

**QUINCY COLLEGE
BOARD OF GOVERNORS**

FINANCE AND FACILITIES SUBCOMMITTEE

MEETING OF JANUARY 27, 2009

Minutes

The meeting was called to order at 7:00 PM. The member roll was called. The following members of the Finance and Facilities Subcommittee were present at the call of the member roll: Mark Bertman; Edward Browne, Vice Chair of the Board of Governors; Francis Byrne, Subcommittee Chair; Joanne Condon-Walsh; David Dennis, Chair of the Board of Governors; Thomas Feenan, Subcommittee Vice Chair; William Grindlay. No Subcommittee members were absent.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Dr. Patricia Vampatella, Vice President for Academic Affairs; Pushap Kapoor, Vice President for Administration and Finance; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors; Tom Pham, Executive Director of Information Technology; William Hall, Executive Director of Campus Facilities and Safety; Krishan Gupta, Senior Director of Accounting and Finance.

Motion by Mr. Browne that the Finance and Facilities Subcommittee approve the minutes of the Subcommittee's meeting of December 15, 2008. The motion was seconded by Mr. Bertman. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Ms. Condon-Walsh; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Vice President Kapoor was called upon to present the Financial Report (please see copy, attached). He projected an income of \$1.2 million, brought about in part because of reduced spending on supplies and payroll. He indicated that assets had increased by 13 %. There is approximately \$12.9 million cash on hand, compared to \$11.9 million in June of 2008. He further reported that the Trial Balance and AR aging are now in synch. Budgeted goals for the recent Winter Intersession were not met, and as a result, revenue for that term was down \$80,000.00. Spring revenue is up in Liberal Arts, Business and Public Service, and Plymouth, and below projections in Allied Health. Spring semester enrollments have seen a 7.5 % increase in headcount and an 8.6 % increase in FTE. There are eighty nine (89) more international students enrolled that last year.

Mr. Bertman referred to the "Confidential Draft" and pointed out that the numbers are for a five (5) month period, not four (4) as referred to in the Draft.

Mr. Dennis asked for a projected net income based on the increases in spring enrollments. Mr. Kapoor projected for FY 2009 that there will be a net income of between \$800,000.00 - \$1.1 million (affected, in part, by revenue not meeting projections in Summer and Winter Terms).

Mr. Grindlay asked if the spending on payroll \$400,000.00 below projections was for the year. President Harris replied that this amount is through the current week. She reported that this will not be constant because: the Chief Financial Officer has been hired; adjunct instructors have not been paid for the spring. Human Resources does report that there will, by the end of the year, be money left over. Mr. Grindlay asked that a forecast for the balance of the year be included in the Financial Reports.

Mr. Byrne stressed the importance of forecasting as the College heads into the FY 2010 budget building process. He also asked for a report through December 2008, by department, on which departments are on budget or below budget for payroll.

Mr. Dennis asked how much money has been transferred out of the Fund Balance during this fiscal year. Mr. Kapoor replied that \$410,000.00 has been so transferred.

Mr. Byrne asked if expenses on major items are accrued on a monthly basis. Mr. Kapoor then distributed a spreadsheet on non-payroll expenses, budgeted vs. spent/encumbered (please see copy, attached).

Mr. Byrne asked the nature of the \$106,000.00 "City Assessment". Mr. Kapoor replied that this is what is owed for the services that the City of Quincy performs for the College. The College waits for the bill to come in rather than accruing this expense.

Ms. Condon-Walsh pointed out that it appears that on December 15, 2008, the College did not have a surplus sufficient to cover a \$46,000.00 expense, but now there is a surplus of \$1.2 million. She also pointed out that Marketing already has encumbered 92 % of its entire annual budget. President Harris replied that because of procurement requirements and contracting, in many instances almost an entire year's appropriation for a particular line may be encumbered at the beginning of the fiscal year. Mr. Kapoor suggested that the concern may be addressed by adding a column to the "budgeted vs. encumbered/spent" report showing amounts actually spent.

Mr. Byrne asked the status of the IT upgrade. Mr. Pham explained that even though no other vendor can modify Jenzebar's software, the City refused to consider Jenzebar a sole source provider and has required the College to proceed with a Request for Proposals.

Motion by Mr. Bertman that the Finance and Facilities Subcommittee accept the Financial Report as presented. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Ms. Condon-Walsh; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

President Harris was called upon. She announced that the new Chief Financial Officer will start on February 2, 2009. She thanked Vice President Kapoor and his staff for the work they did in getting so many processes and functions ready, updated, and improved. Mr. Byrne joined in the expression of gratitude.

President Harris then made a presentation on budget planning assumptions and priorities for FY 2010 (please see copy, attached).

Mr. Dennis asked if there are comparisons with other institutions regarding tuition. President Harris replied that such data is in the IPEDs already distributed to the Board. Regarding a hiring freeze, she stated that faculty vacancies occasioned by such things as retirements and resignations will be filled. Raises will be held to a maximum of 2 %, if that. Mr. Kapoor pointed out that the projected 3 % rise in enrollment revenue applies only to the fall and spring semesters.

Regarding enrollment/revenue projections, Mr. Browne asked for a 3 – 4 year look-back on trends, and that data, with graphs, be provided.

Regarding tuition, Mr. Byrne asked for a 3 year trend analysis both at Quincy College and at other institutions, and that data, with graphs, be provided.

Mr. Feenan pointed out that in these economic times, any revenue projections are inherently unreliable. Mr. Dennis responded that historically, community college enrollments increase in bad economic times, and asked that research be done on this. He asked that while the College has realized a 7 % increase during this fiscal year, is a 10 % increase over 2 years sustainable.

Regarding the estimate of \$500,000.00 to repair the outside walls of Saville Hall, Mr. Byrne asked that actual repair figures be obtained quickly.

Mr. Byrne asked the status of the 5 year facilities maintenance plan. Mr. Kapoor replied that he, Mr. Hall, and Mr. Habeeb (Special Assistant to the President for Facilities Planning) have been meeting regarding the development of a plan for Saville Hall.

Mr. Byrne asked that any proposals for new programs that come to the Board of Governors be accompanied by ample research in support of those proposals.

Mr. Browne asked if Quincy College should set an annual numerical goal in articulation agreements. Vice President Vampatella reported that her first priority is to update and reactivate existing articulation agreements, then develop new agreements. Mr. Browne then asked that an update/status report on articulation agreements be presented within the next month.

As to possible budget savings for FY 2010, Mr. Grindlay pointed out that participation in the Group Insurance Commission's benefits program should result in decreased benefit costs.

Mr. Byrne suggested that President Harris and the administration proceed with the assumptions as presented and prepare a proposed FY 2010 budget based on those assumptions. Mr. Grindlay stated that he wanted a conservative budget, particularly in regard to enrollment projections. He would prefer a level-income budget consistent with FY 2009's actual enrollments. Ms. Condon-Walsh asked for the budget projections for the last 5 years. Mr. Kapoor said that he would search the former CFO's files to seek projections past those for the current year. Mr. Feenan again warned that given the current economic climate and its almost unprecedented nature, review of prior years' projections may be of no value.

It was the consensus of the Subcommittee that the budget planning process for FY 2010 proceed on the basis of the assumptions as presented.

No matters were addressed under Old Business.

Under New Business, President Harris explained the rationale for four (4) proposed budget transfers (please see copy, attached).

Motion by Mr. Browne that the Finance and Facilities Subcommittee recommend the approval of the transfer of \$10,000.00 from the "Audit Services" line to the "Marketing Publications" line. The motion was seconded by Mr. Bertman. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Ms. Condon-Walsh; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Grindlay that the Finance and Facilities Subcommittee recommend the approval of the transfer of \$1,000.00 from the "Special Expense-Disability Services" line to the "Reserve for Appropriation" line, then the transfer of that \$1,000.00 from the "Reserve for Appropriation" line to the "Payroll Support Services" line. The motion was seconded by Mr. Browne. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Ms. Condon-Walsh; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Browne that the Finance and Facilities Subcommittee recommend the approval of the transfer of \$20,000.00 from the "Instructional Services – Community Development" line to the "Marketing Media Services" line. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Ms. Condon-Walsh; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Grindlay that the Finance and Facilities and Subcommittee recommend the approval of the transfer of \$45,973.00 from the "Part Time Salary-Community Development" line to the "Reserve for Appropriation" line, then the transfer of that \$45,973.00 from the "Reserve for Appropriation" line to the "Retirement/Pension" line. The motion was seconded by Mr. Browne. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Ms. Condon-Walsh; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Mr. Byrne reported on the Quincy College Trust, specifically on the question of whether the Trust must be included in the City of Quincy audit. Mr. Byrne pointed out that the Trust never received from the City's auditors a request for Trust records. Further, the Trust operates on a year ending December 31, while the City operates on a year ending June 30, and the Trust's books are not closed as of June 30. The auditors claim that under new laws, the Trust is reportable in the City's audit. Mr. Bertman, Mr. Grindlay, and President Harris disagreed and stated that the Trust is a private, independent entity. Mr. Bertman will arrange to have this matter researched further.

At 8:50 PM, motion by Mr. Feenan that the meeting of the Finance and Facilities Subcommittee be adjourned. The motion was seconded by Mr. Bertman. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Ms. Condon-Walsh; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

The meeting was adjourned at 8:50 PM.

**QUINCY COLLEGE
BOARD OF GOVERNORS**

FINANCE & FACILITIES SUBCOMMITTEE

MEETING OF FEBRUARY 23, 2009

Minutes

The meeting was called to order at 6:32 PM. The member roll was called. The following members of the Finance and Facilities Subcommittee were present at the call of the member roll: Mark Bertman; Francis Byrne, Subcommittee Chair; Thomas Feenan, Subcommittee Vice Chair; William Grindlay. The following members of the Finance and Facilities Subcommittee were absent at the call of the member roll: Edward Browne, Vice Chair of the Board of Governors; Joanne Condon-Walsh; David Dennis, Chair of the Board of Governors.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Pushap Kapoor, Vice President for Administration and Enrollment Management; Jennifer Tonneson, Chief Financial Officer/Business Administrator; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors; William Hall, Executive Director, Campus Facilities and Security; Krishan Gupta, Senior Director, Accounts and Finance; Matthew Tobin, Esq.

Mr. Byrne welcomed Ms. Tonneson to the Finance and Facilities Subcommittee meeting. Ms. Tonneson expressed her pleasure at being at the meeting and looked forward to working with the Subcommittee.

Motion by Mr. Bertman that the Finance and Facilities Subcommittee approve the minutes of its meeting of January 27, 2009. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Byrne; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

At 6:37 PM, motion by Mr. Bertman that Executive Session be taken out of order and that the Finance and Facilities Subcommittee enter into Executive Session for the purpose of discussing pending litigation. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Byrne; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Open and public session resumed at 7:06 PM. The member roll was called. The following members of the Finance and Facilities Subcommittee were present at the call of the member roll: Mr. Bertman; Mr. Byrne; Mr. Feenan; Mr. Grindlay. The following members of the Finance and Facilities Subcommittee were absent at the call of the member roll: Mr. Browne; Ms. Condon-Walsh; Mr. Dennis.

Ms. Tonneson was called upon to present the Financial Report (please see copy, attached). She said that there is a five (5) per cent increase in tuition revenue, with a projected gross revenue for the year of \$18,278,322.00. She also described the favorable variance in "Payroll". The overall result is a projected net income of \$474,790.00.

Mr. Byrne asked whether the figure under "Prior Period Adjustments" should be carried over. Ms. Tonneson anticipated that being spent during the second half of the year, so it was not carried over. This amount was the result of over-accrual in June, 2008.

Mr. Gupta pointed out that the \$2,934,176.00 under "Accounts Receivable" ties exactly to the Trial Balance.

Ms. Tonneson then reviewed the Balance Sheet.

Mr. Byrne returned to the Profit and Loss Statement and asked that the column "Future/Open Encumbrances" be accompanied by an explanatory note.

Mr. Byrne asked for, from "Cash Flow", an explanation of "Student Refunds". Ms. Tonneson explained that most refunds are from financial aid awards that are sent on behalf of a student to pay college costs, generally consisting of money that goes back to students for such things as child care, housing, and transportation after tuition and fees have been paid. President Harris described it as financial aid money that is left over after tuition has been paid.

Ms. Tonneson then presented the "Payroll Budget vs. Expense Report".

Next addressed were proposed budget transfers (please see copy, attached). Ms. Tonneson explained the purpose of and rationale for each of the six (6) proposed transfers.

Motion by Mr. Feenan that the Finance and Facilities Subcommittee recommend the approval of the following transfers:

1. Transfer \$15,000.00 from "Rental Building" (70890528-520701) to "Electricity-Plymouth" (7089412-520200);
2. Transfer \$125,000.00 from "Bookstore Student Offset" (70004-434000) to "Bookstore Student" (70890143-570800);
3. Transfer \$25,000.00 from "Instructional Supplies" (70620085-550104) to "Bookstore Collegewide" (70890143-570614);
4. Transfer \$5,000.00 from "Special Expenses" (70890098-570609) to "Water and Sewage" (70890412-560905);
5. Transfer \$12,000.00 from "Contingency" (70580811-570612) to "QPS Custodial OT" (70580836-510130);
6. Transfer \$32,000.00 from "Lib. Arts PT Salaries" (70630817-570618) to "QPS Clerical" (70580835-510102).

The motion was seconded by Mr. Bertman. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Byrne; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was budget planning. Vice President Kapoor was called upon to present a five (5) year credit history for all academic divisions (please see copy, attached). It was the consensus of the Subcommittee that these numbers could serve as the basis for the FY 2010 budget process.

Mr. Byrne asked that a graph be produced showing a comparison of Quincy College tuition with public two (2) year and four (4) year institutions. He was looking for what the average Quincy College student has paid over the last five (5) years compared to what students at other institutions have paid. President Harris pointed out that since the inception of the state system, Quincy College has always been more expensive but that seems not to have hurt enrollment.

President Harris then reviewed the Budget Planning Assumptions and Priorities (please see copy, attached). She asked that the Subcommittee adopt one (1) of the three (3) presented scenarios.

Mr. Byrne asked if it were reasonable for the administration to actually develop three (3) separate budgets, one (1) to meet each of the presented scenarios. President Harris replied that the plan

was to build a budget that addressed the priorities that had been articulated by the Board. President Harris's preference is scenario "B".

Mr. Kapoor recommended working with scenario "B" to establish revenue projections and see how projected expenses fit into the revenue projections.

Upon examination of the proposed "FY 2010 Budget Timeline" (please see copy, attached), Mr. Grindlay recommended arriving at a preference among the scenarios quickly.

President Harris then asked if the members had any priorities that have not been addressed.

Motion by Mr. Grindlay that the Finance and Facilities Subcommittee recommend that a FY 2010 budget be prepared in accordance with scenario "A". The motion was seconded by Mr. Feenan.

On the motion, Mr. Bertman felt that it would be difficult to accomplish some things that are needed with no increase in revenue. Mr. Grindlay responded that if revenue exceeds expectations, then the allocation of that unanticipated revenue can be addressed during the fiscal year.

The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Byrne; Mr. Feenan; Mr. Grindlay. A vote in opposition to the motion was cast by Mr. Bertman. The motion was adopted.

Mr. Byrne asked that the assumptions, priorities, and scenarios be put onto a one (1) page document for presentation to the full Board of Governors.

The budget timeline was then amended as follows: the Saturday, April 4th, 2009, meeting with the Board to review the budget and obtain feedback was changed to Sunday, April 5th, 2009.

Mr. Grindlay raised the issue of the public hearing and suggested that it be held prior to deliberations on the budget by the Finance and Facilities Subcommittee.

The budget timeline was further amended as follows: the public hearing will occur at 6:30 PM on March 23, 2009, with the Finance and Facilities Subcommittee meeting to commence at 7:00 PM on that date.

The budget timeline was further amended as follows: the meeting of the Finance and Facilities Subcommittee at which the Subcommittee will be presented with the final FY 2010 budget will be held on April 16, 2009, rather than April 21, 2009.

Under "Old Business", Mr. Kapoor presented the members of the Subcommittee with a report from Steve Habeeb regarding repairs and upgrades to facilities. The Finance and Facilities Subcommittee will review this report with Mr. Habeeb at its March 2009 meeting.

No matters were addressed under "New Business".

At 8:29 PM, motion by Mr. Grindlay that the meeting of the Finance and Facilities Subcommittee be adjourned. The motion was seconded by Mr. Bertman. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Byrne; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

The meeting of the Finance and Facilities Subcommittee was adjourned.

**QUINCY COLLEGE
BOARD OF GOVERNORS**

FINANCE AND FACILITIES SUBCOMMITTEE

**MEETING OF MARCH 23, 2009
Minutes**

The meeting was called to order at 6:34 PM. The member roll was called. The following members of the Finance and Facilities Subcommittee were present at the call of the member roll: Mark Bertman; Edward Browne, Vice Chair of the Board of Governors; Francis Byrne, Subcommittee Chair; Joanne Condon-Walsh; Thomas Feenan, Subcommittee Vice Chair. The following members of the Finance and Facilities Subcommittee were absent at the call of the member roll: David Dennis, Chair of the Board of Governors; Peter Tsaffaras, Esq.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Dr. Patricia Vampatella, Vice President for Academic Affairs; Pushap Kapoor, Vice President for Administration and Enrollment Management; Jennifer Tonneson, Chief Financial Officer/Business Administrator; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors; Tom Pham, Executive Director of Information Technology; William Hall, Executive Director of Campus Facilities and Security; Krishan Gupta, Senior Director, Accounts and Finance; Henry Rubin, Instructor in Sociology.

Motion by Mr. Feenan that the Finance and Facilities Subcommittee approve the minutes of its meeting of February 23, 2009. The motion was seconded by Mr. Bertman. There was no discussion on the motion. The motion was unanimously approved on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Ms. Tonneson then was called upon to present the Financial Report (please see copy, attached). She stated that both expenses and revenue projections look solid. She projected that the College would be \$353,000.00 in the black as of June 30, 2009.

On the Profit and Loss Statement, Mr. Byrne asked for a further explanation of depreciation. Ms. Tonneson stated that Newport Hall depreciation is tied to the Newport lease, so that depreciation is booked short term. Science lab depreciation has been booked at five (5) years, but this is subject to confirmation by the auditors.

Mr. Feenan questioned the adequacy of this year's projected surplus as a cushion. He expressed concern that contingencies have not been provided for. Ms. Tonneson replied that "Prior Period Adjustments" could end up as high as \$283,000.00, thereby causing the surplus to rise.

Mr. Browne questioned why the budgeted "Pension" amount was expended so quickly. President Harris explained that while the City of Quincy usually bills the College for pensions in June, this year it was done in December, resulting in an earlier than usual payment.

Regarding the Balance Sheet, Mr. Byrne asked how the funds to access Saville Hall were disbursed.

Mr. Tsaffaras arrived at 6:45 PM.

President Harris explained the timetable of disbursements. An agreement exists memorializing the "purchase", as do records of the payments. Ms. Tonneson will this week forward to the Subcommittee members the referenced documents.

Regarding "Cash Flow", Ms. Tonneson reported that the College is reconciled with the City of Quincy, though several items need to be researched.

Ms. Tonneson then presented a proposed budget transfer (please see copy, attached), the proposal being to transfer \$13,500.00 from the "Insurance Premium" line to the "Heating" line for the purpose of paying for heating in Newport Hall to June 2009.

Motion by Mr. Feenan that the Finance and Facilities Subcommittee recommend the approval of the following budget transfer: that \$13,500.00 be transferred from the "Insurance Premium" line (70890220-570400) to the "Heating" line (70890412-520108). The motion was seconded by Mr. Bertman.

On the motion, Mr. Tsaffaras asked what type of heating is used at Newport Hall and who is responsible for heating the building's atrium. Mr. Kapoor replied that the transfer is being requested to cover heating costs from 6:00 PM to 8:00 PM, whereas the balance of heat use is covered under the lease payment.

The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Ms. Condon-Walsh; Mr. Feenan; Mr. Tsaffaras. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

President Harris then presented the proposed position and job description of "Resource Officer" (please see copy, attached). She explained that approval of this position was recommended by the Personnel and Programs Subcommittee on March 9, 2009. The position and its rationale were then explained. This would be the first full-time "Resource Officer" position. President Harris went on to state that the requested appropriation of \$27,000.00 would fund the position for the balance of this fiscal year. In response to a question from Ms. Condon-Walsh, Ms. Tonneson explained that the funds sought to be transferred from Student Affairs is money for athletics coaching and other activities that have not been held due to a lack of student interest. Mr. Feenan asked how establishing this position is consistent with the FY 2010 budget assumption that there would be no new jobs. Mr. Byrne interpreted this as not being a new position in FY 2010 in that, if approved, the position would have been created in FY 2009. Ms. Condon-Walsh recommended that the proposed \$27,000.00 transfer go to Reserve for Appropriation, with a further transfer to fund the position when the actual cost is determined. President Harris responded with the recommendation that \$10,000.00 be retained in the "Student Affairs" line, with \$17,000.00 being transferred.

Mr. Tsaffaras asked, based on the duties and nature of the position, whether the position should or should not be in the Quincy College Professional Staff Association (PSA). He asked that this be examined. He also asked that the job description category "Experience Requirements" be changed to "Position Requirements", as some of the items are prospective. It was the opinion of the Subcommittee that this matter be returned to the Personnel and Programs Subcommittee for consideration of the change in the job description as well as the issue of PSA membership.

Discussion was then held on the chart comparing Quincy College tuitions with those of other institutions (please see copy, attached). Mr. Byrne pointed out that over the last four (4) years, Quincy College has the lowest rate of tuition increase of those institutions listed on the chart. Mr. Tsaffaras stated that Quincy College charges almost no fees, whereas public institutions charge fees often in excess of tuition. President Harris stated that the chart includes fees as well as tuition. Mr. Tsaffaras asked that the title of the chart be changed to reflect the inclusion of fees in the calculations.

Budget Planning was next addressed. Ms. Tonneson distributed to the members of the Subcommittee the FY 2010 draft budget (please see copy, attached). She reviewed the highlights, including a three (3) per cent enrollment increase in Liberal Arts, Science, and

Business and Public Service. Non-credit revenue will be budgeted at its FY 2009 actual amount. No pay increase is anticipated for regular employees, but an adjunct rate increase is projected to \$2,000.00 for a three (3) credit course. Savings of approximately \$75,000.00 should be realized by joining the Group Insurance Commission. There is a capital budget for repairs to Saville Hall and the Jenzebar upgrade. Reserves are set at \$110,000.00, which Ms. Tonneson considers positive given all of the new and ongoing initiatives. President Harris affirmed that there are no collective bargaining agreements currently in place that provide for increases in FY 2010.

Mr. Tsaffaras recommended that, for Plymouth, a study be done on cost/utilization and suggested that in the present economy, it may be the time to inquire about additional space if needed. President Harris replied that such a review typically would take place after three (3) years of utilization (to allow for the accumulation of sufficient data), and the two (2) year mark has just been reached in Plymouth.

Mr. Browne asked, between the "Office of the President" and "Independence from City" expenses, whether there is sufficient funding. President Harris replied that these amounts were built on the assumption that the legislative work related to independence would largely have been completed. The "Consulting" line under "Office of the President" is also reduced by the relocation of Dr. Magee's compensation to a salary line.

Mr. Bertman asked that the pages of the draft budget be numbered sequentially.

Mr. Browne asked where "Career and Workforce Development" fits in the Strategic Plan. President Harris replied that a plan for that department is being worked on. She emphasized that this is a draft budget, subject to some change.

The Subcommittee expressed the wish: that the draft budget document be reformatted to show on the same page for each department salary and non-salary amounts, rather than the non-salary amounts and salary amounts separated out; a spreadsheet showing tuition revenues (projected) by division. Ms. Tonneson said that these items would be ready for the Subcommittee's meeting scheduled for April 5, 2009.

Under Old Business, no matters were discussed.

Under New Business, President Harris described a gift given to Quincy College by College Courses, Incorporated in the fall to be used to upgrade classroom technology. Mr. Pham and Mr. Rubin made a presentation explaining the planned expenditure (please see copy, attached). Mr. Feenan asked if faculty computer literacy is a problem. Mr. Pham and Mr. Rubin replied that it was to a degree, but nothing that cannot be overcome. Mr. Pham estimated that the \$50,000.00 gift would provide for eighteen (18) LCD projectors, eighteen (18) screens, and eighteen (18) PCs, including installation. He estimated that installation would be complete two (2) weeks after delivery of the equipment. Fifteen (15) classrooms in Newport Hall and three (3) science labs in Saville Hall would be so equipped. Some of the mobile carts will go to New Temple Hall, and some will go to Plymouth. The plan will take care of eighty five (85) per cent of classroom technology needs. There will be an initial increase in the IT "Supplies" budget to account for increased purchase of projector bulbs, but the equipment will be covered by warranty for the first year. The equipment is removable so it will not become fixtures.

Motion by Mr. Feenan that the Finance and Facilities Subcommittee recommend approval of the use of College Courses, Incorporated's gift of \$50,000.00 to purchase and install the equipment as described by Mr. Pham, and that the administration determine the cost of completing such installation in all classrooms. The motion was seconded by Ms. Condon-Walsh. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Ms. Condon-Walsh; Mr. Feenan; Mr. Tsaffaras. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

At 8:22 PM, motion by Mr. Bertman that the Finance and Facilities Subcommittee enter into Executive Session for the purpose of discussing collective bargaining, the Subcommittee not to return to open and public session at the conclusion of Executive Session. The motion was seconded by Ms. Condon-Walsh. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Ms. Condon-Walsh; Mr. Feenan; Mr. Tsaffaras. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

**QUINCY COLLEGE
BOARD OF GOVERNORS**

FINANCE AND FACILITIES SUBCOMMITTEE

**MEETING OF APRIL 5, 2009
Minutes**

The meeting was called to order at 9:06 AM. The member roll was called. The following members of the Finance and Facilities Subcommittee were present at the call of the member roll: Mark Bertman; Edward Browne, Vice Chair of the Board of Governors; Francis Byrne, Subcommittee Chair; Thomas Feenan, Subcommittee Vice Chair; Peter Tsaffaras, Esq. The following members of the Finance and Facilities Subcommittee were absent at the call of the member roll: Joanne Condon-Walsh (who participated by telephone starting at 9:13 AM); David Dennis, Chair of the Board of Governors.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Dr. Patricia Vampatella, Vice President for Academic Affairs; Pushap Kapoor, Vice President for Administration and Enrollment Management; Jennifer Tonneson, Chief Financial Officer/Business Administrator; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors.

This meeting focused on the draft FY 2010 budget (please see copy, attached). The Subcommittee expressed a preference to start with a review of revenue.

President Harris stated that slight enrollment increases have been projected for Liberal Arts and Business and Public Service Programs. A five (5) year credit history then was distributed (please see copy, attached).

Mr. Byrne asked for an explanation of the projected enrollment increase in Business and Public Service Programs. Ms. Tonneson explained that the enrollment numbers show growth in Plymouth and she and President Harris said that the growth projection is largely what is projected for the Plymouth Campus. Mr. Byrne described the enrollments as flat and asked, in the face of that, how increases could be projected. President Harris explained that besides Plymouth, enrollment increases are anticipated in Computer Science based on the development of Networking curricula, Arts and Entertainment curriculum, and Information Security curriculum for January 2010. This resulted in a projected 154 new 3-credit enrollments.

Mr. Byrne asked why the assumption of no increase in enrollments was not followed. President Harris replied that the assumption did not apply to new programs.

A cost per credit document was then distributed (please see copy, attached). President Harris said that every program except Nursing loses money and that the difference is made up in fees.

Mr. Byrne asked for data to support the projected 154 enrollment increase in Computer Science. President Harris replied that she has Plymouth data to support the projected increase. She distributed a spring report reflecting booming enrollments in Plymouth, and stated that Plymouth Campus Dean Anna Williams-Cote projects that Plymouth enrollments will increase. Mr. Byrne described the 154 enrollment increase as almost the entire reserve and said that because of this, it needs to be justified. President Harris replied that Science in Plymouth is up by \$17,000.00 and that this is not going to go away. She went on to say that Liberal Arts in Plymouth is \$22,000.00 above projections. The other \$60,000.00 is a modest anticipation of newly-installed programs. Mr. Byrne replied that there is an inherent risk in such programs.

Dean Baker was called upon to provide a history of the Computer Science changes. He described the FY 2009 Computer Science enrollments as abnormally high. It was then pointed out that the projected CSA/CSI credits are 5,689, a 5 per cent increase.

President Harris described the FY 2009 revenue projections as very solid.

Vice President Kapoor added that Liberal Arts and Business and Public Service Programs enrollments, Computer Science notwithstanding, should increase by 2 per cent overall. \$111,107.00 represents a 2 per cent increase in Liberal Arts. \$55,000.00 represents a 2 per cent increase in Business and Public Service Programs. Ms. Tonneson stated that it is her preference that if such increases are realized to return to the Finance and Facilities Subcommittee with a supplemental budget.

Mr. Feenan expressed concern over whether many people can afford higher education. President Harris replied that Pell was just increased to \$5,500.00 and Ms. Tonneson added that Stafford likely will increase.

Mr. Byrne then directed the discussion to departmental expenses. Budget proposals pertaining to each department were then discussed.

For the Office of the President, Mr. Tsaffaras suggested reducing the "Legal External" expense increase from \$20,000.00 to \$10,000.00. Ms. Tonneson said that the actual FY 2009 expense for that line as of February 2009 was \$80,000.00. Mr. Browne suggested restructuring the fee-charging mechanism to produce greater budgetary certainty.

Also under the Office of the President, the Subcommittee elected to reduce "Strategic Planning" from \$10,000.00 to \$5,000.00.

Under Marketing, President Harris pointed out that the Marketing Department budget does not include a campaign for branding, which is located elsewhere in the budget. Mr. Kapoor reported that design work is outsourced.

Mr. Browne suggested that for those expense items common to some departments (such as, for example, stipends, office supplies, and printing) a total be provided at the beginning or the end of the budget document to better show whether such overall costs have increased or decreased from the prior year.

Motion by Mr. Browne that the "Printing" line be moved back to "Marketing" from "Vice President Administration/Enrollment Management". Ms. Tonneson suggested that "Stationery" be moved to Marketing, but the amount for that be designated as such so that it cannot be used for anything else, and with nobody's duties to change as a result. The motion was so amended. The motion was approved unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Ms. Tonneson reported that the branding expense was deleted from the budget.

Mr. Browne pointed out that under Campus Services, a "full year projected" column needs to be included (as on other pages under salaries).

Also under Campus Services, motion by Mr. Tsaffaras that "Telephone" expense be level funded against the FY 2009 budget, at \$40,000.00. The motion was seconded by Mr. Browne. There was no discussion on the motion. The motion was approved unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Under Business Office, Mr. Browne questioned the rationale for the stipend for "Manager-Accounts Payable". Mr. Kapoor replied that it is for moving furniture for events. Mr. Browne said that there should be explanations and rationales supported by policies justifying such stipends. Mr. Tsaffaras stated that stipends for travel between buildings, and for cell phone availability, should be the same for everyone who is similarly situated. He said that uniformity and equity is the goal.

Under Vice President for Academic Affairs, motion by Mr. Tsaffaras to reduce "Assessment/Retention/Course Development" by \$10,000.00, from \$40,000.00 to \$30,000.00. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The motion was approved unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Under Dean-Science, Mr. Byrne asked why there is a projected increase in adjunct instructor costs of \$62,000.00, but no accompanying increase in projected Science enrollments. He said that the volume increase (not related to new programs) reflected on the expense side should also be reflected on the revenue side. President Harris replied that based on the current year's Science sections and labs, at least \$300,000.00 would be needed.

Under Science, motion by Mr. Browne that "Adjunct Instructional Costs" be reduced from \$325,000.00 to \$300,000.00. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The motion was approved unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Mr. Tsaffaras said that the reporting structure of the Plymouth faculty, specifically whether they should report to the Plymouth Dean or the subject matter dean, should be discussed.

Under Career and Workforce Development, President Harris described the plan for reorganization of this office, including responsibilities for career development on campus. President Harris also pointed out that there historically have been adjunct instructional expenses in this department, but Ms. Tonneson stated that the figure reported by Gary Wallrapp was "zero". Ms. Tonneson will determine the correct figure.

Under Student Support Services, the "Executive Director" position needs to reflect a 2009 figure.

Under "College Wide Expenses", the Subcommittee recommended that when the College is able to do so, lower bank and credit card service fees should be sought.

Under RN, President Harris explained that the \$45,000.00 projected increase in "Part Time Instructor Costs" is likely due to two (2) cohorts being run in Plymouth. The Dean of Allied Health will be called upon to fully explain the details of the increase.

Under the Surgical Technology Program, President Harris pointed out that the "ST Instructor" position was not filled this year, so the budget should so reflect. Ms. Tonneson will check to see if this amount was spent on part-time instructors.

Regarding "City Assessment Employee Benefits", Mr. Tsaffaras asked if that represented the total savings based on the conversion to the Group Insurance Commission (GIC). Ms. Tonneson replied that she has not seen numbers from the City of Quincy regarding GIC costs, so she has been conservative in that projection. She said that a ballpark estimate could be reached once employees have made their plan selections. Mr. Tsaffaras said that this line should be asterisked as an estimate.

"Upgrades" were then discussed. Mr. Byrne opened the discussion with the proposed adjunct compensation amount of \$2,000.00 for a three credit course. After discussion, it was the consensus of the Subcommittee that the proposed amount was appropriate and should be approved.

Mr. Bertman then asked that "Fees" be discussed. The amounts of various fees, and the rationale for those amounts, were discussed, as were tuition rates.

Discussion was then held on the desired Reserve, stated under the operating assumptions as 1.5 per cent. Based on reductions already achieved, an additional savings under the GIC of \$75,000.00 would bring the Reserve to 1.51 per cent. Members cited the problem of not having received from the City of Quincy information on GIC savings in determining what the budget ultimately will be.

Ms. Condon-Walsh asked President Harris to identify any savings on position vacancies if not filled in July.

It was the consensus of the Subcommittee that \$271,969.00 is the desired Reserve, to be realized through: amendments to the budget approved today; GIC savings; other savings from the budget.

Motion by Mr. Tsaffaras that the Finance and Facilities Subcommittee recommends that the FY 2010 be approved as amended, including proposed tuition and fees, subject to a Reserve of \$271,969.00 to be identified by the administration by April 16, 2009, through further analysis of the budget's expenses and revenues. The motion was seconded by Mr. Browne.

On the motion, Mr. Browne asked if there were any other sources of revenue that have yet to be discussed. President Harris described the fitness center proposal (please see copy, attached).

The motion was approved unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

At 1:54 PM, motion by Mr. Bertman that the meeting of the Finance and Facilities Subcommittee be adjourned. The motion was seconded by Mr. Browne. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Mr. Feenan; Mr. Tsaffaras. There were no votes in opposition to the motion, and no abstentions. The motion was adopted and the meeting was adjourned.

**QUINCY COLLEGE
BOARD OF GOVERNORS**

FINANCE AND FACILITIES SUBCOMMITTEE

MEETING OF APRIL 16, 2009

Minutes

The meeting was called to order at 6:32 PM. The member roll was called. The following members of the Finance and Facilities Subcommittee were present at the call of the member roll: Mark Bertman; Edward Browne, Vice Chair of the Board of Governors; Francis Byrne, Subcommittee Chair; Thomas Feenan, Subcommittee Vice Chair; Peter Tsaffaras, Esq. The following members of the Finance and Facilities Subcommittee were absent at the call of the member roll: Joanne Condon-Walsh (who participated by telephone); David Dennis, Chair of the Board of Governors.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Dr. Patricia Vampatella, Vice President for Academic Affairs; Pushap Kapoor, Vice President for Administration and Enrollment Management; Jennifer Tonneson, Chief Financial Officer/Business Administrator; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors; Tom Pham, Executive Director of Information Technology; Krishan Gupta, Senior Director, Accounting and Finance; Laura Rivera, Executive Director, Strategic Marketing and Branding.

Motion by Mr. Feenan that the minutes of the Finance and Facilities Subcommittee's meetings of March 23, 2009, and April 5, 2009, be approved. The motion was seconded by Mr. Browne. There was no discussion on the motion. The motion was adopted unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Next addressed were the FY 2009 financials that Ms. Tonneson was called upon to present (please see copies, attached). She stated that under "Prior Period Adjustments", the sum of \$131,000.00 is made up of accruals that may be included if so called for by the auditors. Mr. Byrne asked that the variance between "Allowance for Doubtful Accounts" in the Balance Sheet and the Profit and Loss Statement should be explained in a note. Mr. Gupta explained that the variance was caused by the period in which AR Aging and the Trial Balance were not in agreement. Ms. Tonneson then said that the revenue projection for the spring semester of \$7,068,995.00 is, according to President Harris, an increase of approximately 5 %.

Mr. Byrne then stated that on the Balance Sheet, "Construction in Progress" should be noted with "Science Labs" in parentheses.

Mr. Tsaffaras pointed out that the minutes of the Subcommittee's Executive Session of March 23, 2009, were not addressed. Mr. Byrne then directed that votes be taken on all minutes on today's agenda.

Motion by Mr. Feenan that the minutes of the Finance and Facilities Subcommittee's Executive Session of March 23, 2009, be approved. The motion was seconded by Mr. Tsaffaras. There was no discussion on the motion. The motion was adopted unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Motion by Mr. Tsaffaras that the minutes of the Finance and Facilities Subcommittee's meeting of March 23, 2009, be approved. The motion was seconded by Mr. Browne. There was no discussion on the motion. The motion was adopted unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Motion by Mr. Bertman that the minutes of the Finance and Facilities Subcommittee's meeting of April 5, 2009, be approved. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The motion was adopted unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Next addressed were budget transfers. Ms. Tonneson explained the purpose of the proposed transfers "A", "B", and "C" (please see copies, attached).

Proposed Transfer "A" called for the transfer of \$45,000.00 from the "Health Insurance" line to the "Unemployment" line, to cover projected expenses to June 2009. Ms. Tonneson reported that the City of Quincy has billed the College for these costs, and that the individuals listed have been verified as collecting unemployment. Mr. Tsaffaras asked that labor counsel review the adjunct faculty contract. He said that the contract should make it clear that adjuncts are independent contractors, not employees and, in any event, not benefit eligible. President Harris reported that counsel has twice reviewed the contract and has determined that the contract makes it clear that adjunct instructors are employees at will. President Harris stated that she will have Attorney McNulty review the contract. Ms. Tonneson pointed out that adjunct instructors are W-2 employees.

Motion by Mr. Bertman that the Finance and Facilities Subcommittee recommend the approval of the transfer of \$45,000.00 from the "Health Insurance" line (70600098-570701) to the "Unemployment" line (70600098-570702). The motion was seconded by Mr. Tsaffaras. There was no discussion on the motion. The motion was adopted unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Proposed Transfer "B" called for the transfer of \$218,069.00 from the "Contingency" line to the "Equipment IT Purchase" line. Mr. Pham made a presentation on the proposed IT equipment upgrades for purchase during the current fiscal year. Mr. Browne asked why the annual expenses (for VMWare Platinum software and the Business Office consultant) aren't part of the operational budget. President Harris expressed the preference that the purchases be made while prices are cheaper and in view of the fact that in the current fiscal year, the College has approximately \$400,000.00 in excess revenue. Mr. Byrne asked where Quincy College is in relation to IT spending compared to state community colleges. Mr. Pham replied that Quincy College budgets approximately \$550,000.00 per year for IT, and state community colleges each budget approximately \$1.2 million.

Mr. Tsaffaras recalled that a five year IT plan was developed several years ago, with the intention of adding an additional year as each year passed. He called for a resumption of the practice. President Harris stated that an updated five year plan will be presented next month, with a projection for next year.

Motion by Mr. Browne that the Finance and Facilities Subcommittee recommend the approval of proposed Transfer "B" in an amount not to exceed \$218,068.73 if an additional \$38,000.00 is forthcoming from College Courses, Incorporated. The motion was seconded by Mr. Bertman. On the motion, President Harris stated that she would present to College Courses, Incorporated, next month a proposal to fund the additional \$38,000.00.

Mr. Browne and Mr. Bertman agreed to withdraw their motion in favor of the following motion.

Motion by Mr. Feenan that the Finance and Facilities Subcommittee recommend the approval of the transfer of \$180,069.00 from the "Contingency" line (70580811-760612) to the "Equipment IT Purchase" line (70890098-580500). The motion was seconded by Mr. Bertman. There was no discussion on the motion. The motion was adopted unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Proposed Transfer "C" called for the transfer of \$32,333.00 from the "Contingency" line to the "Marketing Media" line. Ms. Rivera made a presentation on the JAM'N marketing campaign. She emphasized that there will be no live content, only pre-recorded. The College will have complete editorial/content control. Mr. Bertman asked that Facebook and related vehicles be explored soon. The breakdown of the proposed transfer is: \$16,500.00 in production/web media costs; \$13,833.00 in radio costs for the first flight; \$2,000.00 in talent costs.

Motion by Mr. Bertman that the Finance and Facilities Subcommittee recommend the approval of the transfer of \$32,333.00 from the "Contingency" line (70580811-760612) to the "Marketing Media" line (70890246-530106). The motion was seconded by Mr. Browne. There was no discussion on the motion. The motion was adopted unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

The draft FY 2010 budget was then presented by Ms. Tonneson (please see copy, attached). She stated that this is the revised version of the draft reviewed by the Subcommittee on April 5, 2009. Ms. Tonneson then reviewed the revisions. She pointed out that under "Group Insurance Commission" (GIC), while overall costs decreased, the employer contribution increased. She will forward the details to the Board of Governors on April 17, 2009. The bulk of savings associated with GIC goes to the employees. Ms. Tonneson also stated that the Reserve is \$272,137.00, 1.5 % of net revenue.

Mr. Browne asked Ms. Tonneson if she had any concerns which she would like to bring to the Subcommittee's attention. Ms. Tonneson replied that, given the current economy, she has concerns about the solidity of the non-credit revenue projections. She agreed to monitor these revenues on a monthly basis. Mr. Byrne asked that these revenues also be graphed on a monthly basis.

Motion by Mr. Tsaffaras that the Finance and Facilities Subcommittee recommend that the FY 2010 budget be approved as presented. The motion was seconded by Mr. Browne. There was no discussion on the motion. The motion was adopted unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Next addressed was the proposed Exercise Science Program. Ms. Tonneson described the fitness center plan, adult research classes, and mild (5 students/semester) enrollment increases, with the hiring of a director, a fitness center supervisor, and adjunct instructors. The net is a projected loss of \$11,000.00, offset by discontinued use of the YMCA, possibly resulting in a \$7,000.00 gain. Ms. Tonneson further reported that Quincy College's general liability policy will cover any liability generated by the Program.

Mr. Byrne and Mr. Tsaffaras each expressed concern regarding the projected number of student participants in the fitness center.

Mr. Browne asked if this is the first research program engaged in by Quincy College. President Harris replied that it is. Mr. Browne then asked if there are any implications regarding accreditation or regulation, and who gets the intellectual property rights to the research. President Harris directed Vice President Kapoor to research the policies relevant to intellectual property. Mr. Browne asked how many employees are in the plan to supervise exercise. Dr. Susan Hunter, Dean of Allied Health, replied that there will be a safety plan.

Mr. Byrne asked if the capacity of the designated room (N 110) has been examined. Dean Hunter replied that it had been but that she did not have that information with her this evening.

Mr. Byrne asked for additional data on proposed revenue and costs before any vote is taken. The Subcommittee agreed to refer the matter to its May 2009 meeting.

Under Old Business, Holland and Knight's request that Mr. Tolman's fee be maintained at \$15,000.00 per month for March, April, and May 2009 was discussed.

Motion by Mr. Tsaffaras that the Finance and Facilities Subcommittee recommend that Mr. Tolman's monthly fee be maintained at \$15,000.00 for March, April, and May 2009. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The motion was adopted unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Vice President Vampatella distributed a Plymouth Utilization Report (please see copy, attached). This report is to be discussed at the Subcommittee's May 2009 meeting. Mr. Tsaffaras stated that this report was requested because in the preparation of a capital budget, consideration should be given to inclusion of expansion.

No matters were addressed under New Business.

At 8:33 PM, motion by Mr. Tsaffaras that the meeting of the Finance and Facilities Subcommittee be adjourned. The motion was seconded by Mr. Browne. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Mr. Feenan; Mr. Tsaffaras. There were no votes in opposition to the motion, and no abstentions. The motion was adopted. The meeting was adjourned.

**QUINCY COLLEGE
BOARD OF GOVERNORS**

**FINANCE AND FACILITIES
AND
PERSONNEL AND PROGRAMS
SUBCOMMITTEES**

JOINT MEETING

**MAY 26, 2009
Minutes**

The meeting was called to order at 6:30 PM. The member rolls were called. The following members of the Finance and Facilities Subcommittee were present at the call of the member roll: Mark Bertman; Edward Browne, Vice Chair of the Board of Governors; David Dennis, Chair of the Board of Governors; Thomas Feenan, Subcommittee Vice Chair; William Grindlay. The following members of the Finance and Facilities Subcommittee were absent at the call of the member roll: Francis Byrne, Subcommittee Chair; Joanne Condon-Walsh (who participated by telephone).

The following members of the Personnel and Programs Subcommittee were present at the call of the member roll: Jo-Ann Bragg, Subcommittee Vice Chair; Mary Jo Brogna, Subcommittee Chair; David Dennis, Chair of the Board of Governors; Pedro Viejo-Rodriguez. The following members of the Personnel and Programs Subcommittee were absent at the call of the member roll: Jerrell Riggins; Peter Tsaffaras, Esq.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Dr. Patricia Vampatella, Vice President for Academic Affairs; Pushap Kapoor, Vice President for Administration and Enrollment Management; Jennifer Tonneson, Chief Financial Officer/Business Administrator; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors; Dr. Susan Hunter, Dean of Allied Health Programs; Dr. Wayne Westcott.

Motion by Mr. Bertman that the minutes of the Finance and Facilities Subcommittee's meeting of April 16, 2009, be approved. The motion was seconded by Mr. Browne. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Viejo-Rodriguez that the minutes of the Personnel and Programs Subcommittee meeting of April 22, 2009, be approved. The motion was seconded by Mr. Dennis. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Mr. Riggins and Mr. Tsaffaras arrived at 6:35 PM.

A discussion began on the Cost Per Credit Analysis (please see copy, attached).

Mr. Byrne arrived at 6:36 PM.

Ms. Tonneson described the methodology of the analysis. Ms. Brogna suggested that the focus be on programs that are losing more than \$100,000.00. Ms. Bragg and Mr. Browne each pointed out the deficit in the Practical Nursing Program. President Harris stated that the Practical Nursing

Program is a feeder to the Registered Nursing Program (ADN). Dean Hunter estimated that between 10 – 15 % of the enrollments in the ADN Program come from the Practical Nursing Program.

Mr. Tsaffaras asked what the “AH” category included. Vice President Kapoor explained that it includes courses with the ALH prefix, and that are used in various disciplines. Mr. Tsaffaras pointed out that it should not be listed as a major as it is not a major.

Mr. Dennis asked that each major be broken down by course within each major.

Ms. Brogna said that what is missing is the maximum number of students that can be taught in each major in a semester (a capacity). Ms. Bragg asked that break-even points be established within each major.

Mr. Byrne asked if there is available data from other institutions as to what is “normal” (where other institutions make or lose money). Ms. Tonneson replied that, in general, academic programs do not make money. Institutions generally make money from grants, endowments, and appropriations. Proprietary institutions make money from tuition, fees, and interest.

Ms. Brogna stated that she asked for the analysis because, in her time on the Board of Governors, programs and positions have been added but none eliminated. She stated that it is the Board’s responsibility to look at all programs.

Mr. Viejo-Rodriguez asked for the math that went into the allocation of the various costs, including support costs (how those costs were arrived at). Ms. Tonneson agreed to provide this information.

Mr. Tsaffaras asked if any Plymouth campus service costs were attributed to Allied Health. Ms. Tonneson replied that they were not, but instead were reflected in direct costs. All New Temple Hall costs were attributed to Allied Health, as were some Newport Hall costs because of Allied Health students’ use of such things as the library and support services.

Motion by Ms. Bragg that any program that experiences a loss of \$100,000.00 be called before the Board of Governors to explain the loss. The motion was seconded by Mr. Byrne. There was no discussion on the motion.

The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the Exercise Science proposal (please see copy, attached). Ms. Tonneson explained the methodology used in arriving at the revenue and cost projections, then reviewed the fixed and variable costs.

Ms. Brogna pointed out that the math does not work out according to the breakdown in “Wages – Adjunct Research Instruction”. Dr. Westcott explained how those wages were calculated. Ms. Tonneson stated that she will recalculate those figures with Dr. Westcott.

Ms. Bragg questioned, given the current economy, what the market for personal trainer education would be. President Harris replied that the Exercise Science Program is a good starter for four-year degrees in sports medicine. Dr. Westcott reported that he conducted a telephone survey of

area health clubs and, with one exception, all surveyed are holding their own or experiencing an increase in membership.

Mr. Tsaffaras asked why, since this is an existing program, articulation agreements are not in place. President Harris replied that because there are currently no full-time faculty members in the Program, such agreements cannot be properly addressed.

Ms. Brogna asked who would be the primary users of the fitness equipment associated with the Program. Dr. Westcott replied that students would be training on it, and community members referred by hospitals and coming from the community would use the equipment as research subjects. Vice President Kapoor reviewed for Ms. Brogna the information from the College's insurance agent regarding insurance coverage on participants (please see copy, attached). Ms. Brogna asked that the issue of insurance coverage once again be reviewed by legal counsel, but Mr. Feenan stated that the College's general liability policy will cover these activities and their participants.

Mr. Byrne asked if there are revenue opportunities in research. Dr. Westcott replied that there may be grant opportunities. He also stated that the research would be the property of Quincy College.

Ms. Bragg asked how long a new program is given to succeed. President Harris replied that three to five years is the norm. Such factors as enrollments, graduation rates, retention rates, and transfer success are examined to determine if a program is succeeding.

Motion by Mr. Viejo-Rodriguez to approve the Exercise Science proposal and supplementary budget (based on a cohort enrollment of 8). The motion was seconded by Mr. Feenan. There was no discussion on the motion.

The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion. Mr. Browne abstained. The motion was adopted.

The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Viejo-Rodriguez. Mr. Tsaffaras voted in opposition to the motion. Mr. Riggins abstained. The motion was adopted.

Next addressed was the Financial Report (please see copy, attached). Ms. Tonneson presented and explained the Report. She stated that the net income of \$264,503.00 in revenue is healthy given the current economy.

Mr. Grindlay asked if the grant writer is producing as anticipated. Vice President Vampatella reported that three to four proposals have gone out but no responses have yet been received.

Mr. Grindlay asked if unclaimed funds (under the Tailings Account) go to the Commonwealth of Massachusetts. Ms. Tonneson replied that she and Mr. Gupta will research this question for the next meeting.

Mr. Byrne asked what Quincy College is doing to maximize interest earnings. Ms. Tonneson replied that there are accounts among which funds are moved from operational funds. Ms. Tonneson agreed to look into other means of investing, but President Harris stated that the City of Quincy Treasurer is in charge of the College's investments. Mr. Feenan stated that if the College can invest, it should be done with local banks.

Next addressed were budget transfers and appropriations (please see copy of transfer proposals, numbered 1 – 6, and 8, an appropriation proposal for FY 2009, and appropriation proposals for FY 2010). Ms. Tonneson explained the rationale for each proposed transfer.

Regarding Legal Expenses, Ms. Tonneson stated that the duration and frequency of labor negotiations have caused legal expenses to rise. Mr. Browne asked that separation-related expenses be broken out of those legal expenses.

Regarding the FY 2009 appropriation for Worker's Compensation, Ms. Tonneson explained that this concerns a matter that has been settled, and which the City of Quincy has already paid out. Mr. Tsaffaras asked that the Board of Governors be provided with additional information at tomorrow's Board meeting.

Regarding the FY 2010 budget appropriations (student refunds). Ms. Tonneson stated that a line item is needed for each listed category. These are pass-throughs, do not affect Profit and Loss, and are revenue-neutral. The outlays will be at various times.

Motion by Mr. Browne that the Finance and Facilities Subcommittee recommend the revision of the format of the FY 2010 budget to reflect the budget - neutral items regarding student refunds, as presented, over the next fiscal year. The motion was seconded by Ms. Bragg. There was no discussion on the motion. The motion was adopted unanimously on a voice vote by the Finance and Facilities Subcommittee. There were no votes in opposition to the motion, and no abstentions.

Motion by Mr. Browne that the Finance and Facilities Subcommittee recommend the approval of proposed transfers 2 – 6, and 8, as presented as follows:

2. \$23,000.00 from "Building Rental" (70890528) to "Electric" (70890412-520200);
3. \$30,000.00 from "College and Community Development" (70630822-570618) to "Separation Expense" (70580811-570610);
4. \$3,500.00 from "Building Rental – Quincy" (70890528-520701) to "Heat" (70890412-520108);
5. \$5,000.00 from "Building Rental – Quincy" (70890528-520701) to "Telephone" (70890412-530405);
6. \$2,500.00 from "Supplies" (70600230-540200) to "Water/Sewer Quincy" (70890412-560905);
8. \$12,000.00 from "Contingency" (70580811-570612) to "Credit Card Fees" (70890098-510104).

The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Browne; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Byrne that the Finance and Facilities Subcommittee recommend the approval of the proposed FY 2009 appropriation, \$24,000.00 being transferred from "Contingency" (70580811-760612) to "Workman's Comp." (70890220-570600). The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Mr. Grindlay reminded the Board about purchase orders that should be carried over to FY 2010, to be paid out of the FY 2009 budget. Ms. Tonneson replied that she already has begun this review.

Next addressed were academic policies (please see copies, attached).

President Harris described the procedural history of the proposed policies getting to the Personnel and Programs Subcommittee. Vice President Vampatella addressed the substance of the individual proposed policies.

First addressed was proposed Policy 5.00 (Matriculation Policy). Vice President Vampatella explained the rationale for the policy. She pointed out that the viability deadlines set forth in the policy under "Note" already exist as part of another policy and are not presented for consideration this evening. Mr. Tsaffaras recommended, and President Harris agreed, that the word "calendar" year in the next to the last line of the Matriculation policy be amended to "academic" year.

Ms. Brogna asked for information on the basis for the viability deadlines. Mr. Browne and others agreed with this request. President Harris asked if the viability deadlines for science and computer science courses at Quincy College is consistent with those of other institutions. Vice President Vampatella replied that they are.

Mr. Tsaffaras spoke of the necessity of a matriculation policy in order to track cohorts.

Vice President Vampatella next presented Policy 5-01 (Degree Requirements). The Personnel and Programs Subcommittee determined that 5-01, # 7, be amended to read "Participation in required College-wide or Program specific assessment activities"

The Subcommittee also asked that an explanation of Policy 5-01, # 4 ("A satisfactory record of college citizenship") be provided at next month's meeting.

Motion by Ms. Bragg that the Personnel and Programs Subcommittee recommend the approval of Policy 5-01 (Degree Requirements), as amended above. The motion was seconded by Mr. Viejo-Rodriguez. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Vice President Vampatella next presented proposed policy 5-16 (Academic Amnesty). The Subcommittee determined that its first line be amended to read "academic" year rather than "calendar" year.

Motion by Ms. Brogna that the Personnel and Programs Subcommittee recommend the approval of Policy 5-16 (Academic Amnesty), as amended above. The motion was seconded by Mr. Viejo-Rodriguez. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Vice President Vampatella next presented proposed policy 5-17 (Academic Record Changes). The Subcommittee determined that the policy's first sentence should be stricken, and all references within the policy to "calendar" year should be amended to "academic" year.

Motion by Ms. Bragg that the Personnel and Programs Subcommittee recommend the approval of Policy 5-17 (Academic Record Changes), as amended above. The motion was seconded by Ms. Brogna. There was no discussion on the motion. The following members of the Personnel

and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Viejo-Rodriguez that the Personnel and Programs Subcommittee recommend the approval of Policy 5-00 (Matriculation Policy) with the following amendments: that the section labeled "Note" not be included; all references within the policy to "calendar" year be amended to read "academic" year. The motion was seconded by Ms. Bragg. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

At 9:07 PM, motion by Mr. Viejo-Rodriguez that the joint meeting of the Finance and Facilities and Personnel and Programs Subcommittees be adjourned. The motion was seconded by Mr. Tsaffaras. There was no discussion on the motion

The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions.

The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions.

The motion was adopted.

The meeting was adjourned.

**QUINCY COLLEGE
BOARD OF GOVERNORS**

FINANCE AND FACILITIES SUBCOMMITTEE

**MEETING OF SEPTEMBER 21, 2009
Minutes**

The meeting was called to order at 6:30 PM. The member roll was called. The following members of the Finance and Facilities Subcommittee were present at the call of the member roll: Edward Browne, Vice Chair of the Board of Governors; Francis Byrne, Subcommittee Chair; David Dennis, Chair of the Board of Governors; Thomas Feenan, Subcommittee Vice Chair; William Grindlay; Joanne Condon-Walsh. Mark Bertman was absent at the call of the member roll.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Dr. Patricia Vampatella, Vice President for Academic Affairs; Pushap Kapoor, Vice President for Administration and Enrollment Management; Jennifer Tonneson, Chief Financial Officer/Business Administrator; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors; Tom Pham, Executive Director of Information Technology; William Hall, Executive Director of Campus Services and Facilities; Krishan Gupta, Senior Director of Finance and Accounts.

Motion by Mr. Dennis that the minutes of the Joint Meeting of the Finance and Facilities and Personnel and Programs Subcommittees of May 26, 2009, be approved. The motion was seconded by Mr. Browne. There was no discussion on the motion. The motion was adopted unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

Mr. Bertman arrived at 6:34 PM.

Mr. Grindlay inquired about several pieces of information requested at the meeting of May 26, 2009, including: uncashed checks; grant writer. Regarding uncashed checks, Ms. Tonneson reported that as a municipal entity, the College is not required to turn over uncashed checks to the Commonwealth of Massachusetts. Uncashed student loan proceeds must be returned to the granting entity. Other uncashed checks go to the College's general fund.

Regarding the grant writer, Vice President Vampatella reported that no grants have yet been funded. A complete report of grant activity will be forthcoming in January. President Harris reported that in this week's Board packet, there is a report on grant activity. Foundations currently are providing less funding than in the past.

Mr. Byrne directed that there be a standing agenda item to address open items from previous meetings.

Ms. Tonneson reported that she is scheduled to meet with the City Treasurer in two weeks regarding investing.

Next addressed were the Financial Reports (please see copies, attached), presented by Ms. Tonneson.

First addressed was the Statement of Revenues and Expenses. Ms. Tonneson reported a favorable bottom line of approximately \$621,000.00. Mr. Browne asked what the bottom line was

a year ago. Mr. Byrne replied that this year's bottom line is approximately \$350,000.00, while last year's was approximately \$800,000.00.

Mr. Feenan asked why pension, workers' compensation, and Medicare costs are higher than budgeted. Ms. Tonneson replied that the College has little control over pension and workers' compensation costs, paying what is billed by the City of Quincy. She further reported that Medicare was under-budgeted. Mr. Grindlay asked what "discounts" are. Ms. Tonneson replied that they are, in the main institutional scholarships, but also include such things as high school student tuition rates.

The issue of "bad debts" was addressed, with Ms. Tonneson reporting that the amount doubled from the original projection because these debts were closely scrutinized, resulting in some being written off.

Mr. Byrne asked for a schedule of the \$298,402.00 under "Allocation from Reserves". Ms. Tonneson replied that she will send this explanatory schedule via E-mail.

Next addressed was the Balance Sheet (7/31/2009). Ms. Tonneson reported that cash is up approximately \$100,000.00 from last year. Receivables also are up but do include some summer and fall registrations.

Mr. Grindlay inquired about "allowance for bad debt". Ms. Tonneson reported that 83% of past due debts are booked as bad debt, as are 5% of current student "payments". Ms. Tonneson described the 83% as cumulative. Mr. Dennis asked if this involved a prior period adjustment, and how did it balance. Mr. Byrne asked that these questions be addressed by Ms. Tonneson prior to the Subcommittee's next meeting.

Mr. Dennis asked about next year's depreciation. Ms. Tonneson estimated it at \$392,000.00, assuming that the auditors accept the science labs as a depreciable item.

Ms. Tonneson reported that the auditors will be on campus on November 8, 2009.

The July Statement of Revenues and Expenses was then addressed. Ms. Tonneson reported that it is skewed to the expense side as many of the recurring expenses were encumbered at the beginning of the fiscal year. The Statement was then reviewed by department.

Mr. Grindlay asked if the \$80,000.00 budgeted for Medicare is still realistic. Ms. Tonneson replied that it was. Mr. Grindlay then asked for an explanation of the low investment income amount for July. Ms. Tonneson replied that July is a low cash month, but that she remains confident of the budgeted Investment Revenue projection.

Mr. Byrne expressed his approval of the new Revenue and Expense reporting format.

Mr. Dennis asked why such items as bad debt and depreciation were not accrued. Ms. Tonneson agreed that they should be.

Mr. Grindlay asked when students pay for courses. Ms. Tonneson replied that there are three points when payments are applied: students for whom financial aid has been approved can register upon approval; most students pay upon registration; other students may establish a payment plan and may register upon approval of the payment plan. Ms. Tonneson then described the monitoring, enforcement, and collection processes associated with payment plans.

Mr. Dennis asked about the status of regular reports on profit and loss by department. Ms. Tonneson replied that it is probably too early to produce useful reports as, for example, no payments to adjunct instructors have yet been made in the fall semester. She anticipated that

such reports would be ready in November 2009, using actuals and projections to arrive at a cost per credit.

Next addressed were proposed budget transfers (please see copy, attached), presented by Ms. Tonneson.

The first proposal called for the transfer of \$4,950.00 from the "Equipment" line to the "IT Fees and Membership" line for the purpose of the College joining the Massachusetts Higher Education Consortium. Ms. Tonneson and Mr. Pham explained the rationale for the transfer.

Motion by Mr. Bertman that the Finance and Facilities Subcommittee recommend that the amount of \$4,950.00 be transferred from the "Equipment" line (70580829-520408) to the "IT Fees and Membership" line (70580829-570301). The motion was seconded by Mr. Browne. There was no discussion on the motion. The motion was adopted unanimously on a voice vote. There were no votes in opposition to the motion, and no abstentions.

The second proposal called for the transfer of \$10,000.00 from the "Facilities Cleaning" line to the "PT Employees Salary" line. Ms. Tonneson explained that this was to fund compensation for the person performing custodial services at the Plymouth Campus. Mr. Grindlay asked why a contract cleaning service cannot be found. Mr. Dennis asked why this amount was not budgeted. Ms. Tonneson replied that it was budgeted, but this proposal would transfer funds from a non-personnel line to a personnel line.

Action on this proposed transfer was held for the Board of Governors' meeting of September 24, 2009, at which time the Plymouth Dean will provide information regarding seeking a cleaning service, as well as the necessity of this transfer.

Mr. Hall then presented the Facilities Report (please see copy, attached). The commissioning report on the science labs was received in August 2009. The outstanding problem is that the vents/air conditioning are reaching full speed too quickly, causing belts to break. Mr. Byrne asked that a copy of the commissioning report be provided to each Board member.

Mr. Dennis asked that the Five Year Facilities Plan be regularly updated and provided to the Board, along with costs of work done or to be done. Mr. Hall stated that he would provide the stated information.

Mr. Hall then described the H1N1 flu precautions. In response to a question from Mr. Browne, Mr. Hall stated that the masks in use are CDC recommended. Mr. Browne replied that OSHA requires that CDC masks be employee fit tested, and that such tests must take place. Mr. Browne further stated that if chemicals are needed to address the flu or matters related to the flu, then chemicals other than bleach be used.

Mr. Pham then presented an IT update, including the EX installation (please see copy, attached). He gave the status of EX installation, and presented a "go-live" date of February 25, 2011. After describing each of the proposal's four phases, Mr. Pham described the eighteen month timeline as realistic. The "go-live will not be incremental, Mr. Pham saying that there would be no benefit to partial use of the system prior to February 25, 2011. Mr. Browne stated the importance of keeping training fresh. Mr. Dennis expressed concern over how the Board can be kept apprised of progress and problems in the absence of operational milestones. Mr. Pham replied that each validation step will be posted on the Quintranet for access by Board members. Mr. Dennis asked for a color-coded progress reporting system. Mr. Byrne asked that future reports be more succinct than that presented this evening.

Mr. Dennis asked for a report on the status of "smart classrooms". Mr. Pham reported that all Newport Hall classrooms are equipped for multi-media, with two rooms in Saville Hall and four rooms in Temple Hall yet to be so equipped. In Newport Hall, approximately seventy five per cent

of faculty are using multi-media and they, in turn, have taught other faculty how to use it. President Harris reported that faculty training is ongoing.

Ms. Tonneson then presented the Strategic Financial Plan (please see copy, attached). She described the document and how it was created. The ultimate goal was stated to be 5,000 students by 2014. With marginal, annual increases, this could be done.

Mr. Byrne asked the difference between page 7 and page 9. Ms. Tonneson replied that page 9 should be disregarded. President Harris then said that the Strategic Financial Plan, and the Strategic Plan that she hopes will be adopted by the Board of Governors on September 24, 2009, need to be approved before NEASC's visit on November 1, 2009. She emphasized, however that the Plans are changeable, subject to regular revision. Ms. Tonneson referred to the Strategic Financial Plan as a fairly safe plan. President Harris said that the Strategic Plan and the Strategic Financial Plan are meant to be reviewed every year.

Mr. Browne said that he saw no reference to risks in the Strategic Financial Plan. He cited, as an example, what would happen to the Plan if Quincy College does not privatize. Mr. Bertman disagreed, saying that every contingency cannot be planned for. He recommended that guidelines should be in place to address problems as they develop, with the Board being on the look out for warning signs in time to address problems. Mr. Dennis suggested that what Mr. Browne is looking for is a contingency plan.

Mr. Byrne suggested that the Strategic Financial Plan must be read in conjunction with the Strategic Plan and, while he sees both as good plans based on solid assumptions, the Subcommittee should not act on the Strategic Financial Plan this evening but should address it and the Strategic Plan at the Board of Governors' meeting on September 24, 2009, or at another meeting to be held prior to November 1, 2009.

Motion by Mr. Bertman that the Finance and Facilities Subcommittee recommend the approval of the Strategic Financial Plan as presented. The motion was seconded by Mr. Feenan.

On the motion, Mr. Browne stated that the Strategic Financial Plan is incomplete and needs to be amended to address risks. Ms. Condon-Walsh expressed concern as to whether approving the Strategic Financial Plan would lock the College into the numbers contained in that Plan.

An amendment to Mr. Bertman's motion was offered by Mr. Dennis, that the Strategic Financial Plan only be approved on the condition that a risk assessment and contingency plan be developed and appended to the Plan by February 2010. Both the maker of the original motion, Mr. Bertman, and the seconder of that motion, Mr. Feenan, agreed to Mr. Dennis' amendment.

The following members of the Finance and Facilities Subcommittee voted in favor of the motion, as amended: Mr. Bertman; Mr. Browne; Mr. Byrne; Ms. Condon-Walsh; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

At 8:26 PM, motion by Mr. Bertman that the meeting of the Financial and Facilities Subcommittee be adjourned. The motion was seconded by Mr. Byrne. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Ms. Condon-Walsh; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted and the meeting was adjourned.

**QUINCY COLLEGE
BOARD OF GOVERNORS**

FINANCE AND FACILITIES SUBCOMMITTEE

MEETING OF NOVEMBER 16, 2009

Minutes

The meeting was called to order at 6:30 PM. The member roll was called. The following members of the Finance and Facilities Subcommittee were present at the call of the member roll: Mark Bertman; Edward Browne, Vice Chair of the Board of Governors; Francis Byrne, Subcommittee Chair; David Dennis, Chair of the Board of Governors; Thomas Feenan, Subcommittee Vice Chair; William Grindlay. Absent was Joanne Condon-Walsh, who participated via telephone.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Pedro Viejo-Rodriguez, member of the Board of Governors; Pushap Kapoor, Vice President for Administration and Enrollment Management; Jennifer Tonneson, Chief Financial Officer/Business Administrator; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors; Tom Pham, Executive Director of Information Technology; William Hall, Executive Director of Campus Facilities and Safety; Krishan Gupta, Senior Director, Finance and Accounts.

Motion by Mr. Bertman that the Finance and Facilities Subcommittee approve the minutes of the Subcommittee's meeting of September 21, 2009. The motion was seconded by Mr. Browne. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Ms. Tonneson then presented the Financial Report (please see copy, attached). First discussed was the Balance Sheet. Ms. Tonneson reported that there is an increase in "Cash" and "Accounts Receivable", and no change in "Fixed Assets" except for depreciation. "Deferred Revenue" includes September tuition that has been booked but not yet earned. Also, more students are using financial aid. Ms. Tonneson further reported that as of November 11, 2009, revenues exceeded projections by \$700,000.00. The use of the excess revenue was then discussed. Mr. Tonneson expressed a preference to hold at least twenty per cent of excess revenue in reserve. This excess revenue will be the subject of a future meeting of the Finance and Facilities Subcommittee. Ms. Tonneson also reported that: there is a favorable balance in "Payroll" because of some unfilled positions; she has met with City of Quincy officials regarding investing.

Mr. Grindlay asked for an explanation of the Perkins Grant, which Ms. Tonneson provided. He also asked why there is a sixty three per cent negative variance under "Discounts". Ms. Tonneson explained that more was laid out earlier this year to assist students with tuition.

Mr. Bertman asked where rent appeared. Ms. Tonneson replied that it appears under "Supplies" but that it can be broken out. She reported that Saville Hall is not depreciated because the College does not own that building, but the science laboratories and HVAC are captured and depreciated. Ms. Tonneson said that in the future, "Supplies" will be changed to "Non-Personnel Expense" and will include a sub-schedule that will contain rent as a category.

Mr. Dennis asked how much enrollment has increased this semester. Vice President Kapoor reported that headcount has increased by 7.7 per cent, and FTE has increased by 11.6. Ms. Tonneson stated that revenue is keeping up with increased enrollment.

Mr. Byrne asked that for the meeting of the Board of Governors scheduled for November 19, 2009, enrollment increases be tied to tuition rates. Ms. Tonneson pointed out that this information, except for fees, is essentially already included on the page of the Financial Report entitled "Statement of Revenues and Expenses, by Department".

Mr. Dennis asked why the numbers provided are not more up to date than September 2009. Ms. Tonneson agreed to provide more up to date numbers, and will then make adjustments for any variances based on the receipt of bank statements. Mr. Byrne agreed with the need for more up to date numbers.

Mr. Grindlay asked that the department abbreviations in the "Statement of Revenues and Expenses – by Department" be more fully spelled out.

Ms. Tonneson stated that the category "College Wide" in the "Statement of Revenues and Expenses – by Department" will be expanded into sub-categories.

The "Statement of Cash Flows" then was discussed. Ms. Tonneson reported that this year's net cash flow through September 9, 2009, is \$1,097,500.00. She said that since more students are paying by financial aid, there is a lag in booking cash.

Mr. Byrne asked that Ms. Tonneson note and record any delays that occur with the City of Quincy in cash matters, and that this information be forwarded to the Independence Committee.

Next addressed was the "Report on Profit and Loss and Cost Per Credit by Division/Discipline", which Ms. Tonneson described as a work in progress. She explained that currently reported administrative costs are down because such costs tend to fall more heavily in the spring. Mr. Byrne asked why the Phlebotomy Program is losing so much. President Harris asked why that program is budgeted so high per credit. Mr. Byrne then asked about the cause of the loss in the Practical Nursing Program. Ms. Tonneson responded that Vice President Vampatella is preparing a report on that issue for presentation at the December 2009 meeting of the Personnel and Programs Subcommittee. Mr. Grindlay asked the reason for the loss in English. Ms. Tonneson replied it is largely due to QEA faulty expense. Mr. Grindlay asked that all of this information be made available to the Personnel and Programs Subcommittee.

Ms. Tonneson then reviewed revenue by department/division.

Mr. Dennis asked that enrollment and revenue projections for the fiscal year be provided at the January meeting of the Finance and Facilities Subcommittee. Ms. Tonneson stated that by that time, there will be a good enrollment base from summer and fall and, as spring should be substantially enrolled, good numbers should be available for that semester as well. Projections can be made for Summer I and Summer II.

Next addressed was a proposed budget transfer (please see copy, attached). Ms. Tonneson reported that the Director of Institutional Research has resigned and the requested transfer of \$12,500.00 is to upgrade the Institutional Researcher position for one half a year. She stated that the market dictates a higher salary. Mr. Dennis asked why the funds are to be taken from the Reserve when there are unspent salary appropriations for unfilled positions. Mr. Dennis asked if a salary analysis had been done regarding this position. Ms. Tonneson provided him with one. Mr. Dennis expressed agreement with being competitive in hiring. President Harris then provided a summary of the position's responsibilities.

Mr. Browne asked that a complete salary review be conducted to make sure that employees are not being underpaid, thereby causing them to leave the College.

Motion by Mr. Dennis that the Finance and Facilities Subcommittee recommend approval of the transfer of \$12,500.00 from the "Professional Salaries – Dean of Allied Health" line (70630845-510101) to the "Salaries, Vice President of Academic Affairs" line (70580812-510101) for funding an upgrade for one half year for the position of "Director of Institutional Research", pending the Personnel and Programs Subcommittee's approval of the position. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Mr. Byrne asked that President Harris determine whether the Personnel and Programs Subcommittee can meet any earlier on this matter than its next scheduled meeting of December 16, 2009.

Ms. Tonneson then reported that the partners at Powers and Sullivan are in the final stages of their audit of Quincy College. The documentation provided to the auditors was so comprehensive that the auditors saw no need to visit the campus.

Mr. Hall then provided a facilities update (please see copy of the "Commissioning Report Pertaining to the Science Labs", attached). He reported that the only problem was with the belts on the machinery on the roof of Saville Hall. The belts were replaced in the summer, with no problems since then. He further reported that an HVAC unit has been ordered for the Saville Hall roof, and is awaiting installation. He anticipates this being done before December. There also is a needed roof repair to Saville Hall.

Mr. Pham then provided an update on the Jenzebar upgrade (please see copy, attached). He reported that the installation is on schedule. The go-live date is February 11, 2011, not February 11, 2010. Phase I is complete.

Mr. Grindlay asked if the Director of Institutional Research is a union position. President Harris replied that it is not, but rather is subject to an appointment letter.

At 7:43 PM, motion by Mr. Browne that the meeting of the Finance and Facilities Subcommittee be adjourned. The motion was seconded by Mr. Dennis. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted. The meeting was adjourned.