

**QUINCY COLLEGE  
BOARD OF GOVERNORS**

**FINANCE AND FACILITIES COMMITTEE**

**MEETING OF JANUARY 17, 2013  
Minutes**

The meeting of the Finance and Facilities Committee, held in the Hart Board Room, 7<sup>th</sup> Floor, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 6:31 PM.

The member roll was called. The following members of the Finance and Facilities Committee were present at the call of the member roll: Paul Barbadoro, Esq.; Christopher Bell, Committee Chair; Barbara Clarke; Dr. Thomas Fitzgerald; William Grindlay, Chair of the Board of Governors. Absent at the call of the member roll was Thomas Feenan.

Also present were: Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; William Hall, Director of Administrative Services and Facilities; Tom Pham, Associate Vice President for Communications and Information Technology; Martin Ahern, Director of Finance; Susan Bossa, Associate Vice President for Student Development; Amanda Botelho, Senior Security Consultant, TSG Solutions.

Motion by Ms. Clarke that the Finance and Facilities Committee approve the minutes of its meeting of November 15, 2012, as presented. The motion was seconded by Mr. Grindlay. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

President Tsaffaras discussed the FY 2012 independent audit report. He stated that the books are as good as they ever have been, Quincy College is increasingly doing a better job, and it will be possible to separate the Quincy College accounts from the City of Quincy and the MUNIS systems. The auditors would be happy to review the home rule petition for proper internal controls. The Management Letter was referenced. # 1 has been taken care of, and # 2 identified new items relative to GASB. No material

deficiencies were identified in the Letter. Mr. Ahern concurred with the President and stated that there were no changes in the numbers reported in June.

Mr. Barbadoro questioned the FY 2011 Management Letter. Mr. Ahern stated that the matter of ledger entries had been resolved to the satisfaction of the auditors.

Ms. Clarke referenced page 13, custodial credit risk, restating that the City of Quincy has no current policy relative to this issue and suggested that custodial credit risk would need to be addressed in the home rule petition. President Tsaffaras offered to notify the auditors to make a presentation relative to the comingling of City and College monies. Ms. Clarke stated that custodial credit risk will not be an issue if the College has control of its own bank accounts.

Mr. Ahern then reviewed for the members of the Committee the FY 2013 Financial Report dated December 2012. Mr. Ahern began with the Balance Sheet and reported that the cash balance is up by six per cent (6 %) from the end of FY 2012. The cash balance is strong at \$14.7 million. The College is reporting an increase in net assets due to ongoing capital projects. Quincy College's accounts are fully reconciled with the City of Quincy.

Mr. Ahern agreed to check the deferred liability figure of \$5.5 million per Mr. Barbadoro's request.

President Tsaffaras explained that the College's FY 2013 budget is approximately \$1 million in deficit from projection. In the fall, 2012, the College enrolled the equivalent of thirty (30) full time students fewer than projected for a net swing of approximately one hundred twenty five (125) students, netting an estimated \$375,000.00 deficit. There also are expenses of approximately \$785,000.00 related to moving which were not projected and will not reoccur.

Mr. Ahern reported that overall the budget numbers are good with revenue up over \$250,000.00 from the prior fall 2011 enrollment, driven primarily by the tuition increase. President Tsaffaras further explained that the budget had been approved by the Board of Governors but recognized that the internal document upon which the budget was based had some flaws. The original budget projections made by the College included using a three per cent (3 %) increase across all programs as the projected revenue base when in fact some programs/labs are capped by the program's seat numbers. For example, a science lab is capped at twenty four (24) seats. The College will correct this flaw in future budget projections.

As discussed at the previous meeting, President Tsaffaras presented a Capital Expenditure Report through December 31, 2012. President Tsaffaras discussed the completion percentage of each project. Mr. Ahern agreed to clarify the report by adding two (2) columns: 1.) Has the College been billed for the work?; 2.) Has the work been completed?

A discussion ensued relative to the FY 2014 budget process and guidelines. President Tsaffaras recommended increasing the budget by five per cent (5 %) to maintain value and remain competitive with other institutions. President Tsaffaras agreed to provide specific numbers of the total cost per credit including tuition and fees from our competing institutions. Mr. Grindlay asked for a report on the fee and tuition increases that Quincy College has charged over the past five (5) years. President Tsaffaras discussed the increases in salaries negotiated and anticipated for the unions. He proposed a five per cent (5 %) increase in tuition to include a three and one half per cent (3.5 %) increase in operating expenses and a one and one half per cent (1.5 %) increase to be earmarked for capital expenses or the Fund Balance. A five per cent (5 %) increase in tuition would cost the student \$9.00 per credit, \$27.00 per three (3) credit course. Given that community colleges have significant fees in addition to tuition, Mr. Barbadoro suggested looking for ways to market the cost per credit as one approach to increase student enrollment. Mr. Grindlay stated that the College's expenses were not keeping pace with its revenues in the past, but that the College's costs will increase and improvements will need to be paid for. Mr. Grindlay asked the Committee to set a guideline for the College to begin building a budget for FY 2014 with five per cent (5 %) being the maximum.

Motion by Mr. Grindlay that the Finance and Facilities Committee recommend a target of a five per cent (5 %) increase in revenue for the College on which to build the FY 2014 budget in order to continue with the improved curriculum and infrastructure. The motion was seconded by Dr. Fitzgerald. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

The Committee next addressed the security appropriation of \$33,500.00. Amanda Botelho from TSG Solutions answered questions relative to the updated security recommendations. The funding includes \$18,000.00 for security access doors, \$7,500.00 for TAMT training, \$4,000.00 to conduct an assessment of student mental health service needs, and \$4,000.00 to purchase incident reporting software. It was noted that the incident reporting software would assist the College in reporting yearly

Clery-defined incidents as required by the federal government because the College receives Title IV funds.

Motion by Ms. Clarke that the Finance and Facilities Committee recommend that the Board of Governors approve the transfer of \$33,500.00 from the Fund Balance to fund capital project # 21. The motion was seconded by Mr. Barbadoro. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Mr. Grindlay asked that the College hire more than one police officer for Commencements. President Tsaffaras agreed to double the police detail at Commencements henceforth.

President Tsaffaras presented seven (7) budget transfers, giving the rationale for each such transfer. The transfers were as follows: # 1 funding ACSM membership dues; # 2 funding room rental for MACEP meeting; # 3 funding an increase in student support; # 4 funding capital project # 20 at Presidents Place; # 5 funding accreditation fees; # 6 funding Plymouth conversion project; # 7 funding travel for admissions.

Motion by Mr. Barbadoro that the Finance and Facilities Committee recommend that the Board of Governors approve budget transfers 1 through 7, as presented. The motion was seconded by Dr. Fitzgerald. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

No matters were addressed under "Old Business".

No matters were addressed under "New Business".

Mr. Bell indicated that there were no matters to be addressed in an Executive Session and therefore none was held.

At 8:18 PM, motion by Mr. Grindlay that the meeting of the Finance and Facilities Committee be adjourned. The motion was seconded by Mr. Barbadoro. There was no discussion on the motion. The following members of the Finance and Facilities

Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Dr. Fitzgerald; 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 COMMITTEE**

**MEETING OF MARCH 7, 2013  
Minutes**

The meeting of the Finance and Facilities Committee, held in the Hart Board Room, 7<sup>th</sup> Floor, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 6:33 PM. The member roll was called. The following members of the Finance and Facilities Committee were present at the call of the member roll: Paul Barbadoro, Esq.; Christopher Bell, Committee Chair; Thomas Feenan; Dr. Thomas Fitzgerald. Absent at the call of the member roll were: Barbara Clarke; William Grindlay, Chair of the Board of Governors. A quorum was present.

Also present were: Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Robert E. Baker, Jr., J.D., Assistant to the President and Assistant Secretary of the Board of Governors; Martin Ahern, Director of Finance; William Hall, Director of Administrative Services and Facilities.

Motion by Mr. Barbadoro that the Finance and Facilities Committee approve the minutes of its meeting of January 17, 2013, as presented. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Mr. Feenan; Dr. Fitzgerald. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the Financial Report through January 2013. President Tsaffaras reminded the members of the Finance and Facilities Committee that until approximately ten (10) days ago, Pushap Kapoor, Vice President of Administration and Finance, was on leave and during the period of his absence, those staff reporting directly to Vice President Kapoor instead reported to President Tsaffaras. Since Vice President Kapoor's return, President Tsaffaras has retained supervision of the Finance Department and Mr. Ahern in order to provide them with continuity through the current fiscal year, as Vice President Kapoor will be retiring during the current fiscal year.

Mr. Ahern first reviewed for the members of the Finance and Facilities Committee the Balance Sheet. He reported that: "Cash" is up eleven per cent (11 %) from the end of the last fiscal year, at \$15 million; "Receivables" are typical for this time of the fiscal year, and are awaiting a financial aid disbursement in mid-March 2013; "Capital Assets" continue to grow as projects are completed.

Ms. Clarke arrived at 6:38 PM.

Mr. Bell announced that Ms. Clarke will be assisting him by assuming the title and duties of Vice Chair of the Finance and Facilities Committee.

Mr. Ahern continued with the discussion of the Balance Sheet, stating that under "Liabilities", "Accounts Payable" are a bit high, which is common for this time during the year due to: an outstanding liability to the Bookstore of \$.5 million; and, by a pass through, a liability for student health insurance of \$.5 million, with the end of March being the end of the student health insurance waiver period. The Fund Balance contains assets of just over \$10 million. After seven (7) months of the current fiscal year, "Net Revenue" is at \$13.4 million, a six per cent (6 %) variance from the budgeted amount, down from an eight per cent (8 %) variance after the first six (6) months of the current fiscal year. "Net Revenue" currently is at three per cent (3 %) favorable from the last fiscal year's revenue. There is a favorable net income to budget through the first seven (7) months of the current fiscal year.

Mr. Feenan inquired about the source of the shortfall in revenue. Mr. Ahern replied that the principal cause was a lower than anticipated amount of fall revenue.

For the next meeting of the Finance and Facilities Committee, President Tsaffaras agreed to provide comparative enrollment data for the spring semester of the last academic year and the spring semester of this academic year based on: FTE (based on fifteen credits); head count; seat count; credit hours.

Mr. Feenan pointed out that spending on Marketing is down and that Quincy College should redouble its efforts on marketing. President Tsaffaras described the recent creation of the Marketing and Admissions Strategy Committee, its composition, and its function. He then presented similar information pertaining to the Online Learning Committee. Mr. Feenan and Dr. Fitzgerald emphasized that the story of Quincy College's thirty per cent (30 %) graduation rate needs to be told, both internally and externally.

Regarding "Revenues" and "Expenses", Ms. Clarke asked where the figure of \$159,061.00 under "Payroll Transfers" originated. Mr. Ahern explained that this figure represents an accumulation of transfers over the course of the current fiscal year from other lines to "Payroll". Before the next meeting of the Board of Governors, Ms. Clarke will be provided with a breakdown of these transfers.

Under the list of "Capital Projects" (page 7 of the Financial Report), Mr. Ahern reported that thirteen (13) of the twenty one (21) capital projects have been completed, all under budget. Regarding capital projects not yet completed, Ms. Clarke asked whether the completion percentages are accurate. Mr. Ahern explained that the percentage refers not to completion but rather to the percentage favorable to budget for each uncompleted capital project. President Tsaffaras and Mr. Ahern assured Ms. Clarke that the percentages are accurate.

Mr. Barbadoro asked if there are any capital projects for which additional money would be needed, not including Campus Safety and Security. Mr. Ahern replied that there will not be additional appropriations needed for such capital projects.

Regarding "Capital Outlay", President Tsaffaras stated that for those capital projects not yet completed, the respective percentage of completed work for each will be provided to the nearest twenty per cent (20 %) in future Financial Reports.

Next discussed were proposed budget transfers 1 through 7. President Tsaffaras presented the rationale for and description of each such transfer. Regarding the proposed transfer of \$27,500.00 to the "Campus Safety and Security – Capital Project 21" line, Ms. Clarke asked how much of that amount is a start-up (one time) expense and how much will be an ongoing expense. President Tsaffaras replied that most of the funds requested are for start-up.

Motion by Mr. Barbadoro that the Finance and Facilities Committee recommend that the Board of Governors approve proposed budget transfers 1 through 7, as presented. The motion was seconded by Dr. Fitzgerald. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Mr. Feenan; Dr. Fitzgerald. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Under "Old Business", President Tsaffaras addressed the members of the Finance and Facilities Committee on his proposal that Quincy College's Resource Officers wear uniforms of khaki pants, blue shirts, and blue blazers. The members of the Committee responded positively.



No matters were addressed under "New Business".

At 7:46 PM, motion by Mr. Barbadoro that the meeting of the Finance and Facilities Committee be adjourned. The motion was seconded by Ms. Clarke. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Mr. Feenan; Dr. Fitzgerald. 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 COMMITTEE**

**MEETING OF APRIL 22, 2013  
Minutes**

The meeting of the Finance and Facilities Committee, held in the Hart Board Room, Room 706N, 7<sup>th</sup> Floor, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 5:32 PM. The member roll was called. The following members of the Finance and Facilities Committee were present at the call of the member roll: Christopher Bell, Committee Chair; Barbara Clarke, Committee Vice Chair; Thomas Feenan; William Grindlay, Chair of the Board of Governors. Absent at the call of the member roll were: Paul Barbadoro, Esq.; Dr. Thomas Fitzgerald. Also present were: Gregory Hanley, Member of the Board of Governors; Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Robert E. Baker, Jr., J.D., Assistant to the President and Assistant Secretary of the Board of Governors; Martin Ahern, Director of Finance.

Motion by Mr. Feenan that the Finance and Facilities Committee approve the minutes of its meeting of March 7, 2013. The motion was seconded by Ms. Clarke. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Bell; Ms. Clarke; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the proposed FY 2014 Quincy College budget. President Tsaffaras explained the process by which the budget was developed. He informed the members of the Committee that 5.5 new faculty positions are included in the budget, for which funding is being sought for 4.5. Four (4) new staff positions also are included in the budget, each said position being entry level and intended to provide services directly to students. President Tsaffaras further explained that in the FY 2014 budget, the position of Vice President for Administration and Finance is unfunded, with President Tsaffaras to perform that position's duties for a period of time.

Ms. Clarke proposed that President Tsaffaras and Mr. Ahern present the budget page by page, with Committee members free to pose questions and offer comments at any time.

In anticipation of the meeting of the Board of Governors of April 25, 2013, President Tsaffaras stated that he will have called other institutions to determine if their respective Boards have yet met and approved their respective budgets.

Dr. Fitzgerald arrived at 5:44 PM.

Mr. Bell reminded the members of the Finance and Facilities Committee that the draft FY 2014 budget is based on a five per cent (5 %) increase in tuition.

Mr. Ahern began the review of the draft FY 2014 budget with page 4, "Board of Governors", and continued from there.

Ms. Clarke asked why the "Accreditation" line for FY 2013 doubled from the budgeted amount. President Tsaffaras replied that the increase was the result of both a Nursing accreditation and the focused visit by the New England Association of Schools and Colleges (NEASC) on the issue of governance. The proposed "Accreditation" amount for FY 2014 is based on preparation for and the beginning of the ten year accreditation process with NEASC.

Mr. Feenan advocated that the President's stipend be increased to \$2,000.00, but President Tsaffaras reminded the members of the Committee that the current \$1,200.00 figure is what is called for in his contract.

Mr. Barbadoro arrived at 5:55 PM.

President Tsaffaras explained the current tutoring system and process, including the fact that tutoring is free to students. Dr. Fitzgerald asked if there is any way in which the efficacy of tutoring is measurable. President Tsaffaras offered to have Susan Bossa, Associate Vice President for Student Development, present after the end of the current academic year, a report on the usage and efficacy of tutoring. Dr. Fitzgerald and Mr. Feenan suggested looking at the possibility of charging for tutoring for those students who can afford it.

Mr. Hanley departed at 6:08 PM.

It was noted that Christopher King's old salary figure needs to be corrected.

President Tsaffaras reminded the members of the Committee that the position of Vice President for Administration and Finance will become vacant as of July 1, 2013, and

that he will assume those duties for a period of time. On the Finance side, the Director of Finance will receive a stipend and report directly to the President. The long term plan is to fill the Vice President for Administration and Finance position. Mr. Grindlay expressed his dissatisfaction with leaving the Vice President for Administration and Finance position unfilled and unfunded and expressed the belief that the President already has enough to do. President Tsaffaras replied that if the position is to be funded during the fiscal year, funds will be found from savings in other areas. Ms. Clarke agreed with Mr. Grindlay and stated that it will be difficult to fund the position without shortchanging something else. President Tsaffaras expressed his belief that there are other, more pressing, needs for the College, such as a Director of Security position and fundraising.

Mr. Bell stated that President Tsaffaras is to report in September 2013 with an organizational update and the status of plans for the position of Vice President for Administration and Finance.

Mr. Feenan asked about the status of the position of Dean of Inter-Institutional and Online Services. President Tsaffaras replied that no acceptable candidate came to the fore and filling the position of Vice President for Academic Affairs has become a priority.

President Tsaffaras then described the process by which non-union administrative personnel are evaluated and their compensation and raises determined.

On page 13 of the draft FY 2014 budget, the reference to "Peer Counselors" should be deleted.

On page 14 of the draft Budget, President Tsaffaras explained the rationale for the new position of Admissions Officer, as part of an overall restructuring and focused mission of the Admissions Office. President Tsaffaras also explained how the Admissions Office and Marketing Department work together to engage in targeted marketing and to ensure that the collateral material is well suited to the admissions targets.

Mr. Feenan advocated an increase in Marketing, both in terms of budget and in promotional effort. Mr. Barbadoro asked whether the budget includes design and production and, if so, the budget appears low. President Tsaffaras replied that for the May 2013 meeting of the Board of Governors, he will present a comprehensive marketing proposal, including its extension into outreach. Mr. Bell suggested partnering with a well known figure to be the face and voice of Quincy College. Mr. Barbadoro suggested that there be a message tied to an overall theme and that the Marketing Department should not have as its focus service as an in-house printing shop.

President Tsaffaras stated that he once again plans to sever Quincy College's ties with the Quincy Public Schools for the provision of custodians and to replace them with Quincy College employees.

On page 18 of the draft FY 2014 budget, the "Resource Officer" positions highlighted in yellow should be retitled "Cleaning Agent".

Mr. Bell asked why the Chief Financial Officer salary (page 20) for FY 2014 is listed at only \$55,000.00. President Tsaffaras replied that this reflects only one half year's salary. Mr. Grindlay stated that there should be a funded CFO position, particularly in light of the vacancy of the position of Vice President of Administration and Finance. Mr. Barbadoro stated that since Quincy College is not actively seeking to fill the position, funding it for the full year is not necessary. President Tsaffaras agreed to fund the position for half of the year and to recommence a search for the position in the fall.

The Chair called a recess at 7:26 PM.

The recess concluded and the meeting resumed at 7:34 PM.

The member roll was called at the resumption of the meeting. The following members of the Finance and Facilities Committee were present at the call of the member roll: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Mr. Feenan; Dr. Fitzgerald; Mr. Grindlay. No members were absent.

On page 25 of the draft FY 2014 budget, "Instructor-Paralegal" should be "Instructor-Human Services".

Regarding Surgical Technology and Phlebotomy, Mr. Grindlay asked Mr. Ahern how much the College makes on each program. Mr. Ahern replied that he would obtain those figures for Mr. Grindlay. Mr. Grindlay then asked if those programs are making more than they cost. Mr. Ahern replied that they are. These revenue numbers are to be provided for the July 2013, meeting of the Board of Governors.

College-wide expenses also were reviewed, as were capital projects, all of which are new. President Tsaffaras reviewed for the members of the Committee the various capital proposals.

Mr. Grindlay thanked the College's administration for the understandable and orderly manner in which the FY 2014 budget was presented.

The budget, with the corrections made at this meeting, is to be sent to the members of the Board of Governors for their review prior to their meeting of April 25, 2013.

Motion by Mr. Grindlay that the Finance and Facilities Committee recommend that the Board of Governors accept the FY 2014 Budget as presented. The motion was seconded by Mr. Feenan. On the motion, Mr. Barbadoro, stated that he will vote "present" because there are several positions, Chief Financial Officer and Vice President for Administration and Finance, that are vacant and/or unfunded and that these positions are essential and their not being filled may endanger the well-being of the College. Mr. Grindlay agreed and stated that he will push to get those positions filled. President Tsaffaras replied that he agrees yet the auditors recently said that the most recent audit was the best of Quincy College that they had seen. President Tsaffaras agreed that he will present to the Board of Governors at its meeting of July 2013 a plan of what is to be done regarding the positions of Chief Financial Officer and Vice President for Administration and Finance. His plan is to hire a Vice President for Academic Affairs and a Vice President for Administration and Finance, address the Chief Financial Officer versus Director of Finance issue, address Marketing and Advising, as well as address the issues surrounding online learning. Mr. Feenan pointed out that the budget for FY 2014 represents an increase of 6.9%.

The following members of the Finance and Facilities Committee voted in favor of recommending that the Board of Governors approve the FY 2014 budget: Mr. Bell; Ms. Clarke; Mr. Feenan; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion. Mr. Barbadoro voted "present". The motion was adopted.

At 8:28 PM, motion by Mr. Grindlay that the meeting of the Finance and Facilities Committee be adjourned. The motion was seconded by Ms. Clarke. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Dr. Fitzgerald; Mr. Grindlay. Voting in opposition was Mr. Feenan. There were no abstentions. The motion was adopted and the meeting was adjourned.

**QUINCY COLLEGE  
BOARD OF GOVERNORS**

**FINANCE AND FACILITIES COMMITTEE**

**MEETING OF MAY 20, 2013  
Minutes**

The meeting of the Finance and Facilities Committee, held in the Hart Board Room, 7<sup>th</sup> Floor, Room 706, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 5:30 PM. The member roll was called. The following members of the Finance and Facilities Committee were present at the call of the member roll: Paul Barbadoro, Esq.; Thomas Feenan; Dr. Thomas Fitzgerald; William Grindlay, Chairman of the Board of Governors. Absent at the call of the member roll were: Christopher Bell, Chairman of the Finance and Facilities Committee; Barbara Clarke, Vice Chair of the Finance and Facilities Committee.

Also present were: Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Robert E. Baker, J.D., Assistant to the President and Assistant Secretary of the Board of Governors; William Hall, Director of Administrative Services and Facilities; Martin Ahern, Director of Finance; Taggart Boyle, Director of Strategic Marketing and Brand Management.

In the absences of Mr. Bell and Ms. Clarke, Mr. Feenan assumed the duties of the Chair.

Motion by Mr. Grindlay that the Finance and Facilities Committee approve the minutes of its meeting of April 22, 2013. The motion was seconded by Dr. Fitzgerald. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Feenan; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the Financial Report dated March 2013. Mr. Ahern reviewed for the members of the Committee the contents of the Financial Report. Mr. Ahern reported that the College's cash position stands at \$16.9 million, an increase of over twenty two per cent (22 %) from the last fiscal year. He continued that the College's asset to liability ratio is 3/1, that Accounts Payable are at normal levels, and all

bookstore obligations have been met. Further, the unrestricted fund balance of \$10.5 million is up seventeen per cent (17 %) from last year. Revenue growth is approximately four per cent (4 %) higher than in the last fiscal year. Revenues are down over \$1 million from the revenue amount budgeted for the current fiscal year. Mr. Ahern stated that he anticipates some savings by means of unspent adjunct faculty payroll, and additional savings of approximately \$.5 million from unspent amounts in some non-payroll budget lines. President Tsaffaras explained that the budget development instrument used over the last several years projected enrollment increases where none could occur such as in labs, which have strict seat limitations, and in cohort programs. Mr. Grindlay then asked what portends for FY 2014. President Tsaffaras replied that the FY 2014 budget is based on a five (5) per cent increase in enrollment over this year's enrolment, but the academic deans will be consulted to ascertain those programs and sections that can be expanded to accommodate additional enrollment.

President Tsaffaras then addressed capital expenditures. He stated there have been twenty one (21) capital outlay projects during the current fiscal year. All such projects have been completed, and all have been completed under budget, with approximately \$65,000.00 in unspent funds having been returned to the Fund Balance.

Mr. Ahern concluded the financial report by stating that there have been no variances in Quincy College's account reconciliation with the City of Quincy.

Next addressed were proposed budget transfers 1 – 9. President Tsaffaras presented the details and rationale for each proposed transfer. Proposed transfer # 9 is for capital project # 22, with the recommendation being that the funds for that project come from the Fund Balance. President Tsaffaras explained that capital project # 22 is a planned redesign of the Office of Admissions space, which currently occupies the space that the prior tenant, the Salter School, had in place. President Tsaffaras continued that the project can be completed prior to FY 2014 and prior to the admissions rush. Based on the request of Mr. Grindlay and other Committee members for additional information, and in view of President Tsaffaras' information that this project is not urgent, the members expressed a desire to defer consideration of this matter.

Motion by Mr. Grindlay that proposed transfer # 9, contained on the list of nine (9) proposed transfers, be removed from that list and not be acted upon at this meeting. The motion was seconded by Mr. Barbadoro. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Feenan; Dr. Fitzgerald; 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 Committee recommend that the Board of Governors approve proposed budget transfers 1 through 8, as presented. The motion was seconded by Dr. Fitzgerald. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Feenan; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

No matters were addressed under Old Business.

Under New Business, the topic of the marketing of Quincy College was addressed. Mr. Boyle was present and provided the members of the Committee with a marketing proposal, the details of which Mr. Boyle explained to the members of the Committee. Mr. Boyle continued that the funds for mass media can be increased, if needed, by reducing spending on printing.

Mr. Barbadoro asked from which of the various College populations the reduced enrollment has resulted. Mr. Boyle replied that a significant reduction has occurred in the international student population, specifically in students from Nepal.

As advertising vehicles, Mr. Feenan recommended looking into the Dorchester Reporter, the Haitian Reporter, and the Boston Irish Reporter. Mr. Grindlay agreed with these recommendations. Dr. Fitzgerald recommended making inroads into the Asian communities in Quincy and Dorchester.

Mr. Boyle then described a plan to increase signage on taxis, busses, and trains. The focus will be on the Orange and Red Lines, with the Green Line third, and the Blue Line fourth as it does not run through Quincy College's area. Mr. Grindlay asked what additional funding will be requested to improve the College's marketing endeavors. President Tsaffaras explained the components of the approximately \$130,000.00 that will be sought, including a new position to be funded at \$38,000.00. It was the sentiment of the members of the Committee that given the abilities needed for, and the responsibilities of, the position, \$38,000.00 is too little to attract the type of person needed. Dr. Fitzgerald stated that work will need to be done to make sure that the Marketing message gets to the intended audience(s), both to attract new students and assist in the retention of current students. President Tsaffaras also described the outreach by both the College and the Quincy College Trust to alumni. Mr. Grindlay asked that the new Marketing initiatives commence on July 1, 2013, to assist in improving fall enrollment numbers.

Motion by Mr. Barbadoro that the Finance and Facilities Committee recommend that the Board of Governors approve the addition of \$175,000.00 to the FY 2014 budget for the Marketing Department to implement the marketing plan presented at this meeting, and to include the funding for a new, full time position in the Marketing Department. The motion was seconded by Mr. Grindlay. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Feenan; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

At 6:41 PM, motion by Mr. Barbadoro that the meeting of the Finance and Facilities Committee be adjourned. The motion was seconded by Dr. Fitzgerald. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Feenan; Dr. Fitzgerald; 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 COMMITTEE**

**MEETING OF SEPTEMBER 23, 2013  
Minutes**

The meeting of the Finance and Facilities Committee, held in the Hart Board Room, Room 706, 7<sup>th</sup> Floor, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 6:30 PM. The member roll was called. The following members of the Finance and Facilities Committee were present at the call of the member roll: Christopher Bell, Committee Chair; Thomas Feenan; Dr. Thomas Fitzgerald; William Grindlay, Chairman of the Board of Governors. Absent at the call of the member roll were: Paul Barbadoro, Esq.; Barbara Clarke (who had conveyed a message that she was en route but delayed in traffic). A quorum was present.

Also present were: Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Aundrea Kelley, Vice President for Academic Affairs; Robert E. Baker, Jr., J.D., Dean of the Academic Division of Liberal Arts and Assistant Secretary of the Board of Governors; Martin Ahern, Director of Finance; William Hall, Director of Administrative Services and Facilities.

Motion by Dr. Fitzgerald that the Finance and Facilities Committee approve the minutes of its meeting of May 20, 2013, as presented. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Bell; Mr. Feenan; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the Draft Financial Report of June 2013. President Tsaffaras reported that of the twenty one (21) capital outlay projects, each had been completed on time and under budget, with approximately \$65,000.00 being returned to the Fund Balance. President Tsaffaras continued that in the original FY 2014 budget, revenue had been projected at \$23,207,100.00. Subsequently, a structural flaw in the budget's revenue projection process was discovered, which has been corrected, resulting in budgeted revenue of \$22, 519,000.00. He further stated that variances among Quincy

College, MUNIS, and bank statements are at zero, which historically was not the case. President Tsaffaras concluded by thanking the financial team for their quality work.

Mr. Bell then introduced Vice President Kelley to the members of the Finance and Facilities Committee.

Mr. Ahern then reviewed for the members of the Committee the Financial Report, starting with the Balance Sheet, then proceeding to the Statement of Income and Expenses.

Mr. Bell asked about the nature of the budget anomaly referred to by President Tsaffaras. Mr. Ahern explained that the figures used to project revenue were off. He continued that the practice now in existence is to arrive at projections based on past credit counts that are then referred to the Deans for review and verification. Mr. Ahern went on to state that once the anomaly was discovered, each expenditure line in the FY 2014 budget was examined to identify potential savings. Sufficient savings were identified and implemented to make up \$1 million, resulting in projected net revenue of \$104,000.00.

Mr. Ahern then reviewed the various reconciliations among Quincy College, the City of Quincy, and bank statements and reported, as had President Tsaffaras, that there are no variances. Mr. Ahern continued that this absence of variances has been the case for just over a year. President Tsaffaras and Mr. Ahern thanked the Treasurer of the City of Quincy and her staff and the City of Quincy Purchasing Agent for their hard work and cooperation.

Next addressed was the sole budget transfer presented, requesting the transfer of \$120,000.00 from the Fund Balance to the QPS Assessment line. President Tsaffaras first presented the rationale for the transfer and described the historical context of those Quincy Public Schools employees who were, essentially, leased by Quincy College. The relevant positions for the purposes of the transfer are the 1.5 QPS custodial positions that remain at Quincy College. These positions will remain leased by Quincy College not longer than June 30, 2014.

Motion by Dr. Fitzgerald that the Finance and Facilities Committee recommend the approval of the budget transfer as presented. The motion was seconded by Mr. Grindlay. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Bell; Mr. Feenan; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

No matters were addressed under "Old Business".

No matters were addressed under "New Business".

At 7:00 PM, motion by Mr. Grindlay that, pursuant to the provisions of Massachusetts General Laws, Chapter 30A, Section 21 (a) (6), the Finance and Facilities Committee enter into Executive Session for the purpose of discussing the leasing of real property, as discussion of same in open and public session would negatively impact the College's negotiating position, and not to convene in open and public session. The motion was seconded by Mr. Bell. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Bell; Mr. Feenan; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted and open and public session was concluded.

**QUINCY COLLEGE  
BOARD OF GOVERNORS**

**FINANCE AND FACILITIES COMMITTEE**

**MEETING OF DECEMBER 2, 2013  
Minutes**

The meeting of the Finance and Facilities Committee, held in the Hart Board Room, Room 706, 7<sup>th</sup> floor, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 6:50 PM. The member roll was called. The following members of the Finance and Facilities Committee were present at the call of the member roll: Paul Barbadoro, Esq.; Christopher Bell, Committee Chair; Barbara Clarke, Committee Vice Chair; Thomas Feenan; Dr. Thomas Fitzgerald; William Grindlay, Chairman of the Board of Governors. No members were absent. A quorum was present.

Also present were: Mary Jo Brogna, Vice Chair of the Board of Governors; Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Joseph Mercurio, Vice President for Administration and Finance; Robert E. Baker, Jr., J.D., Dean of the Academic Division of Liberal Arts and Assistant Secretary of the Board of Governors; Tom Pham, Associate Vice President for Communications and Information Technology; Martin Ahern, Director of Finance.

Motion by Dr. Fitzgerald that the Finance and Facilities Committee approve the minutes of its meeting of September 23, 2013, as submitted. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Mr. Feenan; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion and no abstentions. The motion was adopted.

Next addressed was the Draft Financial Report of September 2013. Mr. Ahern reviewed the Draft Report for the members of the Committee, beginning with the Balance Sheet, then proceeding to the Statement of Revenues and Expenses. Mr. Ahern reported that revenues are up from last year by 6.3 %, and Quincy College's budget goals are being met. He then referred to FY 2014 Capital Expenditures. He reported that all FY 2014 capital projects are in progress and under budget. There continue to be no variances in bank reconciliations with the City of Quincy.

Ms. Clarke asked if there are any unusual financial occurrences. Mr. Ahern replied that cash does not come in on a steady basis and that fall semester tuition will not be fully booked until the end of the fall semester. In response to a question from Ms. Brogna, Mr. Ahern replied that revenue is up and that for the meeting of the Board of Governors

of December 5, 2013, enrollments captured in head count, seat count, and FTEs will be provided. Ms. Brogna asked that this report be provided in the manner and format used by former Vice President for Administration and Finance Kapoor, including counts provided by division and program. Mr. Grindlay added that for the purpose of identifying underperforming programs, he is seeking to have included in enrollment reports information on what each program is taking in versus what each program is spending.

Ms. Clarke stated that that the Division of Nursing appears to be spending less this year than last year at this time. Ms. Clarke continued that it is more revealing to compare financial and enrollment data if those comparisons are based on a specific date this year and specific dates in prior years rather than just year to year comparisons.

Dr. Fitzgerald stated that enrollment numbers should be examined to determine the success of the new marketing efforts. Dr. Fitzgerald continued that it should be determined whether Quincy College's academic offerings are matching those offered nationally so that our offerings reflect what is needed for students to succeed. Assessments of Quincy College's programs also should be made to determine whether changes need to be made.

Mr. Grindlay inquired about the success of marketing efforts. President Tsaffaras described recent marketing efforts, including Quincy College appearing in Boston Magazine, advertising through the MBTA, television and radio promotions, advertising in the Irish News and Haitian Times, signage on Presidents Place, and the College's representation at community events and parades.

A discussion then ensued on how the success of marketing efforts will be measured. Mr. Barbadoro asked if on-line and paper applications ask students how they have heard about Quincy College. Mr. Pham replied that such a question does appear on the on-line applications.

Next addressed were two (2) proposed budget transfers.

The first such transfer calls for the transfer of \$105,000.00 from various staff lines in the FY 2014 budget to the "Salaries VP Admin. & Finance" line. President Tsaffaras explained that the transfers are from lines where there were savings due to positions being unfilled, and are being transferred to fund the position of Vice President for Administration and Finance for the balance of the current fiscal year. On an annualized basis, the salary for the position is \$157,500.00. Ms. Brogna asked why the position's salary is being funded higher than ever before, and why the increase had not come before the Board of Governors prior to an offer in that amount being made to the then candidate. Mr. Bell asked whether such increases are discretionary with the President. Ms. Brogna replied that, given Attorney Tobin's opinion that the Board of Governors acts as the equivalent of a school committee and that the Vice President for

Administration and Finance's position is the equivalent of an assistant superintendent in a public school system, the issue of compensation should have come before the Board of Governors prior to the establishment of the compensation.

President Tsaffaras stated that no area of the College is underfunded or underserved due to the transfer and that the source of the transferred funds are positions elsewhere in the College that have not been filled. Mr. Barbadoro recalled that the Vice President's position was unfunded at the time of the establishment of the FY 2014 budget, to be funded at a later time by breakage from other, unfilled positions. He continued, however, that as a matter of courtesy, it would have been preferable for the President to have earlier informed the Board of Governors of the departure from prior compensation based on the quality of Vice President Mercurio qualifications and experience.

Mr. Grindlay stated that some discretion should be given to the President in the hiring and compensation of vice presidents, and acknowledged that the President is the hiring authority.

President Tsaffaras then described the second proposed budget transfer, calling for the transfer of \$1,200.00 from the "Salaries Enrollment" line to the "Stipends Enrollment" line. Mr. Grindlay asked, because of potential pension ramifications, that the legality of such stipends be examined by counsel, as should how such stipends may affect pensions and benefits.

Motion by Mr. Barbadoro that the Finance and Facilities Committee recommend that the Board of Governors approve transfer # 1 as presented. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Mr. Feenan; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Grindlay that proposed transfer # 2 be held until the January 2014 meeting of the Finance and Facilities Committee. The motion was seconded by Ms. Clarke. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Mr. Feenan; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

No matters were addressed under "Old Business".

No matters were addressed under "New Business".



At 8:05 PM, motion by Mr. Barbadoro that the meeting of the Finance and Facilities Committee be adjourned. The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Committee voted in favor of the motion: Mr. Barbadoro; Mr. Bell; Ms. Clarke; Mr. Feenan; Dr. Fitzgerald; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted and the meeting was adjourned.