

October 5, 1995

To: President Meyerhoeffer and the College of Southern Idaho
Board of Trustees

From: Mike Mason

A handwritten signature in black ink, appearing to read 'Mike Mason', is written over the 'From:' line. The signature is fluid and cursive.

Re: Fy 95 Audit

The College showed continued improvement in cost control and overall fiscal responsibility in most areas. While some improvement was noted in the fiscal results of Continuing Education, the trend in Athletics continued to be disappointing. The Unrestricted General Fund balance increased by approximately \$564,000 to nearly \$3,094,000.

The following is a brief outline of some of the relevant information in the audit:

GENERAL FUND

General Fund Revenues

- Tuition and Fees revenue exceeded our budget by over \$50,000. Our fees remained constant and our students increased in both FTE and headcount.
- Out of State and Foreign Tuition was over budget by \$3,700.
- County revenue was under the \$970,000 budget by about \$13,000. We increased the budget in this area in April from \$850,000 to \$970,000.
- Property tax revenue came in approximately \$60,000 higher than expected. We had some back taxes paid that pushed the revenue significantly above our levied amount.
- Inventory Phase out taxes came in at \$43,200 higher than budget.
- Interest on investments came in at \$230,800 which was approximately \$90,800 over budget. Higher interest rates and a larger fund balance to invest were the primary reason for this increase.

In summary, our General Fund revenues exceeded budget by \$324,300 or 2.1%.

General Fund Expenditures

Most departments came in under or very near their budgets. Most supervisors and program managers are showing continued improvement in fiscal management.

- Administration - \$22,000 under budget
- Academics - \$39,000 under budget
- Continuing Education (Including Summer School) - Summer school made \$26,000 profit versus the \$24,000 profit we had budgeted. This is a significant improvement over last years \$30,000 loss. Overall, Continuing Education finished the year \$11,000 over budget.

- Library - The library was \$15,600 under budget.

- Student Services - \$15,800 under budget.
- Computer Center - The computer center finished the year on budget. A prior period system error caused statements to reflect a \$2,000 budget overage.

- Resource Development - \$500 under budget.
- President's Contingency Fund - Under budget by \$54,100. The major expenditure was \$34,000 for accreditation.

- Printing & Graphics - Printing and graphics was budgeted \$47,500 and spent \$44,000 of general fund money. They were \$3,500 under budget.

- Maintenance - \$16,300 under budget.
- Institutional Support - \$83,900 under budget. Significant savings were incurred in utility expenses, insurance costs and legal fees. Due to increased funding of State Workstudy, we were able to reduce our contribution to workstudy programs by \$34,000. We spent \$122,300 versus the \$156,000 budgeted in this area.

- General Motors - The General Motors program ended the year with an increase in fund balance of \$3,300. The fund balance went from \$20,300 to \$23,600.

- Fish Hatchery - The Fish Hatchery fund balance went from a negative \$18,300 fund balance to a positive \$7,000. The General Fund contributed \$15,000 of one time funds to this effort. The Vocational Division is also contributing one half of Steve Rivas salary for the program. Based upon revenues generated and continued support from the Vocational Division, we feel this program can remain in the black.

- Vocational - Vocational funds were over spent by approximately \$11,000. The overage was expected and was mainly due to some personnel actions during the year.

- Child Care Center - Regular child care operations required \$28,700 of General Fund dollars in Fy 95. We had budgeted \$15,000. Additionally, we lost nearly \$10,400 on summer child care. Last summer was the first year we had run summer child care and had hoped to break even.

While our child care center is recognized as one of the best in the state, we may need to look at staffing levels and student charges to determine if we have the proper balance.

- Soft Money Grants - Most soft money grants broke even this year. Ron Black will have the final close-out figures for the Refugee Center later this month. They will again contribute what they can for overhead costs to the General Fund.

Trans IV is breaking even but faces the threat of significant losses in federal revenue over the next 12 months. With \$200,000 of the \$398,000 total revenue coming from grants, reductions in federal revenues will make us change the way we operate. Jim Vining is monitoring the fiscal issues very closely and keeping me informed of potential problems.

PLANT FACILITY FUND

The Plant Facility Fund began the year with a unrestricted fund balance of \$44,200. During the year we transferred \$469,500 from the General Fund and \$150,000 from the Bookstore. We received \$152,000 in rental income and had revenues from food commissions from Northwest of \$17,500.

Major expenditures were payments on the planetarium equipment in the amount of \$300,000, final construction costs on the Center for New Directions for \$53,200, \$192,300 for 8 acres of land and the biology lab remodel for \$25,200.

We ended up with an unrestricted fund balance of \$149,200.

The Plant Facility fund will have a minimal fund balance until we complete the gym and library. We expect to fully fund the \$1.5 million gym addition and will have to purchase approximately \$240,000 of library furniture from the Plant Facilities Fund.

VARSITY ATHLETICS

Varsity Athletics started the year with a negative fund balance of \$60,600 and ended the year with a negative fund balance of \$88,600. This negative fund balance would have been \$113,900 if we had not transferred \$25,300 in from the Registration Contingency Fund.

Based upon current revenue and expenditure projections, this negative fund balance will increase by approximately \$45,000 by the end of this year.

The revenues for Varsity Athletics will not support the programs we operate. The number of scholarships we offer, pre-conference games, nationwide and international recruiting and rising dormitory, travel, supply and insurance costs are the major factors involved. In the midst of this we are also attempting to balance costs between men's and women's sports and are finding it more difficult to get our athletes financial aid.

There will have to be some serious programmatic changes if Varsity Athletics is to operate on the revenue base we have established. The alternative to operational changes is to raise more outside money, raise student fees or do an annual transfer from the general fund.

DORMITORY HOUSING COMMISSION

DHC began the year with an operating fund balance of \$111,400 and ended the year with an operating fund balance of \$107,200. This loss was mainly due to spending \$7,000 on kitchen equipment and \$15,000 on computers and equipment for the dorm. We also spent over \$8,000 on repairs to the old dorm.

We bought \$10,000 worth of new beds (26 beds) for the old dorm this summer and will purchase another \$10,000 worth of new beds this winter if revenues are sufficient to pay for them. The new beds are identical to the ones in the new dorm. We hope to continue on this cycle until all of the old beds are replaced.

The new dorm has about nine empty beds as of last week. Due to the purchasing of the beds and improvements in the old dorm bathrooms, we will probably show a slight decrease in fund balance again next year.

We transfer \$37,600 from the Student Union Fund to the dorms each year to assist in making the dorm payment. As dorm rates rise, we hope to become totally self sufficient.

BOOKSTORE

The Bookstore again had a very successful year due to the efforts of Jeff Harmon, Dana Coventington and the bookstore staff. The Bookstore fund balance increased from \$510,000 to \$560,200 in spite of transferring out \$150,000 to the Plant Facilities fund and \$12,000 in rental charges to the Dormitory Housing Commission fund.

Our inventory was up due to the acceptance of fall books prior to June 30th. This is a departure from past practices. With the lower staffing levels in the Bookstore, we have to get books on the shelves as they arrive.

With the projected needs of the Plant Facility Fund, we are committing \$150,000 from the Bookstore in Fy 96 and Fy 97. This would put the construction of a new bookstore in Fy 98 or later.

STUDENT ASSOCIATION

Student Association started the year with an unrestricted fund balance of approximately \$67,600 and ended the year with a fund balance of around \$52,400. The fund balance decreased due \$10,000 in equipment purchases and the Herrett Center donation.

We also make emergency student short term loans from this fund. Last year we had more defaults than anticipated and still have approximately \$20,000 in loans outstanding. We have decreased the total amount of dollars we loan out and are pursuing collections.

We expect this fund to remain stable with only slight changes in fund balance this year. The balance in this fund also depends on the projects the students undertake during the year.

FY 95 - SUMMARY

In Fy 95 we were able to increase fund balance by \$563,800 in spite of transferring an additional \$200,000 to the Plant Facilities fund last spring.

Revenues were about \$325,000 in excess of budgets. The remaining \$238,800 increase came from departments not expending their entire budget. The major departments that were under budget were Administration, Library, Student Services, Institutional Support and the President's Contingency.

Out of approximately \$9,297,100 of budgeted educational expenditures, we came in \$17,000 under budget.

FY 96 - CURRENT YEAR

Current revenue indications are not very positive. The Governor's 2% Holdback reduced our academic appropriation by \$109,150 and our vocational appropriation by \$46,540. Additionally, first semester revenues for tuition are running short of budget by about \$20,000. County Tuition billings for the first semester are nearly identical to last years.

We still have approximately 130 student deferments outstanding and 200 no pays that we are following up on. With classes starting throughout the semester and receivables to be collected, we still may be able to make our budget. It is an area of concern that we will be watching closely.

The academic departments are attempting to operate at 98% of budget to assist in making up the Governor's 2% holdback. The Vocational divisions reduced capital outlay budgets by \$46,540.

Based upon the above concerns, we will attempt to maintain fund balance this year while completing some critical campus projects.

If you have any questions or need further information, do not hesitate in contacting me.

Filename AUDEXP95



COLLEGE OF
SOUTHERN
IDAHO
BUSINESS OFFICE

October 10, 1995

To: President Meyerhoeffer and the College of Southern
Idaho Board of Trustees

From: Mike Mason

Re: Gym Addition

We have met with Glenn Arrington of Starr Construction several times concerning the gym addition. He submitted a formal proposal to us for serving as the construction manager on the project.

Two of the projects that Starr served as construction manager on were the Kimberly Middle School and the Valley School remodel. Superintendents John Garner of Kimberly and Arlyn Bodily of Valley spoke very highly of Starr and stated that they would not hesitate in using them again.

Based upon this information, we had a meeting with Dave Turner of CTA, Glenn Arrington, President Meyerhoeffer, Dick Sterling and me to determine if we could all work together. The meeting was very positive. I was impressed with both Glenn Arrington's and Dave Turner's willingness to work together.

Starr Construction's method of construction management is a little different than Ormond's. There will not be a guaranteed price but we will have a budget figure that CTA and Starr will design and build to meet. Both Starr and CTA have successfully done this on past projects.

Dave Turner is working up a contract but stated that his price would not differ significantly from the price we would experience if we were working with Ormond. We are also working with Glenn Arrington on a final contract and price. His initial price appears to be lower than Ormond's but we need to add a few more items to it to make them comparable.

Based upon this information, I would like permission to negotiate final contracts with both Glenn Arrington and Dave Turner. I am very comfortable with these individuals and believe that we can put together a cost effective project that meets our needs.



COLLEGE OF
SOUTHERN
IDAHO
BUSINESS OFFICE

October 16, 1995

To: President Meyerhoeffer and the College of Southern
Idaho Board of Trustees

From: Mike Mason

Re: Library Shelving

We received only one bid for the specified shelving.

Based upon a review of the bids by Marlene Lamber, our furniture consultant, I recommend that we accept the bid of Technical Furniture Systems, Inc. of Bellevue, Washington in the amount of \$90,796.61.

The attached two pages contain the actual bid prices per piece of furniture. Based upon cost constraints, we have reduced the main double faced shelving from 337 pieces to 302 pieces which saved \$8,747.90 from the \$99,544.51 original bid.

The purchase will be paid for from the Department of Public Works remaining construction funds and the Plant Facility Fund.

M
9-28-95

FORM OF PROPOSAL
LIBRARY SHELVING
LIBRARY/ACADEMIC DEVELOPMENT CENTER

Date: September 27, 1995

The Undersigned hereby submits the following Bid:

BASIC BID - ESTEY STANDARD CLOSED BASE

Pursuant to and in compliance with the Invitation to Bid and Instructions to Bidders, the Undersigned hereby certifies having carefully examined the Contract Documents entitled:

LIBRARY SHELVING
LIBRARY/ACADEMIC DEVELOPMENT CENTER

and conditions affecting the work, and is familiar with the site; and having made the necessary examinations, hereby proposes to furnish all labor, materials, equipment and services necessary to complete the work in strict accordance with the above named documents for the sum of:

NINETY NINE THOUSAND FIVE HUNDRED
FOURTY FOUR AND 5/100 DOLLARS (\$ 99,544.51)

which is hereby designated the Basic Bid.

SALES TAX

None of the sums stated in the foregoing include Idaho State Sales Tax.

The above proposal is based upon the following library manufacturer's system:

ITEMIZED SCHEDULE OF COSTS

The Basic Bid is based upon the following unit prices:
(Bidder shall enter all unit prices, extensions and totals.)

Item No.	Description	Quantity	Unit Price	Total Amount
S-1a & S-1b	Dble. Face Shelving	<u>337 302</u>	<u>249.94</u>	<u>75,481.88</u> 84,229.78
S-2	Dble. Face Shelving	<u>8</u>	<u>298.80</u>	<u>2,390.40</u>
S-3	Dble. Face Shelving	<u>17</u>	<u>220.66</u>	<u>3,751.22</u>

FORM OF PROPOSAL

Itemized Schedule of Costs, Continued

Item No.	Description	Quantity	Unit Price	Total Amount
S-4	Dble. Face Shelving	<u>12</u>	<u>216.64</u>	<u>2,599.68</u>
S-5	Single Face Shelving	<u>4</u>	<u>204.45</u>	<u>817.80</u>
S-6a & S-6b	Single Face Shelving	<u>23</u>	<u>130.33</u>	<u>2,997.59</u>
S-7	Periodical & Newspaper Shelving	<u>6</u>	<u>309.96</u>	<u>1,859.76</u>
S-8	Video & Book Shelving	<u>2</u>	<u>449.14</u>	<u>898.28</u>

TIME OF COMPLETION & LIQUIDATED DAMAGES

The Undersigned agrees, if awarded the Contract, to complete the work under the Contract within the number of calendar days specified in the specifications, and also agrees to the amounts specified for Liquidated Damages.

It is further agreed that the time for completion of the work described herein is a reasonable time for completion of the work described considering the usual industrial conditions prevailing in the locality.

BID GUARANTEE

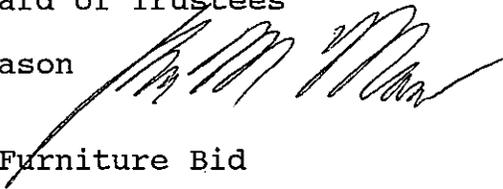
It is agreed that if the Undersigned fails to execute said Contract within 10 days after written notice of award of the Contract, then the Bid Guarantee shall be retained by the Purchaser. If this Bid is not accepted within 60 days after the time set for the opening of bids, or if the Undersigned delivers said Contract, then the check or cash shall be returned, or the Bid Bond shall become void.



COLLEGE OF
SOUTHERN
IDAHO
BUSINESS OFFICE

October 16, 1995

To: President Meyerhoeffer and the College of Southern
Idaho Board of Trustees

From: Mike Mason 

Re: Library Furniture Bid

We received only one bid for the specified furniture.

Based upon a review of the bid by Marlene Lambert, our
furniture consultant, I recommend that we accept the bid of
Technical Furniture Systems, Inc. of Bellevue, Washington in
the base amount of \$247,395.49.

The attached three pages contain the actual bid prices
per piece of furniture.

We request permission from the Board to pull certain
pieces from this bid and have our own maintenance department
construct them thus reducing the total bid price. We are
particularly interested in constructing the first item on
the list, the 27 two place carrels.

This purchase will be paid from the Department of
Public Works remaining construction funds and the Plant
Facility Fund.

FORM OF PROPOSAL

[Handwritten signature]
9-28-95

LIBRARY FURNITURE
LIBRARY/ACADEMIC DEVELOPMENT CENTER

Date: September 27, 1995

The Undersigned hereby submits the following Bid:

BASIC BID

Pursuant to and in compliance with the Invitation to Bid and Instructions to Bidders, the Undersigned hereby certifies having carefully examined the Contract Documents entitled:

LIBRARY FURNITURE
LIBRARY/ACADEMIC DEVELOPMENT CENTER

and conditions affecting the work, and is familiar with the site; and having made the necessary examinations, hereby proposes to furnish all labor, materials, equipment and services necessary to complete the work in strict accordance with the above named documents for the sum

of: TWO HUNDRED FORTY SEVEN THOUSAND THREE HUNDRED NINETY FIVE AND 49/100 DOLLARS (\$247,395.49)

which is hereby designated the Basic Bid.

SALES TAX

None of the sums stated in the foregoing include Idaho State Sales Tax.

ITEMIZED SCHEDULE OF COSTS

The Basic Bid is based upon the following unit prices:
(Bidder shall enter all unit prices, extensions and totals.)

Item No.	Description	Manufacturer's Number	Quantity	Unit Price	Total Amount
L-1a	Two place carrel	XTR 2448 SC	27	1356.94	36,637.38
L-1b	Two place carrel Power right	XTR-2448 SC	3	1,637.54	4,912.62
L-1c	Two place carrel Power right	XTR-2448-SC	2	1,626.24	3,252.48
L-2	Three place carrel	XTR-2472 SC	3	2,112.00	6,336.00

FORM OF PROPOSAL

Itemized Schedule of Costs, Continued

Item No.	Description	Manufacturer's Number	Quantity	Unit Price	Total Amount
L-3	Two place audio carrel	<u>XTR-2448SC</u>	<u>8</u>	<u>1,413.93</u>	<u>11,311.44</u>
L-4	Two place video carrel	<u>XTR-2448-SC</u>	<u>5</u>	<u>1,557.76</u>	<u>7,788.80</u>
L-5	Double video carrel	<u>XTR-2448-SC</u>	<u>2</u>	<u>926.08</u>	<u>1,852.16</u>
L-6	Two place video carrel	<u>XTR-3048-SC</u>	<u>6</u>	<u>1,890.36</u>	<u>11,342.16</u>
L-7	Four place double face carrel	<u>XTR-6072-DSC</u>	<u>3</u>	<u>1,928.10</u>	<u>5,784.30</u>
L-8	Catalog/CD ROM table	<u>XTR-2872-W5</u>	<u>6</u>	<u>2,025.18</u>	<u>12,151.08</u>
L-9	Microform Reader printer table	<u>XTR-2872-W5</u>	<u>4</u>	<u>1,648.32</u>	<u>6,593.28</u>
L-10	Catalog/CD ROM table	<u>XTR-2848-W5</u>	<u>2</u>	<u>1,344.64</u>	<u>2,689.28</u>
L-11	Printer Table	<u>XTR-2848-W5</u>	<u>4</u>	<u>1,396.48</u>	<u>5,585.92</u>
L-12	WP Table	<u>XTR-2448-SC</u>	<u>4</u>	<u>1,163.52</u>	<u>4,654.08</u>
L-13	ADA WP Table	<u>XTR-2448-SC</u>	<u>1</u>	<u>1,148.16</u>	<u>1,148.16</u>
L-14	Printer Table	<u>XTR-2836-W5</u>	<u>2</u>	<u>1,004.16</u>	<u>2,008.32</u>
L-15	Reference Table	<u>XTR-3072-RT</u>	<u>2</u>	<u>1,056.64</u>	<u>2,113.28</u>
L-16	Index Tables	<u>XTR-3090-ID</u>	<u>4</u>	<u>1,447.04</u>	<u>5,788.16</u>
L-17	Table 72 x 48	<u>TR-4872</u>	<u>4</u>	<u>429.00</u>	<u>1,696.00</u>
L-18	Table 72 x 36	<u>TR-3672</u>	<u>2</u>	<u>314.88</u>	<u>629.76</u>
L-19	Table 48 Dia.	<u>TR-048</u>	<u>25</u>	<u>383.23</u>	<u>9,580.75</u>
L-20	Atlas Case	<u>XT-3220 AS</u>	<u>2</u>	<u>1,118.08</u>	<u>2,236.16</u>

FORM OF PROPOSAL

Itemized Schedule of Costs, Continued

Item No.	Description	Manufacturer's Number	Unit Price	Total Amount
L-21	Dictionary Stands	<u>XF-3235-DS</u>	<u>4</u>	<u>879.68</u> <u>3,518.72</u>
L-22	Two-Position Chairs	<u>220-R10</u>	<u>231</u>	<u>287.49</u> <u>66,410.19</u>
L-23	Arm Chair Sled Base	<u>S-112-01USB</u>	<u>43</u>	<u>188.84</u> <u>8,120.12</u>
L-24	Stool	<u>220-18-0</u>	<u>30</u>	<u>177.06</u> <u>5,311.80</u>
L-25	Lounge Chair	<u>2581-26-0</u>	<u>33</u>	<u>543.73</u> <u>17,943.09</u>

TIME OF COMPLETION & LIQUIDATED DAMAGES

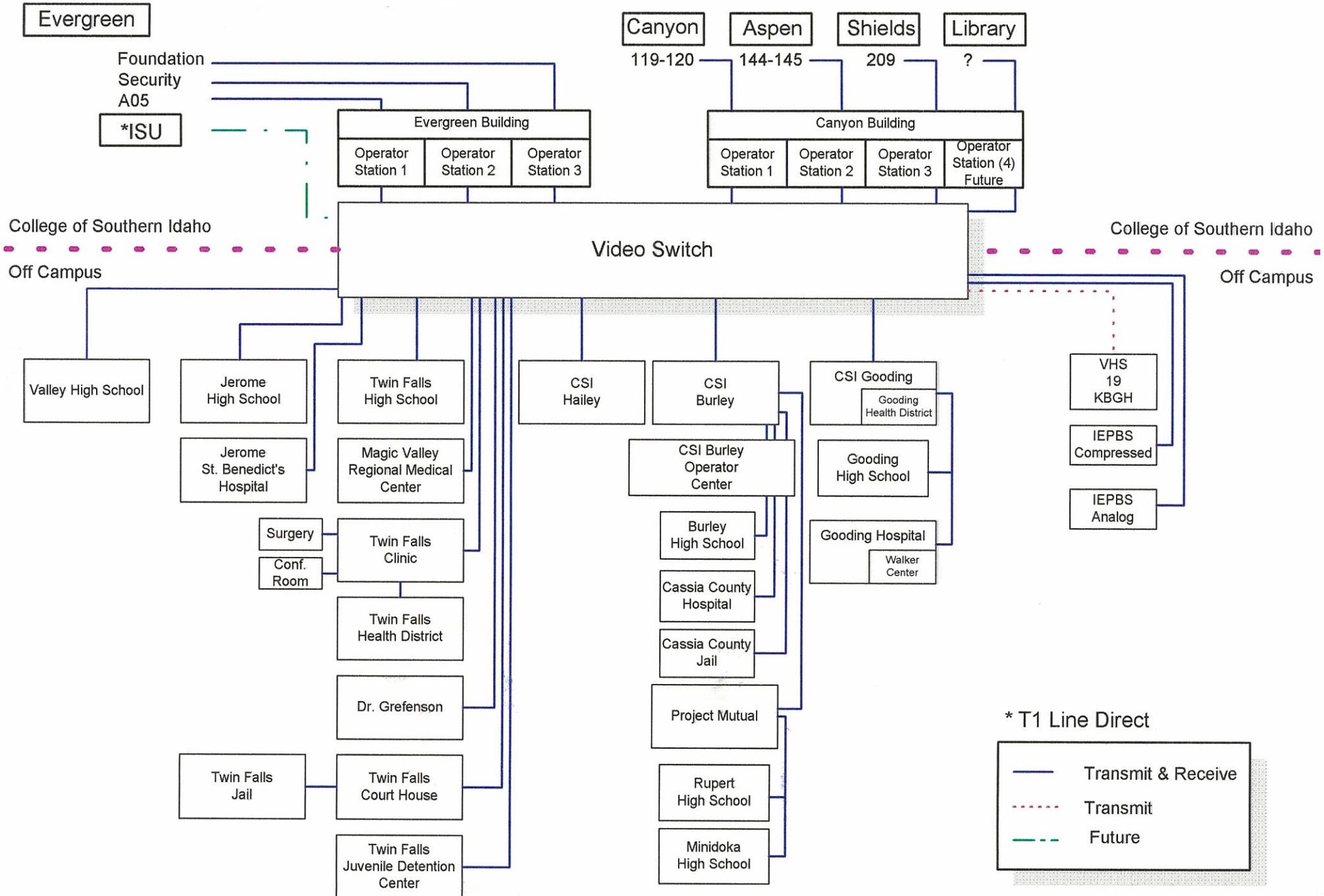
The Undersigned agrees, if awarded the Contract, to complete the work under the Contract within the number of calendar days specified in the specifications, and also agrees to the amounts specified for Liquidated Damages.

It is further agreed that the time for completion of the work described herein is a reasonable time for completion of the work described considering the usual industrial conditions prevailing in the locality.

BID GUARANTEE

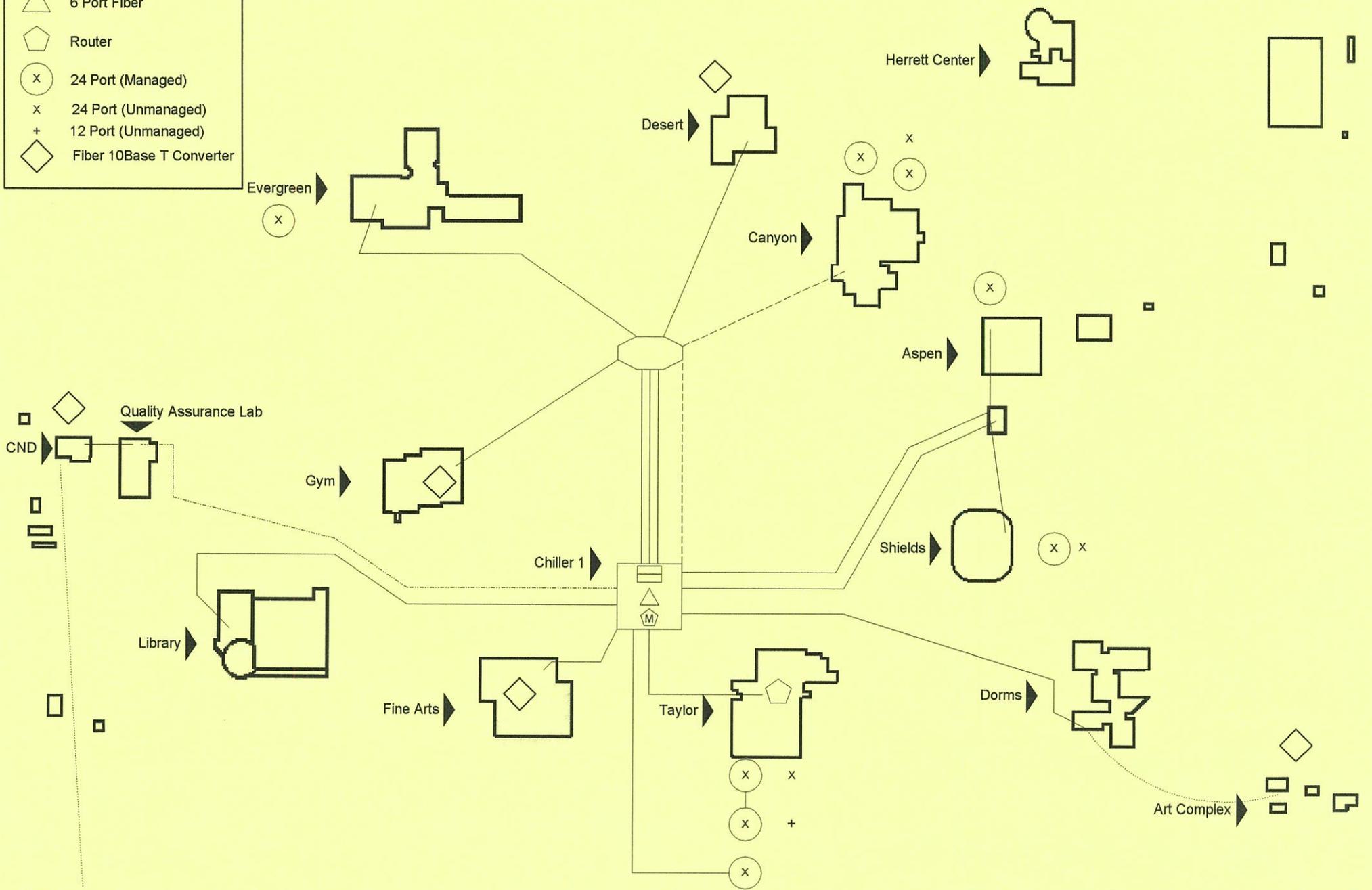
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Campus Telecommunications/Multimedia Rooms



College of Southern Idaho Fiber Distribution System Diagram

- 12 Pair Fiber
- - - 24 Pair Fiber
- · · 48 Pair Fiber
- · · 6 Pair Fiber
- ▭ 8 Port Switch
- △ 6 Port Fiber
- ◡ Router
- ⊗ 24 Port (Managed)
- x 24 Port (Unmanaged)
- + 12 Port (Unmanaged)
- ◇ Fiber 10Base T Converter



To Grefenson Center