



MASSASOIT COMMUNITY COLLEGE

Fiscal Year 2016

Proposed Spending Plan

Board of Trustees

July 1, 2015 – June 30, 2016



Prepared by Administration & Finance

September 2015

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Executive Summary

September 2015

MASSASOIT COMMUNITY COLLEGE

Fiscal Year 2016 Proposed Spending Plan July 1, 2015 – June 30, 2016

We are pleased to present to the Board of Trustees Massasoit Community College's proposed spending plan for fiscal year 2016.

FISCAL 15 RECAP

The College's FY15 revenue was \$48,974,419, representing 98.94% of the projected revenue. Expenses were \$48,500,500. The fiscal year ended with a surplus of \$473,919 (actual revenue compared to actual expenses), representing 0.01% of the total collected revenue figure for FY15.

The College includes a Contingency fund in its annual budget development process. In FY15, this fund was \$450,000, of which only \$12,500 was reallocated for use. This fund accounted for the vast majority of the overall end-of-year surplus. The remainder of the overall surplus amount is found throughout the various budget lines and subsidiaries as evidence of their efforts in the budget execution phase.

During FY15, all five Divisions ended the year within budget. This achievement is directly attributed to the attention to detail of those with expense or budget management responsibility. In their roles as stewards of public funds, they successfully shepherded the allocation and spending plan approved by the Board of Trustees in September 2014.

Adding to the degree of difficulty in managing the FY15 Operating Budget were the mid-year adjustments for a greater-than-projected enrollment drop and the imposition of a 9c reduction by the State. Enrollment-based planning for FY15 took into account a projected 3% drop in credit hours from FY14 levels. A mid-year review in FY15 showed that our actual enrolled credit hours were an additional 1.25% below the projected 3% drop, translating into an additional \$350,000 in lost revenue. At nearly the same time, we received a directive from the State mandating a cut (the 9c reduction) to our FY15 allocation, totaling \$296,000. Together, these adjustments represented 1.3% of our total FY15 Spending Plan. Being late in the year and well into the execution phase of the spending plan, these nominal adjustments had a disproportionate impact. That said, the senior leadership was able to amend their respective budgets to accommodate both adjustments. Planning focused on areas that wrought zero-to-minimal impact on students.

FISCAL YEAR 16 – Developing the Proposed Spending Plan

The collaborative process of building our FY16 Proposed Spending Plan began months ago with the initial effort being to forecast our revenue for the year. The Operating Budget in any given year is comprised of a number of revenue streams and factors, many of which are intertwined. Facing a host of questions, we began listing assumptions and developing potential scenarios. This exercise took into account multiple potential contingencies for the

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State Appropriation, Enrollment, and local fees. Initially we considered 28 different budget scenarios by mixing and matching these various contingencies. Further refinement dropped that number to 13. Ultimately, we presented 4 potential budget scenarios, representing what we felt were the most realistic of the group, for the consideration of the College's senior leadership. As the State's Budget Development process progressed, we removed assumptions and filled in our Proposed Spending Plan with more concrete information.

- **Enrollment:** With the assistance of the Office for Institutional Research (IR), we are able to look at historic trends in enrollment and demographic data. We combine the data with current known data points, such as the number of transcripts requested and the number of graduated students in the last class. Lastly, we identify programs that may influence enrollment for the coming fiscal year and work with our academic leadership to determine projections as to the impact these offerings may have on overall enrollment. After much analysis and routine updates, the institutional research, academic, and fiscal parties develop a consensus for enrollment figures in the coming fiscal year.

Final planning for FY16 assumed a 5% drop in enrolled credit hours as compared to FY15. The enrollment-based revenue projection was discounted further by an additional 1.88% to account for waivers and uncollectible debt, ultimately giving us our working figure for enrollment-based revenue.

In response to the projected enrollment decline, the College created and enacted an Enrollment Plan for Fall 2015. The plan includes the following initiatives:

- ✓ In an effort to increase the number of inquiries, recruits, and applications, we ran event-based campaigns, including Veterans and Military Service Members Open House, Athletics Open House, Admissions Day (On-the-Spot Admissions), and Ongoing Financial Aid (FAFSA) days. Our new marketing firm, TRIAD, developed a marketing campaign for August and early September.
- ✓ We also worked to improve yield of incoming students. We increased the overall number of orientations and included additional evening orientations in response to student feedback that day-time attendance was problematic. Phone calls were made before orientations to remind students to sign up for one and to attend, and after orientations to those who signed up but didn't attend to reschedule. We have increased the number of FASTTRACK days on which students can complete their applications and testing, register for classes, and apply for Financial Aid all in one day.
- ✓ Lastly, to improve yield of returning students, Presidential Student Ambassadors, academic department staff, and faculty called students who had taken courses in the Spring but had not registered for Fall, adjusting the list to take out graduates. In addition, our annual recruit-back postcard was sent to over

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20,000 students with information on how to re-enroll or get back to campus.

- **State Appropriation:** The State Appropriation process begins in October when the Board of Higher Education (BHE) issues its guidance. In January, the Governor files his initial bill (H1) with the House Ways and Means Committee (HWM). The HWM evaluates the H1 bill and forwards it to the full House of Representatives with a list of recommendations. The House considers the recommendations of the HWM as well as any other amendments. After deliberation, the House approves an amended version of the bill. The Senate Ways and Means Committee (SWM) follows the same process as the HWM before forwarding its recommendations to the full Senate. The Senate considers amendments to the bill before approving the final amended version. At this point, the bill goes into Conference Committee where selected members of the Administration, House, and Senate reconcile the three budget proposals. An agreed upon version is sent back to the House and Senate for a final vote by both branches. The final agreed upon proposal returns to the Governor for a period of consideration. The Governor has the authority to veto specific lines within the proposed budget, up to and including a veto of the entire proposed budget. With a 2/3 vote, the Legislative branches can override the Governor's vetoes. Following any such vetoes, the bill is finalized and is referred to as the General Appropriations Act.

The FY16 State budget process was slightly different from that of the past several years. Typically, the Governor releases his/her budget by the fourth Wednesday in January. Under state law, incoming new Governors have an additional five weeks to submit H1. In the FY16 process, H1 was submitted March 4th.

The Governor's Budget included an amount to be allocated by the formula. All community college base line items appeared in his recommendation above the FY15 post-9c reduction levels. Additionally, the FY15 Formula Funding allocation was rolled into the base levels for FY16.

The recommendations of both the House and Senate were, in large part, very consistent with the Governor's initial recommendation as it related to our Operating Budget.

- **Other Revenue:** In addition to enrollment and the State appropriation, our revenue streams include fees (General College Fee, Tech Fee, Allied Health, misc.) and revenue-generating activities on campus such as the cafeteria, the bookstore, transcript requests, etc.. Many of these separate revenue streams are based on enrollment. Planning for these revenue streams corresponds directly to that projected enrollment increase or decrease. Revenue for these activities is projected based on a combination of the prior year's actual revenue and any new additional factors that may impact the given activity in the coming FY.

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Enrollment-based revenue streams are obviously impacted by the ebb and flow of billable credit hours. However, there is also a corresponding impact to expenses related to these areas. A 5% drop in enrollment translates into fewer students on campus which, for example, means fewer students visiting the cafeteria. While we plan to take in slightly less revenue, our expenses in support of these activities should be slightly less as well. We have accounted for impacts to both revenue and expenses in these areas due to the projected enrollment decline in FY16.

Also included in the FY16 Proposed Spending Plan is \$214,011 in Carry Over funds from the FY15 Operating Budget. Having ended FY15 with a modest surplus, the strategic decision was made to dedicate a piece of that surplus to support operating expenses for FY16.

Continuing a practice begun in planning the FY15 Budget, the College will include \$364,873 of realized gains from our CommonFund investments in the FY16 budget to help fund our operating commitments and strategic priorities.

- **Expenses:** Similar to what we did last year, we asked the cost center managers throughout the College to build their budgets reflecting the level of funding they felt they needed to complete their missions and service our students at the highest possible level. The emphasis, again, was on establishing priorities within the request. At the same time, on the operational level, we determined what our overall budget picture looked like by rolling forward our FY15 expenses, adding in those items and initiatives discussed as new strategic priorities and reducing those items considered to be one-time expenses for the coming FY.

As is usually the case in the early rounds of budget development, our “Ask” exceeded our projected revenue. We identified those expenses that were inviolable (fringe, debt service, contingency, utilities) and sequestered these funds from further manipulation. We turned to the remaining funds, referred to as our Adjusted Preliminary Budget, to determine the percent of the fungible spending plan allocated to each Division. Using those percentages, we applied each Division’s proportion of the whole to the gap between our “Ask” and our projected resources, further refining our Adjusted Preliminary Budget. Adding the sequestered funding back in, we developed our Final Preliminary Budget at the institutional level.

This process afforded the senior leadership of the College a unique opportunity with their budgets. By having a gross number for their allocations, they are able to re-allocate those financial resources within their Divisions to best meet their strategic priorities and initiatives.

It is through this comprehensive process that we are able to present the following FY16 Proposed Spending Plan for your consideration.

REVENUE

The College derives its operating revenue from the State Appropriation and the local Operating Fund. The FY16 State Appropriation totals \$21,237,905, a gross increase of

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\$714,132, or 3.5%, over FY15. The FY16 appropriation includes a \$505,684 Formula Funding Adjustment. The Operating Fund is projected to generate \$30,077,523 in FY16. Its chief components are local tuition and fees, projected to total \$27,778,225. Expected service fees, cafeteria sales, and bookstore and vending commissions account for the remaining \$2,299,298. The FY16 Proposed Spending Plan assumes an enrollment of 145,951 billable credit hours and reflects the \$163 per credit student fee schedule (\$155/GCF, \$8/Tech) adopted by the Board of Trustees in June 2015. The proposed budget uses a 5% decline in total credit hours to calculate revenue.

In addition to the realized gain from our investment portfolio, this plan allocates \$135,387 in institutional aid for the Massasoit Community College Fee Assistance Scholarship Fund. In planning FY15, we calculated an annual contribution to the MCC Fee Assistance Fund of \$77,007. In anticipation of potential increased need based on the new fee increase, an amount equal to 5% of the gross fee increase revenue (an additional \$58,380) is added to that annual contribution in FY16. The plan also includes, as a contingency, \$275,253 in revenue to defray retirement payout expenses from the Retirement Reserve Fund.

EXPENDITURES

Total proposed spending for FY16 is \$51,830,178. The Proposed Spending Plan provides for the following.

Collective Bargaining: Previously, the Commonwealth based its calculation of Collective Bargaining adjustments on the College's full payroll. In recent years, a shift occurred in which the Commonwealth only considers the amount of our payroll covered by State Appropriation (our allocation of funds from the State for the FY). In rounded numbers for this FY, our allocation from the State is \$20M. Our total full-time payroll is nearly \$27M. We spend \$7M over what the State allocates to us in full-time payroll. The State has begun calculating the Collective Bargaining adjustment on that \$20M figure, the result being that the institution is required to fund the Collective Bargaining piece on the \$7M from locally generated tuition and fees. Further compounding the issue, the institution must also fund the corresponding fringe benefit on that \$7M. Using a 3.5% Collective Bargaining increase and a 30% fringe rate as an example, the aforementioned \$7M figure equates to an additional \$245,000 in salary expenses and another \$73,500 in fringe benefits expenses. This shift is essentially a latent budget reduction built into each FY Spending Plan as long as the Commonwealth continues to calculate its Collective Bargaining adjustment in this manner.

Information Technology: A major source of IT funding is from the Technology Fee of \$8/credit assessed to students. Based on current credit hour projections, this budget will be approximately \$1.1M. One-eighth of this amount, or about \$138,000, will be spent on instructional media in classrooms and conference rooms on items such as faculty station computers, projectors, and monitors.

The majority of these funds, approximately \$621,000, is earmarked for hardware and software support contracts. These contracts allow us to provide resources like the campus portal, external website, computer classroom software, Microsoft license, security, email, data storage, and network. The largest component is for our enterprise applications (e.g. Banner, BDM, DegreeWorks, Argos, and eVisions), which amounts to about \$300,000.

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The next largest expense, approximately \$210,000, is for our annual workstation refresh program. Staff, faculty, and computer classrooms machines are refreshed every 4 years. These machines are then re-allocated for other uses for an additional 2 to 3 years.

Project work that is planned for FY16 includes:

- Replacing aging storage infrastructure with a new storage area network.
- Implementing a document approval system to reduce paperwork and improve the efficiency of signature routing.
- Moving our on-premise email application to the cloud to enhance security and streamline maintenance.
- Banner improvements, especially as related to recruiting and admitting students.
- Upgrading certain Banner modules from version 8 to XE.
- Continuing the rollout of Banner Document Management to other college departments.
- Working with Academic Affairs and Student Affairs on application implementation and integration projects (GradesFirst, Advocate, ALEKS, Haven, and AcademicWorks).
- **Capital Expenditures:** As required by the Board of Higher Education, the College dedicates 5% of the total budget to Capital Adaptation and Renewal projects to ensure our facilities and infrastructure are capable of supporting our mission. It is also imperative to enabling us to put our best institutional-self forward. Top-flight infrastructure and facilities help us to recruit and retain the best students, faculty, and staff to the Massasoit community, a practice very much in keeping with Massasoit's tradition of excellence. Among the new projects planned in FY16 are:
 - The construction and completion of Phase 3 of the Student Center Renovation. The construction phase was completed prior to the start of Fall classes. Phase 3 includes renovations to the ARC, Advisement and Counseling, Writing Center, and Testing and Assessment.
 - Planning for Phase 4 of the Student Center Renovation, which will focus on the Student Dining Area.
 - Continuation of an Energy Conservation Project to install LED lighting on campus buildings that began in September 2014. Areas programed for FY16 include the TV studio, the gym, the Fine Arts Theater, and the Human Resources office.
 - Public Interface Projects will focus on water bottle filling stations across campus, landscaping the T Building, and new plantings around the Conference Center.
 - Additional projects planned for FY16 include repairs and improvements to the ventilation system in the Facilities garage, upgrades to the Library electrical service, renovations in the Studio Control Room and Media Room, and other normal routine maintenance and upkeep of the facility.

CATEGORY VARIANCES

While this plan, as it exists in this report, was developed after months of modeling and projection on both the expense and revenue sides, we recognize that the priorities upon

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which it is based can change. To maximize flexibility and resiliency of each Division's budget, Vice Presidents, in conjunction with the leadership within their organizations, are able to transfer funds from one account or subsidiary to another during the course of the year. The FY16 Proposed Spending Plan represents our strategy for allocating the College's projected financial resources. Should new priorities emerge during the execution phase of the budget, they may supplant previously identified high-priority expenses or projects. Additionally, as was the case last year, we may find ourselves in the unfortunate circumstance of responding to State-mandated reductions or enrollment numbers that do not meet the projections upon which this proposed plan is based. In any of those instances, each Division Vice President can request to transfer funds within his or her budget to respond to these potential changes in priority or levels of resourcing.

When comparing this iteration of the report to last year's actuals, there were some year-to-year changes in the budget categories.

- **AA (FT Salaries):** Projected spending in this category is anticipated to be \$1,897,707 greater than in FY15. It should be noted that there are a number of factors that result in an increase in AA expenditures, including contractually obligated costs related to our employees covered by collective bargaining agreements (a piece of which is funded by the Commonwealth, with an increasing remainder funded by locally generated tuition and fees), non-unit professional merit adjustments, annualization of prior year new hires, and strategic new hires. These increases are mitigated in the FY16 Proposed Spending Plan by both meticulously pro-rating replacement hires to ensure they are funded in conjunction with realistic expectations for filling the position and the general trend of replacing retirees and long-term employees with new staff at lower compensation levels. These considerations may drive down expenses for the coming year, but we will see an increase the following year as these pro-rated salaries are annualized. The increase in projected payroll carries with it an increase in fringe benefit expenses listed in Account DD. We project DD expenses will rise \$475,579. The overall fringe rate itself increased for FY16 by 1.97%, further compounding the impact of our increased payroll expenses for the coming fiscal year.
- **CC (PT Salaries):** Projected spending in this category decreased by \$231,822 from FY15. Our planning was based on a projected 5% decrease in enrollment this FY. With declining enrollment comes a reduced need for adjunct faculty.
- **EE (Administrative/Office Supplies):** Projected spending in these categories is anticipated to be \$628,724 greater than FY15. Contributing factors to this increase include the addition of an operating budget for the Minority Male Mentoring Program and the fees levied by credit card companies for all credit card charges collected by Student Financial Services (SFS). The former is a new expense to FY16. The latter was not captured in the FY15 Budget Development process and was covered using mid-year budget transfers within the Administration and Finance Division. This category's initial "Ask" was mitigated significantly thanks to a deliberate and concerted effort at belt-tightening across the institution.
- **FF (Facility Operational Supplies):** Operational planning for both the new Vet Tech program and our new planned offerings in Marshfield drove the projected expense for Facility Operations up \$174,907 over last year's levels. We forecasted levels of fiscal need for each project and included those funds in our FY16 planning. As we develop these programs, we will be able to refine the projections. The fiscal

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resources allocated to both programs in this account are sufficient to support their growing operations through the fiscal year.

- **JJ/HH (Consultants):** In FY15, HH and JJ included funding for a number of one-time expenses, specifically for the enrollment archives scanning project and for AACRAO consultant services. These expenses will not be incurred again in FY16. There is a \$250,314 increase in Consultants expenses when compared to the FY15 actual. It should be noted that the FY 15 budget was more than the projected FY 16 proposed budget for this category.
- **LL (Leases/Repairs):** Planning for the Massasoit presence in Marshfield, we allocated \$190,000, representing 6 months, towards leasing property. This new expense was included in our earliest planning as part of the FY16 Budget Development Process and resulted in a net increase of \$236,701 in projected LL expenses in FY16.
- **NN (Construction):** FY16 planning shows a net reduction in funds allocated to construction of \$461,793 as compared to FY15. While we have re-prioritized some funding in this account, it should be noted that we are still dedicating \$1.8M to construction for the coming FY. Current planning funds the completion of Phase 3 of the Student Center renovation project and allows us to meet all our obligations related to the 5% Capital Adaptation and Renewal requirement.
- **UU (Information Technology):** FY15 saw an internal reorganization moving Information Technology from the Academic Affairs Division to the Administration and Finance Division. This move accounts for the increase in UU funds for FY16 in the Administration and Finance Division. We are projecting an additional \$303,398 in UU spending for FY16 to enable Academic Affairs to continue updating our classrooms and maximizing the use of technology to deliver a first-class educational experience to our students. The current plan calls for six classrooms to be updated and six rooms to outfitted with data drops. The increase in FY16 also reflects a restoration of funding that was reprioritized in the FY15 9c Reduction.

CONCLUSION

In October 2014, we began planning for FY16. Over the course of the last 12 months, we have refined the initial 28 potential budget scenarios repeatedly to arrive at the FY16 Proposed Spending Plan detailed above and presented for your consideration. This balanced plan identifies \$51,830,178 in projected revenue and allocates that same amount over 17 budget categories across the College's five Divisions. This Proposed Spending Plan allocates funds to expand the College's presence and offerings into Plymouth and Marshfield; supports new initiatives like the Minority Male Mentoring and Vet Tech Programs; invests in Advancement activities; and meets both our explicit and implicit commitments to our facility, students, faculty, and staff. The focus throughout this process was to develop a proposed plan that best serves the institution by allocating fiscal resources for FY16 in such a way as to ensure our students' success and to advance our mission. We approached the budget with the philosophy of achieving the reductions by not only increasing the fee, but also strategically reducing and reallocating existing and projected revenues to preserve academic offerings and student services and to advance institutional priorities. We believe this FY16 Proposed Spending Plan accomplishes those goals and submit it for your consideration.

**Massasoit Community College
Budget Expenditure Classifications**

Category 1

- AA** EMPLOYEE COMPENSATION – This subsidiary includes regular compensation for full-time employees. It also includes overtime pay, shift differential, sick leave buy back, bonuses and awards.
- CC** SPECIAL EMPLOYEES – This subsidiary includes payments to individuals who are employed on a temporary basis through contracts. This includes Adjunct Faculty and seasonal employees. In addition, this category includes payments to students who are eligible for work-study.
- DD** PENSION/INSURANCE – This subsidiary includes pension and insurance related expenditures associated with departmental operations, such as fringe benefits, unemployment compensation, Medicare, worker's compensation, surety of employees and health and welfare trust fund.

Category 2

- KK** EQUIPMENT – This subsidiary includes the purchase and installation of a variety of equipment. For example, ADP equipment, educational equipment, motor vehicles, office equipment, telecommunications equipment, heavy equipment (e.g., front-end loaders, back hoes), photocopiers and duplicators are purchased from this category.
- LL** EQUIPMENT LEASE/REPAIR – This subsidiary includes the lease purchase, lease, rental, maintenance and repair of equipment.
- NN** INFRASTRUCTURE – This subsidiary includes expenditures for projects that construct and/or maintain real property assets of the Commonwealth. For example, building and land maintenance and improvement projects, hazardous waste removal, maintenance of roadways (salt, sand, patch), and maintenance supplies that are project specific are purchased or paid in this category.

Category 3

- BB** EMPLOYEE EXPENSES – This subsidiary includes reimbursement to employees and payments on behalf of employees such as hotels, meals, fares and tolls, private auto mileage, conference and registration fees, in-state and out-of-state travel, reimbursement or payment to police officers for the purchase or cleaning of work-related clothing, and overtime meals.

| | |
|-----------|---|
| EE | <u>ADMINISTRATIVE EXPENSES</u> – This subsidiary includes administrative expenses associated with departmental operations. For example, office and administrative supplies, postage, printing expenses and supplies, subscriptions and departmental memberships, advertising expenses, bottled water (including incidental rental costs of the equipment), fees, fines, licenses and permits, conference incidentals and state single audit charges are purchased or paid in this category. |
| FF | <u>FACILITY OPERATIONS</u> – This subsidiary includes the cost of operating state facilities. For example, food and beverages, kitchen and dining supplies, drugs, laboratory supplies, medical supplies, clothing and footwear, facility furnishings, laundry supplies, cleaning supplies, gardening supplies, grounds keeping tools, library supplies and materials, teaching supplies and materials, recreational and social supplies, maintenance and repair supplies (stock only, hardware, plumbing, electrical supplies and motor vehicle parts), hand tools for maintenance and repair, and floor coverings are purchased or paid in this category. |
| GG | <u>ENERGY COSTS</u> – This subsidiary includes expenditures for plant operations, space rentals, electricity and natural gas, vehicle fuel, fuel for buildings, water, sewage disposal and payments to energy management services. |
| HH | <u>PROFESSIONAL SERVICES</u> – This subsidiary includes expenditures for outside professional services for specific projects and for defined time periods. For example, accountants, ADP professionals, arbitrators, attorneys, honoraria for visiting speakers and lecturers, medical consultants, and program coordinators are paid in this category. |
| JJ | <u>OPERATIONAL SERVICES</u> – This subsidiary includes compensation expenditures for the routine functioning of departments. Services are provided by non-employees, generally by contractual arrangement. For example, accreditation review costs, art models, performers, athletic services (coaches, officials, lifeguards), financial and data processing services, examiners/monitors/graders, exterminators, non-hazardous waste removal, laundry, messenger and security services, interpreters for the deaf, external snow removal and grounds keeping services, tutorial services, and licensed professional trade persons are paid in this category |
| RR | <u>SCHOLARSHIPS</u> – This subsidiary is used only for the disbursement of educational assistance (Financial Aid to students at the College). |
| MM | <u>TUITION/EDUCATIONAL FEES</u> – This subsidiary is used only for payments of tuition or fees such as malpractice insurance on behalf of students. |
| TT | <u>STUDENT INSURANCE PAYMENTS</u> – This subsidiary is used only for payment of insurance policies on behalf of students at the College. |
| UU | <u>INFORMATION TECHNOLOGY EXPENSES</u> – This subsidiary is used for telecommunications expenditures. |

Massasoit Community College

Fiscal Year 2016 Proposed Spending Plan

| TOTAL COLLEGE REVENUES | | | | | |
|--|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Revenue Type | Prior Fiscal Year Actuals | | | | FY 2016 |
| | 2012 | 2013 | 2014 | 2015 | Proposed |
| State Appropriation | \$17,376,154 | \$17,376,154 | \$18,884,986 | \$19,760,055 | \$20,436,655 |
| Collective Bargaining Funds | \$264,313 | \$680,567 | \$0 | \$134,267 | \$295,566 |
| Reversions | \$0 | (\$173,762) | \$0 | (\$296,400) | \$0 |
| Formula Funding Adjustment | \$0 | \$0 | \$608,165 | \$629,451 | \$505,684 |
| Stimulus Funding | \$0 | \$0 | \$0 | \$0 | \$0 |
| Operating Fund | \$26,575,548 | \$28,677,796 | \$28,504,221 | \$28,680,078 | \$30,077,523 |
| SUBTOTAL | \$44,216,015 | \$46,560,755 | \$47,997,372 | \$48,907,451 | \$51,315,428 |
| Carry Over from Prior FY | \$1,028,038 | \$271,000 | \$0 | \$0 | \$214,011 |
| Carry Over for Media Equipment | \$150,000 | \$0 | \$0 | \$0 | \$0 |
| Carry Over for Special Projects | \$1,010,844 | \$729,000 | \$0 | \$0 | \$0 |
| Cash Account Transfer | \$0 | \$0 | \$0 | \$0 | \$0 |
| ACPTF Transfer Out | (\$204,000) | (\$204,000) | (\$204,000) | (\$204,000) | (\$204,000) |
| Fee Assistance Scholarship Transfer Out | (\$42,858) | (\$138,086) | (\$88,641) | (\$77,007) | (\$135,387) |
| Payout Reserve Transfer In | \$0 | \$0 | \$0 | \$0 | \$275,253 |
| Realize Gain on Investments | \$0 | \$0 | \$0 | \$347,975 | \$364,873 |
| Grant Transfer Out (MEOP & Summer Bridge | \$0 | \$0 | \$0 | \$0 | \$0 |
| Athletic Camp Scholarship Transfer Out | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$46,158,039 | \$47,218,669 | \$47,704,731 | \$48,974,419 | \$51,830,178 |

Massasoit Community College

Fiscal Year 2016 Proposed Spending Plan

| | | TOTAL COLLEGE EXPENDITURES | | | | |
|---------------------------------------|------------------------------------|----------------------------|---------------------|---------------------|---------------------|---------------------|
| | | Prior Fiscal Year Actuals | | | | FY 2016 |
| Account | Account Description | 2012 | 2013 | 2014 | 2015 | Proposed |
| AA | Overtime/FT Salaries | \$22,275,610 | \$23,552,368 | \$24,270,949 | \$25,813,549 | \$27,711,256 |
| CC | PT Salaries | \$8,233,658 | \$8,806,314 | \$9,145,913 | \$9,379,740 | \$9,147,918 |
| DD | Insurance/Benefits | \$2,290,277 | \$1,975,429 | \$2,138,826 | \$2,259,006 | \$2,734,585 |
| Payroll/Benefits: | | \$32,799,545 | \$34,334,111 | \$35,555,688 | \$37,452,295 | \$39,593,758 |
| KK | Equipment | \$485,429 | \$334,501 | \$717,610 | \$661,768 | \$518,679 |
| LL | Repairs/Leases | \$740,087 | \$586,741 | \$631,365 | \$749,667 | \$986,368 |
| NN | Construction | \$3,485,178 | \$1,977,292 | \$2,046,175 | \$2,310,714 | \$1,848,921 |
| Capital Improvements/Equipment | | \$4,710,694 | \$2,898,534 | \$3,395,150 | \$3,722,150 | \$3,353,968 |
| BB | Employee Expenses | \$49,742 | \$85,955 | \$97,006 | \$105,067 | \$212,771 |
| EE | Administrative/Office Supplies | \$1,205,207 | \$1,314,339 | \$1,358,978 | \$1,362,560 | \$1,991,284 |
| FF | Facility/Educational Supplies | \$1,080,526 | \$1,292,954 | \$1,214,387 | \$1,295,915 | \$1,470,822 |
| GG | Utility Expense/Space Rental | \$1,248,375 | \$1,198,185 | \$1,130,773 | \$1,439,561 | \$1,535,600 |
| HH | Professional Consultant Services | \$274,756 | \$225,014 | \$320,167 | \$307,996 | \$393,300 |
| JJ | Operational Consultant Services | \$250,806 | \$274,115 | \$336,522 | \$298,623 | \$463,633 |
| MM | Tuition/Educational Fees | \$6,358 | \$5,304 | \$6,357 | \$6,100 | \$0 |
| RR | Entitlements | \$0 | \$0 | \$0 | \$6,500 | \$10,000 |
| SS | Debt Service | \$0 | \$344,738 | \$825,824 | \$826,265 | \$825,134 |
| TT | Student Insurance/Special Payments | \$0 | \$0 | \$18,663 | \$10,962 | \$10,000 |
| UU | Information Technology Expense | \$1,664,952 | \$1,966,115 | \$1,977,093 | \$1,666,509 | \$1,969,907 |
| Operations/Other | | \$5,780,722 | \$6,706,719 | \$7,285,770 | \$7,326,056 | \$8,882,451 |
| TOTAL COLLEGE | | \$43,290,961 | \$43,939,364 | \$46,236,608 | \$48,500,500 | \$51,830,178 |

Massasoit Community College

Fiscal Year 2016 Proposed Spending Plan

| | | Office of the President | | | | |
|-------------------------|---------------------------------------|---------------------------|--------------------|--------------------|--------------------|--------------------|
| | | Prior Fiscal Year Actuals | | | | FY 2016 |
| Account | Account Description | 2012 | 2013 | 2014 | 2015 | Proposed |
| AA | Overtime/FT Salaries | \$886,925 | \$894,531 | \$1,004,680 | \$1,372,591 | \$1,429,230 |
| CC | PT Salaries | \$58,071 | \$66,537 | \$56,428 | \$61,842 | \$83,306 |
| DD | Insurance/Benefits | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sub-total | Payroll/Benefits | \$944,996 | \$961,068 | \$1,061,108 | \$1,434,433 | \$1,512,536 |
| KK | Equipment | \$16,183 | \$658 | \$4,711 | \$8,216 | \$5,640 |
| LL | Repairs/Leases | \$0 | \$0 | \$1,438 | \$0 | \$600 |
| NN | Construction | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sub-total | Capital Improvements/Equipment | \$16,183 | \$658 | \$6,149 | \$8,216 | \$6,240 |
| BB | Employee Expenses | \$4,724 | \$24,807 | \$26,659 | \$26,605 | \$40,000 |
| EE | Administrative/Office Supplies | \$129,122 | \$177,613 | \$186,168 | \$664,010 | \$1,072,165 |
| FF | Facility/Educational Supplies | \$18,987 | \$26,652 | \$35,175 | \$45,390 | \$40,038 |
| GG | Utility Expense/Space Rental | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 |
| HH | Professional Consultant Services | \$126,238 | \$120,770 | \$121,780 | \$129,005 | \$177,500 |
| JJ | Operational Consultant Services | \$1,000 | \$1,000 | \$3,241 | \$4,550 | \$9,400 |
| TT | Student Insurance/Special Payments | \$0 | \$0 | \$0 | \$0 | \$0 |
| UU | Information Technology Expenses | \$268 | \$0 | \$0 | \$11,265 | \$10,799 |
| Operations/Other | | \$310,339 | \$380,842 | \$403,023 | \$910,825 | \$1,379,902 |
| TOTAL | | \$1,271,518 | \$1,342,568 | \$1,470,280 | \$2,353,475 | \$2,898,678 |

Massasoit Community College

Fiscal Year 2016 Proposed Spending Plan

| | | Vice President of Administration & Finance | | | | |
|------------------|---------------------------------------|--|---------------------|---------------------|---------------------|---------------------|
| | | Prior Fiscal Year Actuals | | | | FY 2016 |
| Account | Account Description | 2012 | 2013 | 2014 | 2015 | Proposed |
| AA | Overtime/FT Salaries | \$3,445,881 | \$3,709,382 | \$4,313,244 | \$6,558,227 | \$7,668,876 |
| CC | PT Salaries | \$341,220 | \$367,468 | \$365,538 | \$427,215 | \$449,430 |
| DD | Insurance/Benefits | \$2,278,958 | \$1,965,516 | \$2,138,826 | \$2,259,006 | \$2,734,585 |
| Sub-total | Payroll/Benefits | \$6,066,059 | \$6,042,366 | \$6,817,608 | \$9,244,448 | \$10,852,891 |
| KK | Equipment | \$135,163 | \$122,109 | \$297,732 | \$312,999 | \$92,600 |
| LL | Repairs/Leases | \$588,686 | \$397,510 | \$404,135 | \$434,609 | \$647,316 |
| NN | Construction | \$3,423,646 | \$1,946,918 | \$2,029,776 | \$2,216,227 | \$1,820,996 |
| Sub-total | Capital Improvements/Equipment | \$4,147,495 | \$2,466,537 | \$2,731,643 | \$2,963,835 | \$2,560,912 |
| BB | Employee Expenses | \$9,105 | \$6,952 | \$6,392 | \$16,793 | \$23,900 |
| EE | Administrative/Office Supplies | \$483,869 | \$500,636 | \$543,989 | \$531,725 | \$645,818 |
| FF | Facility/Educational Supplies | \$467,919 | \$627,165 | \$542,746 | \$602,236 | \$554,100 |
| GG | Utility Expense/Space Rental | \$1,171,484 | \$1,145,664 | \$1,099,122 | \$1,408,719 | \$1,503,100 |
| HH | Professional Consultant Services | \$75,771 | \$72,856 | \$126,224 | \$109,634 | \$107,000 |
| JJ | Operational Consultant Services | \$17,382 | \$28,143 | \$44,216 | \$58,784 | \$43,173 |
| SS | Debt Service | \$0 | \$344,738 | \$825,824 | \$826,265 | \$825,134 |
| TT | Student Insurance/Special Payments | \$0 | \$0 | \$18,663 | \$10,962 | \$10,000 |
| UU | Information Technology Expense | \$315,701 | \$407,870 | \$380,162 | \$1,274,977 | \$1,478,635 |
| Sub-total | Operations/Other | \$2,541,231 | \$3,134,024 | \$3,587,338 | \$4,840,094 | \$5,190,860 |
| TOTAL | | \$12,754,785 | \$11,642,927 | \$13,136,589 | \$17,048,377 | \$18,604,664 |

Massasoit Community College

Fiscal Year 2016 Proposed Spending Plan

| | | Vice President of Academic Affairs | | | | |
|------------------|---------------------------------------|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| | | Prior Fiscal Year Actuals | | | | FY 2016 |
| Account | Account Description | 2012 | 2013 | 2014 | 2015 | Proposed |
| AA | Overtime/FT Salaries | \$12,050,062 | \$12,638,551 | \$12,986,857 | \$12,131,446 | \$12,524,365 |
| CC | PT Salaries | \$7,166,921 | \$7,620,113 | \$7,964,058 | \$8,030,254 | \$7,733,358 |
| DD | Insurance/Benefits | \$11,319 | \$9,913 | \$0 | \$0 | \$0 |
| Sub-total | Payroll/Benefits | \$19,228,302 | \$20,268,577 | \$20,950,915 | \$20,161,700 | \$20,257,723 |
| KK | Equipment | \$267,767 | \$127,874 | \$280,264 | \$235,223 | \$408,700 |
| LL | Repairs/Leases | \$19,817 | \$43,443 | \$34,901 | \$49,223 | \$57,407 |
| NN | Construction | \$26,539 | \$20,999 | \$9,283 | \$17,174 | \$15,500 |
| Sub-total | Capital Improvements/Equipment | \$314,123 | \$192,316 | \$324,448 | \$301,620 | \$481,607 |
| BB | Employee Expenses | \$20,275 | \$31,503 | \$40,397 | \$40,331 | \$124,321 |
| EE | Administrative/Office Supplies | \$83,025 | \$72,401 | \$96,243 | \$90,633 | \$159,748 |
| FF | Facility/Educational Supplies | \$402,306 | \$480,471 | \$471,032 | \$443,903 | \$662,978 |
| GG | Utility Expense/Space Rental | \$43,795 | \$21,616 | \$0 | \$0 | \$0 |
| HH | Professional Consultant Services | \$13,333 | \$5,810 | \$23,459 | \$42,287 | \$63,450 |
| JJ | Operational Consultant Services | \$186,407 | \$189,306 | \$220,652 | \$168,845 | \$323,240 |
| MM | Tuition/Educational Fees | \$6,358 | \$5,304 | \$6,357 | \$6,100 | \$0 |
| RR | Entitlements | \$0 | \$0 | \$0 | \$6,500 | \$10,000 |
| TT | Student Insurance/Special Payments | \$0 | \$0 | \$0 | \$0 | \$0 |
| UU | Information Technology Expense | \$1,301,298 | \$1,499,658 | \$1,545,695 | \$339,452 | \$441,863 |
| Sub-total | Operations/Other | \$2,056,797 | \$2,306,069 | \$2,403,835 | \$1,138,051 | \$1,785,600 |
| TOTAL | | \$21,599,222 | \$22,766,962 | \$23,679,198 | \$21,601,371 | \$22,524,930 |

Massasoit Community College

Fiscal Year 2016 Proposed Spending Plan

| | | Vice President of the Canton Campus | | | | |
|------------------|---------------------------------------|-------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | | Prior Fiscal Year Actuals | | | | FY 2016 |
| Account | Account Description | 2012 | 2013 | 2014 | 2015 | Proposed |
| AA | Overtime/FT Salaries | \$1,688,901 | \$1,947,308 | \$1,645,150 | \$1,851,901 | \$1,876,651 |
| CC | PT Salaries | \$174,787 | \$199,398 | \$181,393 | \$176,394 | \$198,223 |
| DD | Insurance/Benefits | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sub-total | Payroll/Benefits | \$1,863,688 | \$2,146,706 | \$1,826,543 | \$2,028,295 | \$2,074,874 |
| KK | Equipment | \$36,260 | \$57,747 | \$84,433 | \$94,900 | \$3,889 |
| LL | Repairs/Leases | \$41,095 | \$49,171 | \$91,430 | \$161,853 | \$171,790 |
| NN | Construction | \$17,751 | \$3,075 | \$2,675 | \$2,607 | \$2,200 |
| Sub-total | Capital Improvements/Equipment | \$95,106 | \$109,993 | \$178,538 | \$259,360 | \$177,879 |
| BB | Employee Expenses | \$1,683 | \$3,724 | \$1,718 | \$2,537 | \$2,839 |
| EE | Administrative/Office Supplies | \$34,618 | \$25,892 | \$13,036 | \$17,327 | \$17,944 |
| FF | Facility/Educational Supplies | \$60,539 | \$39,569 | \$31,997 | \$37,238 | \$65,133 |
| GG | Utility Expense/Space Rental | \$1,721 | \$0 | \$44 | \$0 | \$500 |
| HH | Professional Consultant Services | \$0 | \$0 | \$0 | \$400 | \$800 |
| JJ | Operational Consultant Services | \$5,985 | \$4,478 | \$5,918 | \$2,450 | \$4,980 |
| TT | Student Insurance/Special Payments | \$0 | \$0 | \$0 | \$0 | \$0 |
| UU | Information Technology Expense | \$30,261 | \$22,813 | \$17,603 | \$15,978 | \$24,866 |
| Sub-total | Operations/Other | \$134,807 | \$96,476 | \$70,316 | \$75,930 | \$117,062 |
| TOTAL | | \$2,093,601 | \$2,353,175 | \$2,075,397 | \$2,363,585 | \$2,369,815 |

Massasoit Community College

Fiscal Year 2016 Proposed Spending Plan

| | | Vice President of Student Services & Enrollment Management | | | | |
|------------------|---------------------------------------|--|--------------------|--------------------|--------------------|--------------------|
| | | Prior Fiscal Year Actuals | | | | FY 2016 |
| Account | Account Description | 2012 | 2013 | 2014 | 2015 | Proposed |
| AA | Overtime/FT Salaries | \$4,203,841 | \$4,362,596 | \$4,321,018 | \$3,899,384 | \$4,212,133 |
| CC | PT Salaries | \$492,659 | \$552,798 | \$578,496 | \$684,035 | \$683,601 |
| DD | Insurance/Benefits | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sub-total | Payroll/Benefits | \$4,696,500 | \$4,915,394 | \$4,899,514 | \$4,583,419 | \$4,895,735 |
| KK | Equipment | \$30,056 | \$26,113 | \$50,470 | \$10,430 | \$7,850 |
| LL | Repairs/Leases | \$90,489 | \$96,617 | \$99,461 | \$103,982 | \$109,255 |
| NN | Construction | \$17,242 | \$6,300 | \$4,441 | \$74,706 | \$10,225 |
| Sub-total | Capital Improvements/Equipment | \$137,787 | \$129,030 | \$154,372 | \$189,118 | \$127,330 |
| BB | Employee Expenses | \$13,955 | \$18,969 | \$21,840 | \$18,801 | \$21,712 |
| EE | Administrative/Office Supplies | \$474,573 | \$537,797 | \$519,542 | \$58,865 | \$95,609 |
| FF | Facility/Educational Supplies | \$130,775 | \$119,097 | \$133,437 | \$167,148 | \$148,573 |
| GG | Utility Expense/Space Rental | \$1,375 | \$905 | \$1,607 | \$842 | \$2,000 |
| HH | Professional Consultant Services | \$59,414 | \$25,578 | \$48,704 | \$26,670 | \$44,550 |
| JJ | Operational Consultant Services | \$40,032 | \$51,188 | \$62,495 | \$63,994 | \$82,840 |
| MM | Purchased Service Programs | \$0 | \$0 | \$0 | \$6,100 | \$0 |
| TT | Student Insurance/Special Payments | \$0 | \$0 | \$0 | \$0 | \$0 |
| UU | Information Technology Expense | \$17,424 | \$35,774 | \$33,633 | \$24,837 | \$13,743 |
| Sub-total | Operations/Other | \$737,548 | \$789,308 | \$821,258 | \$367,257 | \$409,027 |
| TOTAL | | \$5,571,835 | \$5,833,732 | \$5,875,144 | \$5,139,793 | \$5,432,092 |

MASSASOIT COMMUNITY COLLEGE
FISCAL YEAR 2016 BUDGET
SCHEDULE OF PRIOR APPROVAL ITEMS

Trust Fund guidelines as adopted by the Massasoit Community College Board of Trustees require prior approval of the following items:

1. Expenditures which personally benefit the President

There are no planned expenditures in this category for fiscal year 2016.

2. Expenditures for renovations or repairs of the President's office or home

There are no planned expenditures in this category for fiscal year 2016.

3. Expenditures for membership dues

Expenditures for approved institutional memberships are provided for in category 4 (Operations/Other) of the President's Office budget.

4. Expenditures for attendance at charitable dinners or events

Participation in community charitable dinners or events is planned not to exceed a total of \$6,000 in fiscal year 2016.

5. Expenditures for Trustee Travel

The College normally provides for Trustee attendance at conferences for professional development as well as reimbursement for private auto mileage. According to Board policy, the cost of Trustee travel shall not exceed \$25,000.

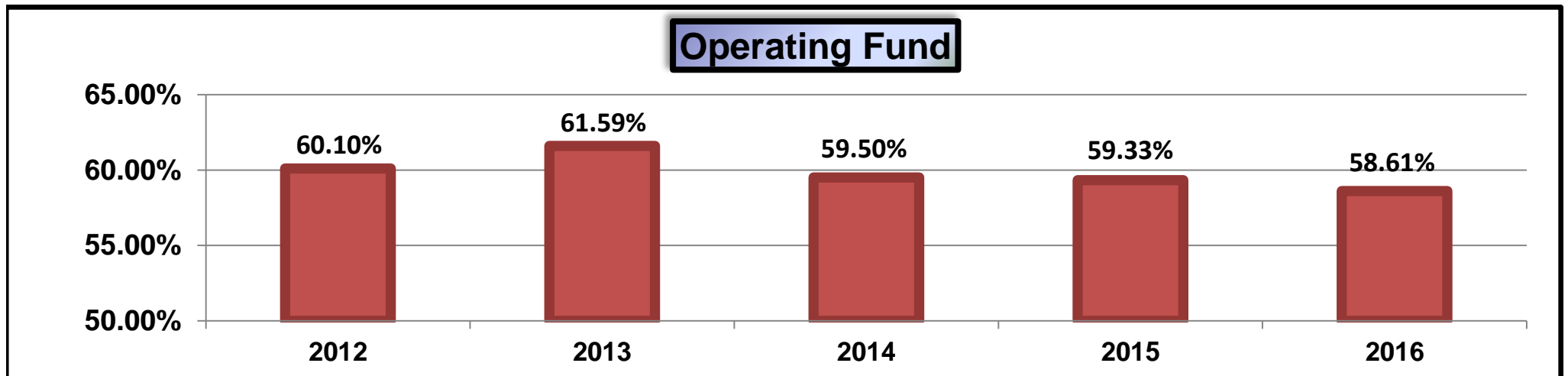
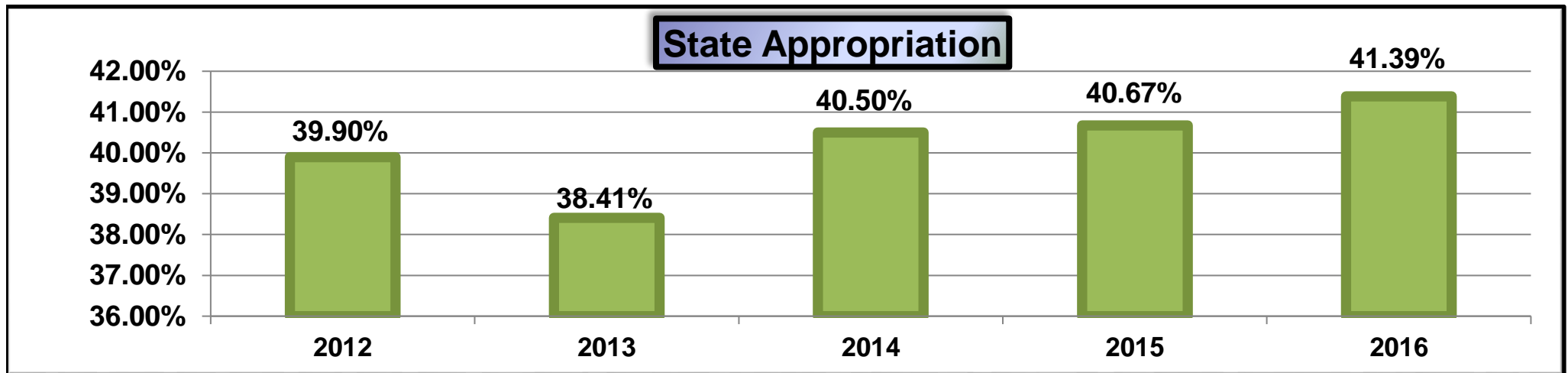
6. Expenditures for entertainment of guests in the President's home

Planned expenditures in this category for fiscal year 2016 are \$2,000.

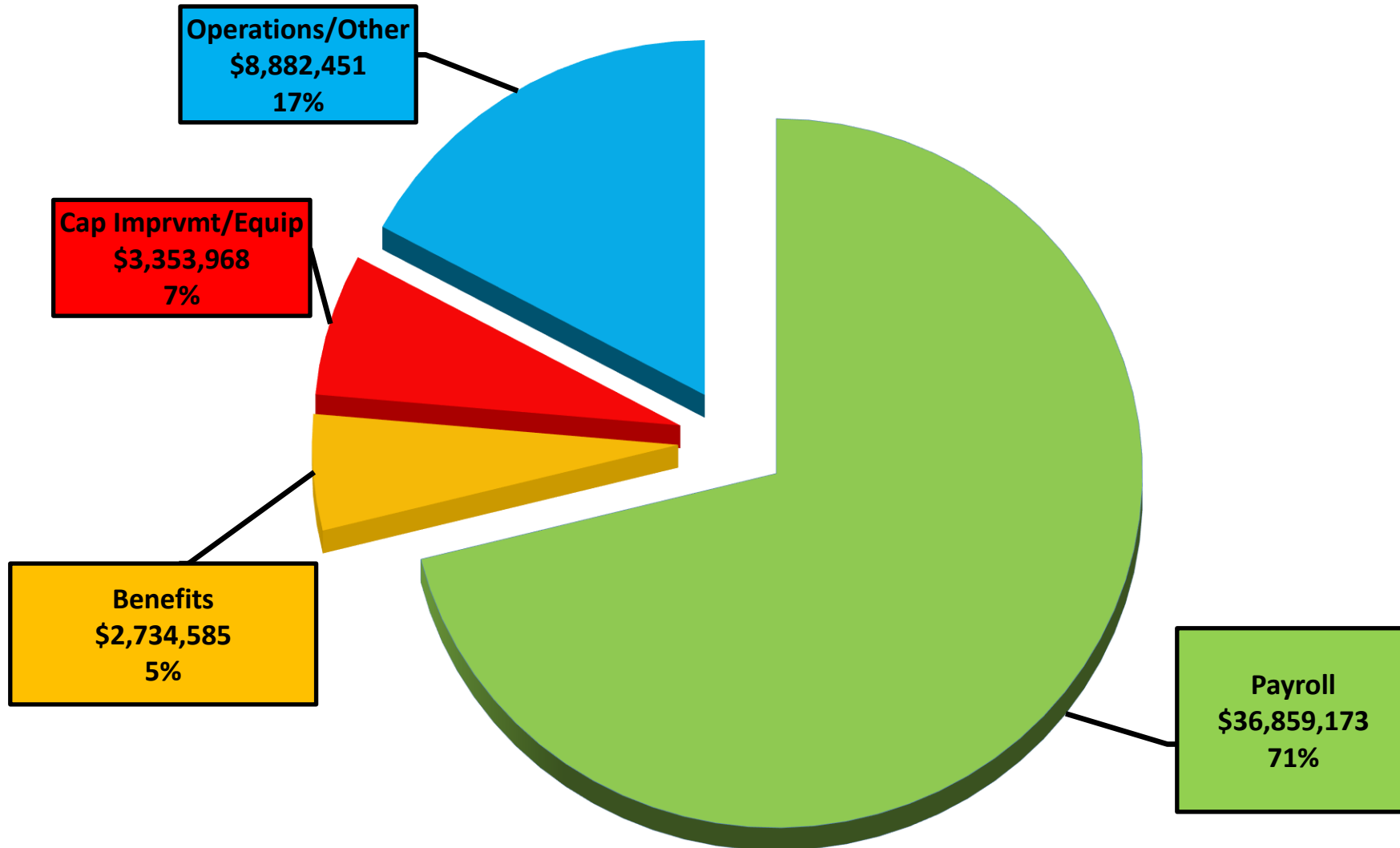
7. Expenditures for the purchase or lease of motor vehicles

Planned expenditures for college support vehicles are noted in category 3 (Capital Improvements/Equipment).

Revenue by Category - Percentage of Total Budget FY2012 - FY2016



Fiscal Year 16 Expenditures by Category



Expenditures by Category - Percentage of Total Budget FY2012 - FY2016

