MASSASOIT COMMUNITY COLLEGE

Fiscal Year 2019

Proposed Spending Plan

July 1, 2018 – June 30, 2019

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May 2018

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INTRODUCTION

In presenting the FY18 Proposed Spending Plan, the College finance team came forward with the idea for a budget development process more aligned with industry best practices. Seeking to spark a longer period of debate and analysis, we sought to move the existing budget development process timeline up three months. After some tinkering with the concept, we felt we had a workable timeline for FY19 that would enable us to create a proposed spending plan for the Board of Trustees to consider three months earlier than had been the practice at Massasoit in previous years.

The ensuing proposed spending plan is the result of that process. Thanks to the coordination and cooperation from all echelons of the College community, we are pleased to present our FY19 plan – a $49.6 million dollar plan – which marks the beginning of a much more sophisticated process, lending itself to multi-year planning and greater levels of detail than was available in the previous process. This was truly a team effort as it involved many more "touches" than prior years. Without the assistance and ready coordination across the College, we would not have achieved our goal of bringing this before you in the May meeting. The benefits of more advanced planning sold themselves in this proposal and the College community was an active and eager partner with senior leadership in pulling the attached together much earlier than had ever been requested.

PREVIOUS PROPOSED SPENDING PLAN PROCESSES

The current financial team in place at the College has been assembled over the last five years. With the benefit of decades of higher education financial management experience in both public and private institutions, it was evident to the financial management team that a better system of developing the College's annual spending plan, and the corresponding prioritized allocation of resources, was necessary. As this team set to building the FY15 Spending Plan, a review of the process that created the FY14 Spending Plan revealed a number of areas of concern.

Shifting through the forms used to collect information from across the College and assemble "the ask" revealed references to prior fiscal years as far back as FY11. It was clear the process was driven by filling out forms. The most expeditious way to do this, in some corners, was to copy what had been submitted the year(s) before and enter the current year's requirement. Further investigation revealed that there seemed to be very little connection between what was requested and what was received when the funds were finally allocated. With no explanation as to the variance, fiscal managers in the organization below Division level were not vested in the budget development process.

The largest category of our budget and expense in any given year is our payroll. Through FY14, full-time payroll and fringe expenses were not tracked in any way below College-level. Divisions and departments had no visibility on payroll expenditures, nor was there any payroll piece in collaboratively building the next spending plan. Again, all this was controlled centrally within Finance. Our largest expense was also our least debated/discussed expense.

One of the most important pieces missing in prior practice here at the College was any discussion about the prioritized (re)allocation of our fiscal resources. The College spent a great deal of money on some projects, like the renovation of the Canton cafeteria, without any real investigation as to whether that was the best use for those resources. Enrollment declines were often met with the demand for more marketing without any definition as to the specific enrollment issue at hand. The College would allocate money to marketing directed at enrolling new students without knowing whether or not the enrollment issues being discussed were based in the new-student or returning-student populations.

The timeline for the process was another issue. Budget requests were submitted throughout the spring and assembled into a College-wide proposed spending plan in the summer. Late in the academic year, the College would present a Proposed Supplemental Spending Plan to the Board of Trustees for their approval. It was the College's intent to deliver the annual spending plan to the Board at the September meeting; one full quarter into the fiscal year. The reasoning behind it was that the Commonwealth's own budget development process would often drag on into the first quarter depending on Governor vetoes and overrides in either the House or Senate. The College felt it necessary to see that process finalized before putting the finishing touches on its own process. The Supplemental Spending Plan generally called for the Board to allow the College to spend an amount no more than 25% of the prior year's allocation through the period of July 1st through September 30th.

With the College waiting on final budget information to emerge from the State process, budget planning was done in fits and starts. Numbers would come from the Governor's office which would touch off some planning, but would stall as we waited for numbers from the House, then later the Senate and finally Conference Committee. There was very little planning done here at the College for the year-to-year operating budget in this system. Budget operations in the first quarter were consumed with ensuring all parties stayed under the 25% cap proscribed by the Supplemental Plan and in writing the Proposed Spending Plan to go before the Board in September.

A WAY FORWARD

Initial changes were implemented in the FY15 budget development process. We moved away from the tether of forms and paperwork. Instead of collecting hardcopies and reams of paperwork to build massive binders, we worked with IT to create protected shared drives through which streamlined versions of the forms could be disseminated and collected. Easy to search and feed into a collective product, these online submissions gave us the ability, during the execution phase of the budget, to forensically account for changes and shifts in an area's planning.

Another addition that first year was the idea of sparking discussions about priorities up and down the fiscal chain of each division. We asked that each line in the budget request be labeled with a Tier (1, 2 or 3). Tier 1 items were required in order to accomplish the assigned mission of an area once their doors were open. These were "had to have" expenses. Tier 2 items were operational contingency and "like to have" items. Tier 3 represented new spending, new initiatives, proposed process improvements and anything not previously covered in the prior year spending plan.

Each year's process brought some small changes to the process. The intent to spark those conversations regarding priorities within each division proved more difficult to ignite than was originally expected. There was a persistent concern that anything labeled Tier 3 would be the first to go when it came time to pare down the institution's budget request. That was never the intent. We made no secret of the fact that the Tier designation was to guide those in-house budget discussions we hoped were happening and not about identifying a readily accessible reduction / deletion / deferment.

We inserted payroll expenses, as well as the associated fringe, into those discussions beginning in FY15 and, more deliberately, in FY16. Given that payroll and benefits are overwhelmingly the largest chunk of our annual expenses, this became the foundation of the annual budget development process. The intent was to gain institution-wide recognition of the total assets at our disposal and the manner in which we were using them. Previously, if a vacancy developed, the extent of the discussion was how soon we could get someone to fill the empty seat. By including these expenses in the priorities discussion, we were able to change the conversation from filling the empty seat to one of whether or not we could better use available funding created by the vacancy. Deferred replacement hiring or even the deliberate choice to not fill a position at all enabled financial managers to repurpose funds previously tied up in payroll and fringe for other uses of a higher priority.

In developing the FY16 Spending Plan, the finance team tried to move the timeline up and develop a most likely scenario coming to us from the State and our enrollment. We created a matrix of variables resulting in 28 different potential scenarios by mixing and matching contingencies. We ranked them in order of what we felt was most to least likely. In the end, the institution steered away from this earlier timeline and resorted back to waiting for the concrete information provided by the state's process. This scenario development exercise was a vital step in finance as it illustrated exactly how close we could get in our own planning to the terrain we ultimately found ourselves on in the budget.

FY17 saw the refinement of predicting enrollment through the Think Tank's efforts. Previously the College relied on collecting input from a variety of in-house enrollment stakeholders, peer institutions and external data sources to come up with an agreed-upon planning figure for the coming year. Our inter-disciplinary team was able to create and utilize an accurate predictive enrollment model that we could use to tailor input regarding a variety of enrollment populations to come very close to our actual enrollment. At the time, Massasoit was the only community college in Massachusetts with a predictive enrollment model like this. It is based in more than a decade of trend data but is intended as a living tool as we move forward.

The finance team used the FY18 process as a test for rolling out an earlier budget development process. Due to a number of factors, we felt FY18 would be a crucial year in terms of the fiscal health of the institution. Our earliest numbers, run in late calendar year 2016, suggested a $5.5 – 6.0 million budget gap between projected revenue and expenses in FY18. In February of 2017, then-Vice President Mitchell informed the College community at Convocation that we faced a $4.8 million gap at that point in time. With the new fiscal year just four months away, we engaged the College community in a series of Strategic Resource Allocation forums, soliciting input from every corner of the College. The process surrounding these forums is laid out in great detail in the FY18 Proposed Spending Plan.

Suffice to say, in terms of developing budgets at Massasoit Community College, these forums represented a high-water mark. The very keen institutional sense of the College's fiscal position and the utter lack of silos in the responses and input served to more than suggest that those difficult budget discussions were, in fact, happening and the community at large was taking ownership of a process from which they had long been detached.

While the feedback in the forums was immensely encouraging, decisions in planning for the FY18 Proposed Spending Plan languished. We marched through the calendar towards our intended start date but a significant gap remained. It was at this point, after the forums, that we began looking at FY18 as a bridge year to FY19. Division budget coordinators were charged with cutting budgets of anything not considered a mandated expense (something we were legally or contractually obligated to pay). With a one-month extension from the Board, we submitted a balanced FY18 Proposed Spending Plan. In the conclusion of the FY18 Proposed Spending Plan, we wrote:

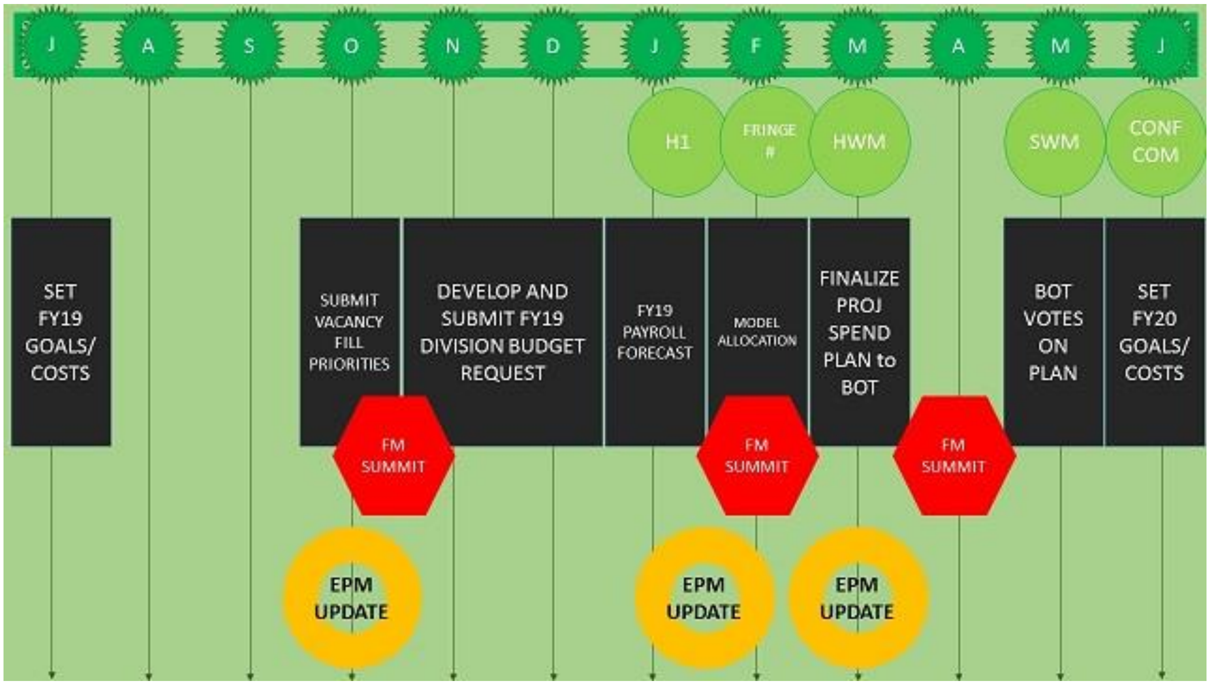
> Labeling this plan and a "bridge" might sound ominous. In truth, we are optimistic. The institution is poised to embark on a much more transparent and holistic budget development process than has ever been attempted here. We are well-positioned to execute this course correction.

What follows is the description of that course correction.

DEVELOPING FY19 – THE PROCESS

While decision-making came slow in addressing the projected gap for FY18, the analysis was keenly comprehensive. Using the impact on our ability to serve, retain and recruit students as the guiding principle throughout the process, senior leadership conducted a line-by-line analysis of the entire organization. Literally every single position was reviewed from the perspective of the function that position addressed. Vacancies were analyzed to determine which could be deleted or deferred, with some functions ultimately being retrenched as a result of this analysis. Additional sources of revenue from Community & Corporate Education as well as Advancement were considered. We began the exacting process of investigating privatization in food service and also came to an agreement with the AFSCME unit whereby the institution would realize savings and efficiencies in custodial staffing without resorting to privatization.

Many of these decisions were not made in time to impact the FY18 plan. Those that were helped close the gap. Many of those decisions left on the table were made during the transitional interim period which aided in solidifying the execution phase of the FY18 budget, plan but also put the institution on firmer footing heading into FY19 planning.



Culling through lessons learned from the last few years, we saw that waiting for the State to issue concrete numbers at each step in their own process merely cost us planning time. We tried to keep up with that in our FY16 process but maintaining constant updates on 28 separate scenarios was not realistic and did nothing to help the institution plan. It was our ability to accurately predict the FY18 revenue, expenses and gap as far back as 2016 that instilled confidence in our projections such that we could begin to plan off them in lieu of absolute final numbers. Under the new process, we would begin our actual planning in January with the release of the Governor's H1 proposal. In the past, we would wait another six months before embarking on true planning.

The foundation to the entire process remained the payroll forecast. The initial step, after pulling the projected FY19 payroll together, was to have each vice president review and approve their existing payroll. Some vacant positions were planned vacancies to be filled at later dates. Other positions were not covered under such an agreement and were removed from the forecast entirely. The results of the analysis and collaborative process used to close the FY18 gap were being implemented.

Concurrently, each division began assembling its budget request by compiling requests from their areas. The general guidance given was to aim for an amount equal to gross level funding from FY18 to 19. This was not a mandate but a general right guide for the Divisions to shoot for in their planning. Information normally submitted in late spring was due January 3, 2018. We began the calendar year with a solid estimate of our revenue, a sense of our projected expenses and a completed reconciliation of our largest expense – pay and benefits. The Governor's H1 budget had not been released yet.

We began a series of nearly weekly meetings amongst the senior leadership to review the assembled data. But for some weather disruptions, the FY19 budget development appeared on nearly every senior leader meeting agenda. On those weeks we held a President's Cabinet meeting instead, we tacked on an abbreviated senior leader meeting after concluding Cabinet to continue moving forward. After each vice president certified that all their personnel and approved vacancies were captured in the payroll forecast, we distributed the forecast in a senior leader meeting and went through each line. Questions about compensation, vacancies, intent to fill and relevance of function were all up for debate. Each vice president had the chance to question their colleagues and each vice president had the chance to defend their numbers. This same line-by-line process was repeated as the rest of the budget was assembled from the information submitted via the shared drive in January. The latter took place with a single division being highlighted in a given meeting. The vice president had access to all the budget submissions and justifications in order to answer their colleagues questions about how we planned to allocate funds. Through this collaborative process, we were able to identify areas falling into that "nice to have" category. These were some of the first areas removed to close our relatively modest gap.

CRITICAL NEEDS ASSESSMENT for PERSONNEL

After comparing our projections for revenue and expenses for FY19, we did have a gap. The single biggest contributor to that gap was the request for new positions to be added to the budget. The first assemblage of the FY19 plan requested an additional 12 positions totaling over $600,000 in salary costs and nearly another $240,000 in associated fringe. Ultimately, only three of these were included in the FY19 Proposed Spending Plan. One position (Admin Assistant for the Paramedic program) was identified in the accreditation process for the Paramedic program as an issue requiring resources in order to maintain accreditation. Another was a replacement position (Director of Enterprise Management) left vacant after the appointment of Bill Morrison as our new Chief Information Officer. Lastly was the full-time Director of our Professional Development Center (PDC). Filling this position was a requirement written in to the grant which funded the creation and initial operations of our PDC.

Aiding in the manner that each of the requested positions is assessed is a new process put in place heading into the FY19 budget development. It is what we are calling the "Critical Needs Assessment." As mentioned earlier in this report, personnel vacancies at Massasoit rarely triggered much of a budget/resource allocation discussion. It was strictly a human resources issue in that what was once occupied and is now vacant, must be filled again. The Critical Needs Assessment forces a much greater level of exploration and introspection on the part of managers up through the vice presidents and senior leadership as to whether a position is truly necessary.

When hiring someone, you are not making a fiscal decision equal to the amount of the annual salary. You are actually making a "million dollar" decision. The intent should be to bring in a new team member with sufficient expertise, background and experience that they will make a positive contribution to the team in place. It is then incumbent on the institution to train and groom that individual in the hopes that they continue to develop and remain a contributing member of the institution for years to come. In addition, there may be expenses surrounding a new hire in the form of equipment, furniture, licensing, travel, space renovations, etc.

Inserted into our personnel processes for requesting new personnel, the Critical Needs Assessment asks departments looking to fill a position to address the following:

1. Expenses associated with new hire outside of salary and fringe.

2. Describe the essential job functions of the requested position and why it is critical to fill at this time as well as how the position addresses the Massasoit Community College strategic plan.
3. Provide data for further justification:
    a. Describe the number and type of constituents this position serves (faculty, students, etc…)
    b. What is the overall staff number within this particular office?
    c. How many, if any, similar positions within this office? This Division?
4. Briefly document what alternatives were considered to perform the job functions of the requested position, including reallocation of existing personnel. Explain why none of the alternatives are viable. Include cost impact (positive/negative) of alternatives.
5. What are the specific functional / operational impacts of NOT filling this position?

The respective vice president representing the area requesting the position must present each position at a senior leadership meeting addressing the above points. This gives the entire leadership of the College an opportunity to agree with the allocation of funds for this purpose or to question whether or not it is the most appropriate use. The presenting vice president must make the case with their peers that it is in the College's best interest to act on the proposal. The issue of funding is addressed in the conversation to confirm the presenting Division has sufficient funding in their budget. If they do not, the competing priority of funds becomes part of the debate as the presenter may be looking to their colleagues to contribute.

EVERY position being filled at the College now goes through this process. It began with the newly requested positions in the FY19 Spending Plan development. While extremely valuable in determining which positions would be included in the FY19 plan, it has continued to prove a highly effective practice. In some cases, positions have been denied pending additional exploration or investigation. It generates true transparency in that each member of the senior leader team is concurring with the utilization of institutional resources or it isn't happening.

REVENUE

STATE APPROPRIATION

To recap the State's appropriation process, it 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 and 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 majority vote, the Legislative branches can override the Governor's vetoes. Following any such overrides, the bill is finalized and is referred to as the General Appropriations Act.

Governor Baker released his $40.9B budget proposal on January 24, 2018. It represented, in terms of gross dollars, a level funding compared to the prior year's funding. The Massasoit line item in the H1 calls for an appropriation of $21,174,138 (gross-dollar level funded from FY18). This amount was matched by the House Ways and Means proposal released on April 26, 2018. The Senate Ways and Means proposal has yet to be released. In our new budget process, we estimated a slightly higher amount of $21,250,000. The difference is mitigated because our process assumed there would be no Formula Funding coming from the state this year. At least in the H1 proposal, there is some amount written in for community college Formula Funding. The proposed amount directed at Massasoit is not explicitly identified. The funding is pooled so we rely on past practice and have included an estimated $75,000 in Formula Funding according to H1.

It is important to reinforce here that level funding represents an inherent budget cut as we lose purchasing power year-to-year. The Commonwealth continues the practice of expecting the College to take on more expenses with the appropriated amount. At this point in the execution phase of FY18, we have not received funding from the state for any collective bargaining costs. We have included revenue lines in our FY19 plan to cover the first year of the contracts for both bargaining units on campus. If the state does not cover those amounts, it will fall to the College to address.

The cost of fringe benefits rose from 36.34% in FY18 to 37.14% in FY19. This modest increase of 0.80 percentage points represents a 2.2% increase in our fringe expenses. This follows 3 and 4 percentage point increases in the last two years. The cumulative impact of these increases is compounded because we take a hit in both rate (the increase of the rate from year-to-year) and volume (the increase in payroll from year-to-year against which the rate is applied). Collective bargaining increases implemented in FY18 drove up the payroll against which the higher fringe rate will be applied to calculate our FY19 fringe expense.

ENROLLMENT

The new budget development process calls for input from the enrollment management team at three distinct points in the year. The initial projections for FY19 suggested a decline in enrollment for both Fall and Spring. These were modest declines of -2.4% and -1.4% respectively. The predictive enrollment model is based in historical trend data but is a living tool. Each semester adds additional data that allows us to test and confirm the model's relevance. The College missed its enrollment projection for Spring 18 so there was a corresponding impact to the FY18 budget, as described in the second quarter report to the Board. The lingering effects of that miss are felt in the model and our future projections. With fewer students enrolled now, our projections for returning students drops as well.

The final consult with the Enrollment Projection Model predicted a -3.8% projection for the fall semester resulting in 63,652 credit hours. The model suggests the spring 2019 semester will come in at -3.2% for 57,568 credit hours. As of the freeze date for the fall semester, our enrollment actual was better than our projection coming in at -4.2% for 66,140 total credit hours. Our actual enrollment trends for summer have been remarkably consistent at 12,000 credit hours per summer. The total enrollment projection for FY19 is 133,220 credit hours. From that amount, we back out 3% to reflect an accounting of waivers and uncollectibles.

Consultations with the enrollment management team throughout the year sparked a valuable discussion about enrollment reporting and, specifically, the different types of enrollment numbers we deal with on a regular basis. For the budget, we need a set of enrollment numbers to serve as the basis for our calculations. Once we have those numbers and build the budget off them, those numbers are carved in stone and will not change. If, during the course of the year, we end up missing our projections, the finance team will account for the difference by leading the College in an appropriate expense reduction exercise much in the same way if our appropriation were cut short or the Governor imposed a 9C cut.

Enrollment Management uses these numbers in a much more fluid manner. As they collect actuals, their projections change. Additionally, actuals will drive changes in their recruitment or retention activities. For their purposes, the numbers cannot remain static. All this highlighted the need to add a key distinction to the institution's lexicon as we report enrollment figures. We will need to be more specific when discussing enrollment pluses and minuses, drawing a distinction between a financial management enrollment number and an enrollment management figure to avoid unnecessary confusion.

PROPOSED FEE INCREASE

After modeling the allocation (revenue versus expenses) with the nine new positions removed and requesting a final refinement of the enrollment projection model's numbers, we still had a gap. Final adjustments to the expense side included reducing contingency lines, eliminating equipment purchases while also casting a more conservative eye on projections for supplies/equipment/utilities. This brought our gap down to less than $1 million. With expenses pared to a fine point, we began to investigate the impact of a fee increase.

You will recall we did not request a fee increase in the FY18 Budget Development Process. Massasoit Community College was the only community college in the Commonwealth to not increase fees last year. It was only after reaching a point in the expense reduction exercise for FY19 where we felt we were beginning to impact services to current students, and our ability to recruit/retain future students, that we began investigating the possibility of a fee increase. This is not a request anyone at the College takes lightly.

For a number of years now, Massasoit Community College tuition and fees has fallen in the middle of the pack when compared to the rest of the community college system in the Commonwealth. A recent poll amongst the Chief Financial Officers (CFOs) at our sister institutions confirmed that.

Current Fees – Massachusetts Community Colleges

Institution	Current
Greenfield	$ 220.00
Mass Bay	$ 212.00
Mount Wachusett	$ 212.00
Northern Essex	$ 202.00
Middlesex	$ 198.00
Quinsigamond	$ 197.00
Bristol	$ 194.00
Roxbury	$ 191.00
Berkshire	$ 189.00
Massasoit	**$ 187.00**
Cape Cod	$ 183.00
Holyoke	$ 179.00
North Shore	$ 177.00
Bunker Hill	$ 176.00
Springfield	$ 170.00

After modeling the potential impact of several levels of increase, we determined a $6 increase per credit hour would be the most impactful to the operating budget while also having as minimal an impact on our students as possible. The $6 fee increase represents a 3% jump and will result in a $54 increase for students taking 9 credit hours per semester (which is the average number of credit hours our students currently take). This will not impact our neediest students as the Pell awards for next year will increase by $7 per credit hour. As is our policy, the College will direct 5% of the increase in revenue to be added to the current funding levels for the MCC Fee Assistance Fund used by our Financial Aid staff to equitably supplement federal and state grant aid so that financially needy students with an estimated family contribution (EFC) between 1 – 5,328 may be awarded additional assistance. This approach is consistent with Massasoit's institutional commitment to student success, access and affordability. It also allows students from low and moderate income families access to a Massasoit education while minimizing student indebtedness.

Fourteen of the CFOs replied to the informal survey with one abstaining as they had not reached a point in their planning process to determine whether or not they were going to seek an increase. One institution is requesting a fee increase to go into effect in the Spring 2019 semester. The average increase being sought in the 2018-

2019 Academic Year is $8.86, nearly three dollars more than what we are proposing in our FY19 plan. That average is based on the fourteen schools contributing data to the survey and would change based on the outcome of the budget planning at the single non-reporting school. When ranking the proposed fee increases (largest to smallest), Massasoit falls in the exact same spot as the above listing for current fees.

The proposed fee increases across the system are:

Institution	Increase Planned for AY 18
Mass Bay	TBD
Roxbury	$ 20.00
Middlesex	$ 17.00
Cape Cod	$ 13.00
Berkshire	$ 10.00
Holyoke	$ 10.00
Bunker Hill**	$ 10.00
North Shore	$ 9.00
Springfield	$ 8.00
Massasoit	**$ 6.00**
Greenfield	$ 5.00
Mount Wachusett	$ 5.00
Bristol	$ 5.00
Northern Essex	$ 4.00
Quinsigamond	$ 2.00

** Spring 2019 Semester

Making the assumption that these proposed increases are approved and implemented, we mapped out the impact to our overall cost and found that, where we previously trended toward the middle of the pack, we were now very nearly at the bottom of the list in terms of cost.

The proposed $6 increase to our General College Fee assessed on each credit hour would bring our cost in tuition and fees to $193. To that, we also assess an $8 Technology Fee which is used to pay for classroom upgrades, equipment refresh across campus, licensing and other IT related expenses that impact the greatest number of students possible. Many schools assess a similar fee. That is our only additional fee assessed on all registered credit hours. We do have some additional fees tied to specific programs like Paramedic, Nursing, or online courses but those fees are only applied against students registered in those offerings. Students at the other community colleges are charged an additional average of $16 dollars. This may include fees for registering, parking, technology, facilities, student IDs and transportation. Taking into account the full per credit hour cost of attending, Massasoit drops to #14 out of the 15 schools.

Massachusetts Community College Total Tuition and Fees per Credit Hour AY2018-2019

Institution	Current	Planned for Fall 18	Fall 2018	Other Mandatory Fees	Total	Planned for Spring 19	Spring 2019
Mass Bay	$ 212.00	TBD	$ 212.00	$ 29.00	$ 241.00	TBD	$ 241.00
Northern Essex	$ 202.00	$ 4.00	$ 206.00	$ 22.00	$ 228.00	-	$ 228.00
Greenfield	$ 220.00	$ 5.00	$ 225.00	$ 2.00	$ 227.00	-	$ 227.00
Quinsigamond	$ 197.00	$ 2.00	$ 199.00	$ 28.00	$ 227.00	-	$ 227.00
Roxbury	$ 191.00	$ 20.00	$ 211.00	$ 15.00	$ 226.00	-	$ 226.00
Mount Wachusett	$ 212.00	$ 5.00	$ 217.00	$ 8.00	$ 225.00	-	$ 225.00
Berkshire	$ 189.00	$ 10.00	$ 199.00	$ 24.00	$ 223.00	-	$ 223.00
North Shore	$ 177.00	$ 9.00	$ 186.00	$ 32.00	$ 218.00	-	$ 218.00
Middlesex	$ 198.00	$ 17.00	$ 215.00	$ 2.00	$ 217.00	-	$ 217.00
Springfield	$ 170.00	$ 8.00	$ 178.00	$ 30.00	$ 208.00	-	$ 208.00
Bristol	$ 194.00	$ 5.00	$ 199.00	$ 7.00	$ 206.00	-	$ 206.00
Cape Cod	$ 183.00	$ 13.00	$ 196.00	$ 10.00	$ 206.00	-	$ 206.00
Holyoke	$ 179.00	$ 10.00	$ 189.00	$ 13.00	$ 202.00	-	$ 202.00
Massasoit	**$ 187.00**	**$ 6.00**	**$ 193.00**	**$ 8.00**	**$ 201.00**	**-**	**$ 201.00**
Bunker Hill	$ 176.00	-	$ 176.00	$ 10.00	$ 186.00	$ 10.00	$ 196.00

None of these comparisons suggest that this request was considered, or presented here to the Board, lightly. The potential impact on our students has served as the azimuth the institution has followed throughout the difficult financial times we have experienced the last few years. Our line-by-line analysis in building the FY18 Spending Plan retained a singular focus in all phases: were the decisions we were making going to impede our ability to serve, recruit and retain students? If the answer was yes, we moved on and investigated other possibilities. We retained the same focus in building the FY19 Spending Plan. While better situated to address the challenges in the FY19 plan than in previous years, we reached a point where we felt we were impugning our ability to serve students. That triggered the fee increase investigation.

OTHER REVENUE

In addition to enrollment and the State appropriation, our revenue streams include fees (General College Fee, Tech Fee, program fees, 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 fiscal year.

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. Any 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 FY19.

Per the College Investment Policy, we will allocate an amount not to exceed the policy spending rate of 5% of the average of the previous three fiscal years' beginning-period endowment values in our operating budget to help fund operating commitments and strategic priorities.

EXPENSES

COLLECTIVE BARGAINING

As explained in previous reports, the Commonwealth based its calculation of Collective Bargaining adjustments on the College's full payroll. In recent years, the Commonwealth shifted to only consider the amount of our payroll covered by State Appropriation (our allocation of funds from the State for the fiscal year). In rounded numbers for this fiscal year, our allocation from the State is $21M. Our total full-time payroll is nearly $26.5M. We spend $5.5M over what the State allocates to us in full-time payroll. The State continues to calculate the Collective Bargaining adjustment on that $21M figure; the result being that the institution is required to fund the Collective Bargaining piece on the $5.5M from locally generated tuition and fees. Further compounding the issue, the institution must also fund the corresponding fringe benefit on that $5.5M. Using a 2.5% Collective Bargaining increase and the 37.14% fringe rate for FY19, the aforementioned $5.5M figure equates to an additional $137,500 in salary expenses and another $51,068 in fringe benefits associated with that additional salary. This shift is essentially a latent budget reduction built into each fiscal year 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 $1.03M. Per a standing Board directive, a minimum of one-eighth of this amount (approximately $129,000) will be spent on instructional media in classrooms and conference rooms on items such as student computers, projectors, document cameras, and monitors.

The majority of the overall ITS budget, or approximately $700,000, is earmarked for hardware support and software licensing contracts. These contracts allow us to provide resources like the College 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, Oracle, and eVisions), which amounts to more than $320,000. In addition to standard contractual increases in many software licensing agreements, increases in the FY19 ITS budget are also seen from accounting shifts (for example, telephone expenses were previously paid from a different account).

The next largest expense is for our annual workstation refresh program. This item is discretionary but is usually between $150,000 and $200,000 annually. Staff, faculty, and classroom machines are refreshed every four to six years based on need, condition, and funding. Older machines may be re-allocated for other uses for an additional two to three years, also based on need, condition, and funding.

Project work that is planned for FY19 includes:

- Continuing emphasis on infrastructure renewal, including network switches, classroom media equipment, and computing resources for students and employees. Among these many projects, FY19 will see the replacement of the network core switch, a critical component of the network infrastructure.
- This year we will complete the upgrade to the main student Information system (Banner), and begin upgrades to tangential systems including the degree audit and document imaging systems. Students will begin to see a more modern interface for their self-service transactions.
- Cybersecurity will be a central theme, including integration of data loss prevention tools (Spirion) and policies, as well as enhanced threat analysis (Sophos Intercept).
- New software TeamDynamix will provide a single pane of glass for Information Technology Services projects, assets, and services. This will enhance customer service, improve asset tracking, and increase efficiency of resource utilization.

CAPITAL EXPENDITURES

The Board of Higher Education requires the College dedicate 5% of the total operating revenues to Capital Adaptation and Renewal projects to ensure our facilities and infrastructure are capable of supporting our mission. Committing funds to these projects is imperative as it enables us to put our best institutional-self forward thereby helping 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. The College continues to invest significant funds in each year's operating budget dedicated to asset preservation of our existing facilities as well as improvements in conservation, energy efficiency, public safety, cost containment and public interface.

FY18 capital expenditures supported by operating funds were limited to the Engineering Program at the Canton Campus. Limiting the scope of these expenses in the FY18 Spending Plan was a deliberate cost savings measure. We are carrying those savings into FY19 by level funding the capital expenditures line. There are a variety of projects still under consideration to include some modest renovation of the cafeteria, the work associated with the TV studio equipment being purchased with the funding provided by the city of Brockton and planning/design in support of remediating the space shortage in Allied Health.

MCC FEE ASSISTANCE FUND

Since the fee increase authorized by the Board of Trustees in FY17, the College has allocated $192,637 per year to the MCC Fee Assistance Fund. We project the $6 per credit hour fee increase will generate $775,340 in additional enrollment-based revenue (adjusted for waivers and uncollectibles). $38,767 of that will be added to the existing MCC Fee Assistance Fund allocation, bringing it to a level no-less-than $231,404 for FY19 and beyond.

In keeping with its demonstrated commitment to helping community college students, the Baker administration included $7.1 million dollars in its budget proposal for additional financial aid to cover gaps between a family's EFC and their aid package. This is intended as additional funding to cover students' funding gaps across the 15 community colleges and address, at least in part, a registered student's unmet need. The administration is currently crafting the necessary infrastructure to distribute these funds during FY19. It is intended to assist students with higher EFCs than our neediest students and would not replace any aid we already distribute.

CONCLUSION

Budget planning at Massasoit Community College has evolved significantly in the last five years, going from a forms-driven process detached from the community at-large to a transparent collaborative effort to strategically allocate our resources where they will do the most good for our students. This year saw an unprecedented level of buy-in from the community as they responded, from all echelons of the organization, to ensure we met our advanced timeline. The three valuable months we picked up in this accelerated process will be turned back over to those budget stakeholders. They will take the time we would normally spend waiting for concrete figures from the state and writing the spending plan to actually create their own department-level plans for execution during FY19.

The cornerstone of this entire report is the impact on our students. Every decision point was viewed through the prism of the positive or negative effects on our students. Whether it was a debate over a reduction/deletion of services or the request for a fee increase, the benefit to our students guided all these decisions. The plan described above and detailed on the subsequent pages benefits from many of the hard decisions made at the end of FY17 and the beginning of the interim period. These hard choices placed the institution on solid footing moving forward. There were additional choices to be made in writing the FY19 plan. Not everyone around the senior leader table agreed with every single thing included in, or excluded from, the plan. The important part is that everyone around that table knew about each of these decisions and had the opportunity to weigh in with their perspective on the issue at hand. With the decision to delay the start of the Strategic Planning Process, the FY19 Spending Plan contains incremental investments in support of Academics and Student Services. Going forward, the annual Spending Plan will be directly tied to the institution's Strategic Planning Process.

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 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 ADMINISTRATIVE EXPENSES – 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 FACILITY OPERATIONS – 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 ENERGY COSTS – 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 PROFESSIONAL SERVICES – 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 OPERATIONAL SERVICES – 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 SCHOLARSHIPS – This subsidiary is used only for the disbursement of educational assistance (Financial Aid to students at the College).

MM TUITION/EDUCATIONAL FEES – This subsidiary is used only for payments of tuition or fees such as malpractice insurance on behalf of students.

TT STUDENT INSURANCE PAYMENTS – This subsidiary is used only for payment of insurance policies on behalf of students at the College.

UU INFORMATION TECHNOLOGY EXPENSES – This subsidiary is used for telecommunications expenditures.

Massasoit Community College
Fiscal Year 2019 Proposed Spending Plan

	TOTAL COLLEGE REVENUES				
	Prior Fiscal Year Actuals				2019
Revenue Type	2015	2016	2017	2018*	Proposed
State Appropriation	$19,760,055	$20,236,391	$20,966,140	$21,174,138	$21,174,138
Collective Bargaining Funds	$134,267	$0	$224,063	$218,994	$411,774
Reversions	($296,400)	$0	$0	$0	$0
Formula Funding Adjustment	$629,451	$505,684	$207,998	$0	$75,000
Operating Fund	$28,680,078	$28,976,198	$29,165,471	$28,407,106	$27,948,285
SUBTOTAL	**$48,907,451**	**$49,718,273**	**$50,563,672**	**$49,800,238**	**$49,609,197**
Carry Over from Prior FY	$0	$214,011	$0	$0	$0
ACPTF Transfer Out	($204,000)	($204,000)	($89,583)	($120,000)	($120,000)
ACPTF Transfer In (Remaining Balance)	$0	$48,629	$0	$0	$0
Fee Assistance Scholarship Transfer Out	($77,007)	($135,387)	($192,637)	($192,637)	($231,404)
Payout Reserve Transfer In	$0	$275,253	$0	$0	$0
Realize Gain on Investments	$347,975	($45,724)	$0	$364,873	$364,873
TOTAL	**$48,974,419**	**$49,871,055**	**$50,281,452**	**$49,852,474**	**$49,622,666**

*** Represents Budget figure and not Actual. As of date of this report, Actual for FY18 not yet known.**

Massasoit Community College
Fiscal Year 2019 Proposed Spending Plan

		TOTAL COLLEGE PROPOSED EXPENDITURES				
		Prior Fiscal Year Actuals				2019
Account	Account Description	2015	2016	2017	2018*	Proposed
AA	Overtime/FT Salaries	$25,813,549	$26,352,571	$28,078,547	$27,115,521	$27,033,051
CC	PT Salaries	$9,379,740	$9,652,120	$9,088,642	$8,941,680	$9,195,947
DD	Insurance/Benefits	$2,259,006	$2,440,977	$2,511,715	$2,955,714	$2,648,451
Payroll/Benefits:		**$37,452,295**	**$38,445,668**	**$39,678,904**	**$39,012,915**	**$38,877,449**
KK	Equipment	$661,768	$645,553	$390,292	$281,036	$290,199
LL	Repairs/Leases	$749,667	$501,068	$550,037	$684,335	$688,242
NN	Construction	$2,310,714	$2,248,608	$2,102,451	$1,437,807	$1,255,384
Capital Improvements/Equipment		**$3,722,149**	**$3,395,229**	**$3,042,780**	**$2,403,178**	**$2,233,825**
BB	Employee Expenses	$105,067	$119,835	$99,123	$151,159	$207,122
EE	Administrative/Office Supplies	$1,362,560	$1,840,527	$1,491,305	$1,883,891	$1,801,681
FF	Facility/Educational Supplies	$1,295,915	$1,343,113	$1,310,866	$1,266,301	$1,330,256
GG	Utility Expense/Space Rental	$1,439,561	$1,486,922	$1,523,656	$1,467,132	$1,419,380
HH	Professional Consultant Services	$307,996	$275,538	$343,174	$433,325	$440,655
JJ	Operational Consultant Services	$298,623	$279,824	$402,818	$416,584	$426,380
MM	Tuition/Educational Fees	$6,100	$0	$0	$0	$0
RR	Entitlements	$6,500	$6,750	$6,500	$10,000	$11,250
SS	Debt Service	$826,265	$825,134	$827,375	$825,000	$825,000
TT	Student Insurance/Special Payments	$10,962	$9,247	$8,128	$10,000	$10,000
UU	Information Technology Expense	$1,666,509	$1,627,766	$1,894,023	$1,972,989	$2,039,668
Operations/Other		**$7,326,058**	**$7,814,656**	**$7,906,968**	**$8,436,381**	**$8,511,392**
TOTAL COLLEGE		**$48,500,503**	**$49,655,553**	**$50,628,652**	**$49,852,474**	**$49,622,666**

*** Represents Budget figure and not Actual. As of date of this report, Actual for FY18 not yet known.**

Massasoit Community College
Fiscal Year 2019 Proposed Spending Plan

Office of the President

Account	Account Description	Prior Fiscal Year Actuals 2015	2016	2017	2018*	2019 Proposed
AA	Overtime/FT Salaries	$1,372,591	$1,406,335	$1,465,108	$1,365,742	$1,382,399
CC	PT Salaries	$61,842	$49,030	$34,414	$25,920	$40,920
DD	Insurance/Benefits	$0	$104,868	$80,319	$117,752	$122,525
Sub-total	**Payroll/Benefits**	**$1,434,433**	**$1,560,233**	**$1,579,841**	**$1,509,414**	**$1,545,844**
KK	Equipment	$8,216	$3,942	$8,854	$8,578	$25,815
LL	Repairs/Leases	$0	$1,728	$6,843	$7,328	$800
NN	Construction	$0	$0	$0	$0	$0
Sub-total	**Capital Improvements/Equipment**	**$8,216**	**$5,670**	**$15,697**	**$15,906**	**$26,615**
BB	Employee Expenses	$26,605	$28,177	$26,138	$36,270	$61,675
EE	Administrative/Office Supplies	$664,010	$670,407	$626,562	$919,236	$803,813
FF	Facility/Educational Supplies	$45,390	$42,225	$45,524	$33,931	$80,650
GG	Utility Expense/Space Rental	$30,000	$30,000	$31,306	$31,127	$30,000
HH	Professional Consultant Services	$129,005	$141,277	$173,864	$222,000	$202,700
JJ	Operational Consultant Services	$4,550	$2,660	$2,600	$2,000	$1,000
TT	Student Insurance/Special Payments	$0	$0	$0	$0	$0
UU	Information Technology Expenses	$11,265	$2,680	$5,306	$3,091	$4,588
Operations/Other		**$910,825**	**$917,426**	**$911,300**	**$1,247,655**	**$1,184,426**
TOTAL		**$2,353,475**	**$2,483,329**	**$2,506,838**	**$2,772,975**	**$2,756,885**

*** Represents Budget figure and not Actual. As of date of this report, Actual for FY18 not yet known.**

Massasoit Community College
Fiscal Year 2019 Proposed Spending Plan

Account	Account Description	Vice President of Administration & Finance				
		Prior Fiscal Year Actuals				2019
Account	Account Description	2015	2016	2017	2018*	Proposed
AA	Overtime/FT Salaries	$6,558,227	$6,624,660	$6,674,799	$7,219,842	$6,735,539
CC	PT Salaries	$427,215	$391,811	$415,821	$482,740	$296,983
DD	Insurance/Benefits	$2,259,006	$813,447	$787,829	$1,236,536	$705,884
Sub-total	**Payroll/Benefits**	**$9,244,448**	**$7,829,918**	**$7,878,449**	**$8,939,118**	**$7,738,406**
KK	Equipment	$312,999	$361,035	$48,129	$25,400	$17,550
LL	Repairs/Leases	$434,609	$165,689	$192,594	$371,202	$335,690
NN	Construction	$2,216,227	$2,167,606	$2,022,926	$1,352,398	$1,148,784
Sub-total	**Capital Improvements/Equipment**	**$2,963,835**	**$2,694,330**	**$2,263,649**	**$1,749,000**	**$1,502,024**
BB	Employee Expenses	$16,793	$12,493	$9,352	$29,800	$30,100
EE	Administrative/Office Supplies	$531,725	$1,002,763	$726,548	$756,989	$776,545
FF	Facility/Educational Supplies	$602,236	$599,997	$642,975	$642,100	$619,650
GG	Utility Expense/Space Rental	$1,408,719	$1,456,035	$1,491,211	$1,435,000	$1,388,000
HH	Professional Consultant Services	$109,634	$85,345	$98,275	$153,450	$160,805
JJ	Operational Consultant Services	$58,784	$49,144	$102,791	$93,000	$106,000
SS	Debt Service	$826,265	$825,134	$827,375	$825,000	$825,000
TT	Student Insurance/Special Payments	$10,962	$9,247	$8,128	$10,000	$10,000
UU	Information Technology Expense	$1,274,977	$1,327,335	$1,593,234	$1,558,729	$1,647,437
Sub-total	**Operations/Other**	**$4,840,095**	**$5,367,493**	**$5,499,889**	**$5,504,068**	**$5,563,537**
TOTAL		**$17,048,378**	**$15,891,741**	**$15,641,987**	**$16,192,186**	**$14,803,967**

*** Represents Budget figure and not Actual. As of date of this report, Actual for FY18 not yet known.**

Massasoit Community College
Fiscal Year 2019 Proposed Spending Plan

Vice President of Academic Affairs

		Prior Fiscal Year Actuals				2019
Account	Account Description	2015	2016	2017	2018*	Proposed
AA	Overtime/FT Salaries	$12,131,446	$12,364,120	$13,789,537	$12,690,198	$13,533,614
CC	PT Salaries	$8,030,254	$8,378,687	$7,869,708	$7,692,740	$8,092,395
DD	Insurance/Benefits	$0	$1,058,212	$1,122,562	$1,106,868	$1,332,579
Sub-total	**Payroll/Benefits**	**$20,161,700**	**$21,801,019**	**$22,781,807**	**$21,489,806**	**$22,958,588**
KK	Equipment	$235,223	$262,683	$284,528	$244,255	$241,684
LL	Repairs/Leases	$49,223	$51,918	$52,914	$83,893	$117,340
NN	Construction	$17,174	$71,764	$72,438	$79,109	$99,170
Sub-total	**Capital Improvements/Equipment**	**$301,620**	**$386,365**	**$409,880**	**$407,257**	**$458,194**
BB	Employee Expenses	$40,331	$46,308	$39,703	$58,560	$83,267
EE	Administrative/Office Supplies	$90,633	$86,913	$79,381	$121,177	$117,002
FF	Facility/Educational Supplies	$443,903	$492,089	$440,307	$428,426	$447,146
GG	Utility Expense/Space Rental	$0	$0	$0	$0	$0
HH	Professional Consultant Services	$42,287	$20,276	$46,444	$35,900	$53,000
JJ	Operational Consultant Services	$168,845	$167,528	$249,489	$266,545	$266,445
MM	Tuition/Educational Fees	$6,100	$0	$0	$0	$0
RR	Entitlements	$6,500	$6,750	$6,500	$10,000	$11,250
TT	Student Insurance/Special Payments	$0	$0	$0	$0	$0
UU	Information Technology Expense	$339,452	$265,589	$255,383	$361,545	$334,382
Sub-total	**Operations/Other**	**$1,138,051**	**$1,085,453**	**$1,117,207**	**$1,282,153**	**$1,312,492**
TOTAL		**$21,601,371**	**$23,272,837**	**$24,308,894**	**$23,179,216**	**$24,729,274**

*** Represents Budget figure and not Actual. As of date of this report, Actual for FY18 not yet known.**

Massasoit Community College
Fiscal Year 2019 Proposed Spending Plan

Vice President of the Canton Campus

Account	Account Description	Prior Fiscal Year Actuals 2015	2016	2017	2018*	2019 Proposed
AA	Overtime/FT Salaries	$1,851,901	$1,912,119	$2,082,196	$1,950,505	$1,370,138
CC	PT Salaries	$176,394	$183,326	$183,446	$93,277	$80,778
DD	Insurance/Benefits	$0	$149,711	$171,047	$164,853	$122,134
Sub-total	**Payroll/Benefits**	**$2,028,295**	**$2,245,156**	**$2,436,689**	**$2,208,635**	**$1,573,050**
KK	Equipment	$94,900	$5,360	$45,250	$2,050	$4,070
LL	Repairs/Leases	$161,853	$166,057	$182,300	$114,307	$114,307
NN	Construction	$2,607	$2,160	$1,651	$2,000	$2,000
Sub-total	**Capital Improvements/Equipment**	**$259,360**	**$173,577**	**$229,201**	**$118,357**	**$120,377**
BB	Employee Expenses	$2,537	$2,340	$3,621	$4,878	$1,713
EE	Administrative/Office Supplies	$17,327	$14,620	$9,465	$17,229	$17,761
FF	Facility/Educational Supplies	$37,238	$56,165	$32,821	$36,206	$39,000
GG	Utility Expense/Space Rental	$0	$0	$0	$0	$0
HH	Professional Consultant Services	$400	$800	$1,090	$800	$800
JJ	Operational Consultant Services	$2,450	$21,720	$0	$6,850	$4,400
TT	Student Insurance/Special Payments	$0	$0	$0	$0	$0
UU	Information Technology Expense	$15,978	$16,345	$31,763	$39,546	$27,857
Sub-total	**Operations/Other**	**$75,930**	**$111,990**	**$78,760**	**$105,509**	**$91,531**
TOTAL		**$2,363,585**	**$2,530,723**	**$2,744,650**	**$2,432,501**	**$1,784,958**

*** Represents Budget figure and not Actual. As of date of this report, Actual for FY18 not yet known.**

Massasoit Community College
Fiscal Year 2019 Proposed Spending Plan

		Vice President of Student Services & Enrollment Management				
		Prior Fiscal Year Actuals				2019
Account	Account Description	2015	2016	2017	2018*	Proposed
AA	Overtime/FT Salaries	$3,899,384	$4,045,338	$4,066,907	$3,889,234	$4,011,361
CC	PT Salaries	$684,035	$649,266	$585,253	$647,003	$684,871
DD	Insurance/Benefits	$0	$314,739	$349,958	$329,705	$365,329
Sub-total	**Payroll/Benefits**	**$4,583,419**	**$5,009,343**	**$5,002,118**	**$4,865,942**	**$5,061,561**
KK	Equipment	$10,430	$12,532	$3,531	$753	$1,080
LL	Repairs/Leases	$103,982	$115,676	$115,386	$107,605	$120,105
NN	Construction	$74,706	$7,078	$5,436	$4,300	$5,430
Sub-total	**Capital Improvements/Equipment**	**$189,118**	**$135,286**	**$124,353**	**$112,658**	**$126,615**
BB	Employee Expenses	$18,801	$30,517	$20,309	$21,651	$30,367
EE	Administrative/Office Supplies	$58,865	$65,824	$49,349	$69,260	$86,560
FF	Facility/Educational Supplies	$167,148	$152,636	$149,239	$125,638	$143,810
GG	Utility Expense/Space Rental	$842	$887	$1,139	$1,005	$1,380
HH	Professional Consultant Services	$26,670	$27,840	$23,501	$21,175	$23,350
JJ	Operational Consultant Services	$63,994	$38,773	$47,938	$48,189	$48,535
MM	Tuition/Educational Fees	$6,100	$0	$0	$0	$0
TT	Student Insurance/Special Payments	$0	$0	$0	$0	$0
UU	Information Technology Expense	$24,837	$15,817	$8,338	$10,078	$25,404
Sub-total	**Operations/Other**	**$367,257**	**$332,294**	**$299,813**	**$296,996**	**$359,406**
TOTAL		**$5,139,794**	**$5,476,923**	**$5,426,284**	**$5,275,596**	**$5,547,582**

*** Represents Budget figure and not Actual. As of date of this report, Actual for FY18 not yet known.**

MASSASOIT COMMUNITY COLLEGE

FISCAL YEAR 2019 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 2019.

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

   There are no planned expenditures in this category for Fiscal Year 2019.

3. Expenditures for membership dues

   Expenditures for approved institutional memberships are provided for in 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 $7,500 in Fiscal Year 2019.

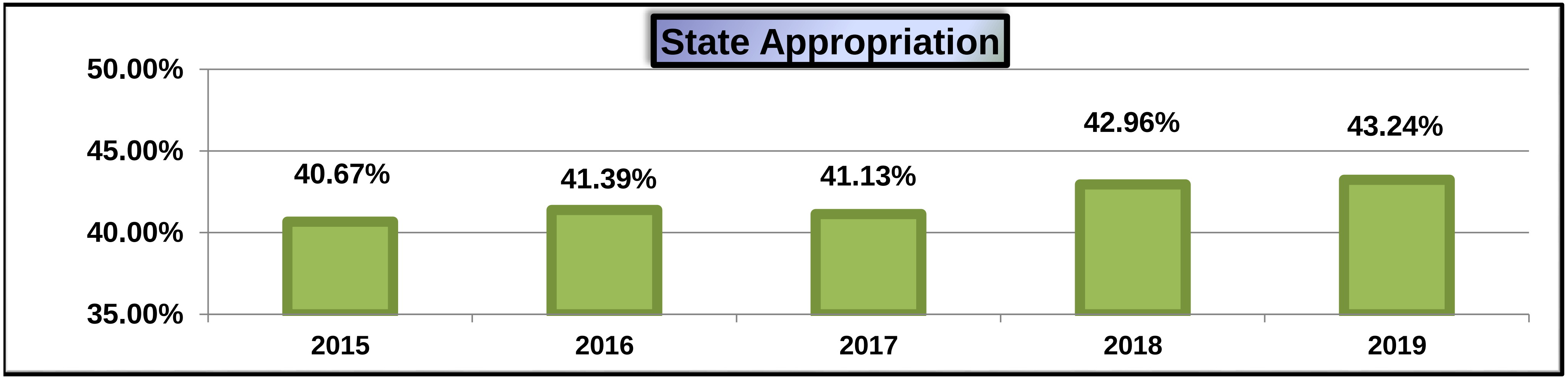
5. Expenditures for Trustees' Travel

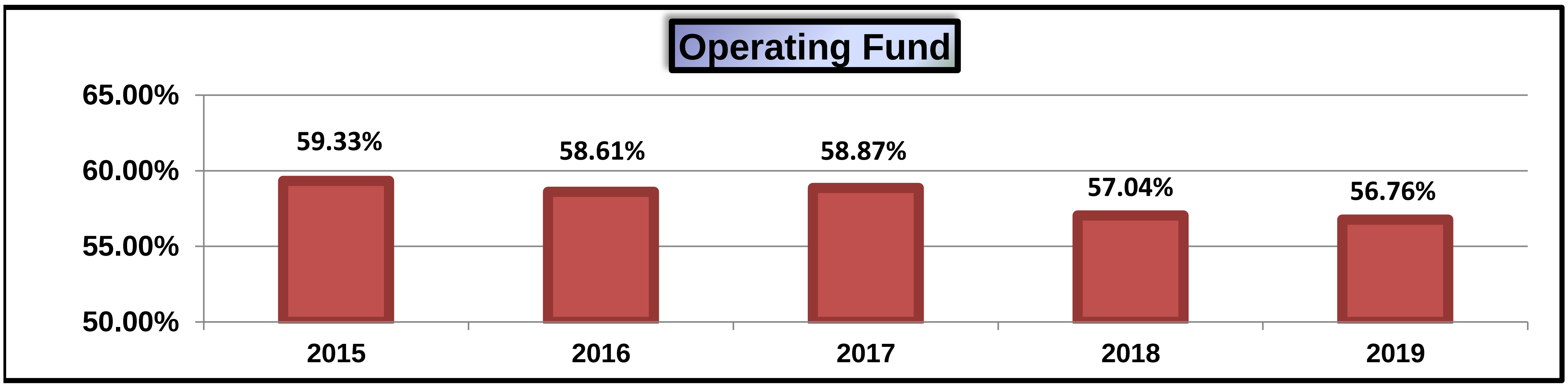
   The College normally provides for Trustees' attendance at conferences for professional development as well as reimbursement for private auto mileage. The cost of Trustees' travel shall not exceed $35,000.

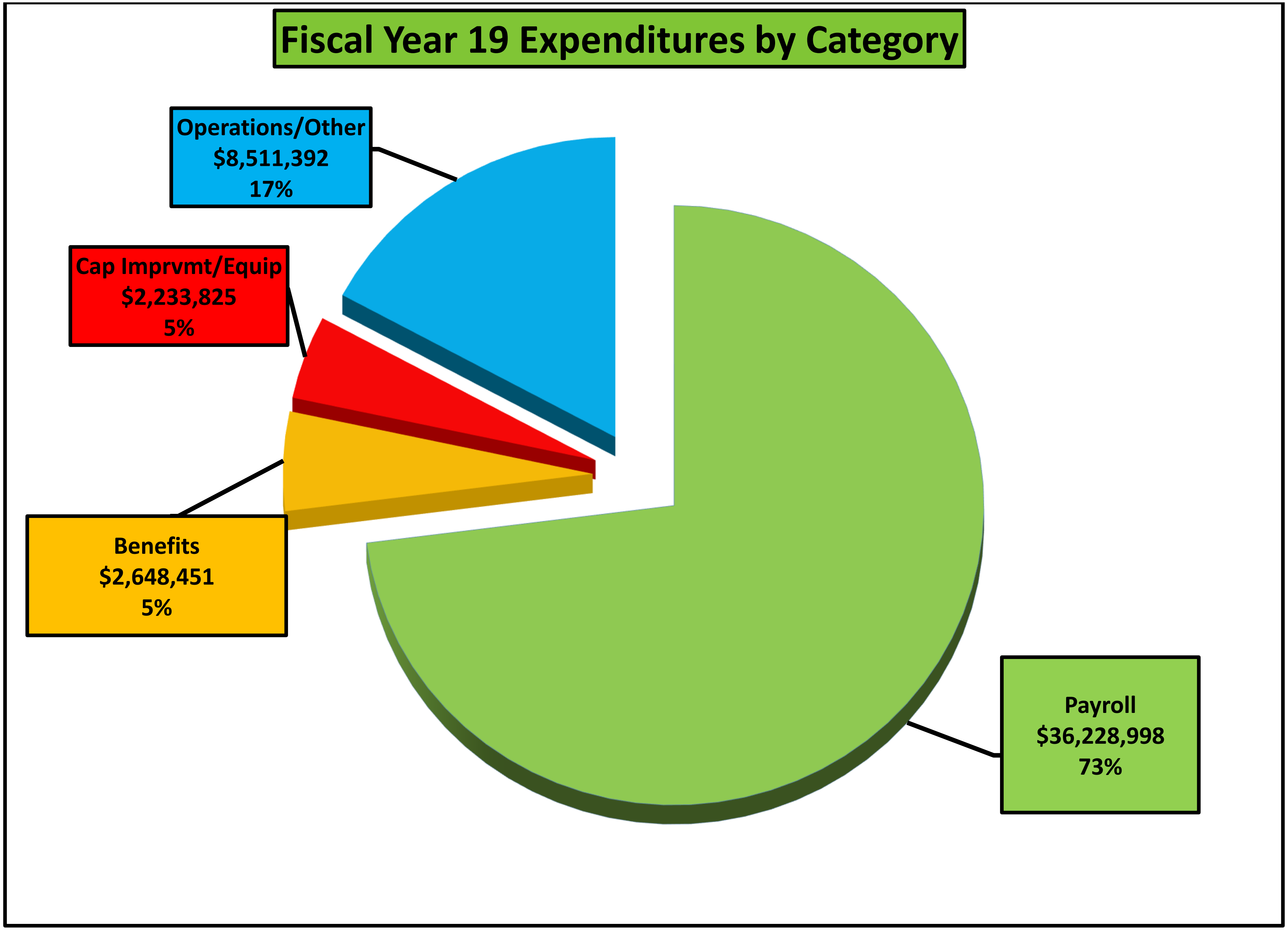
6. Expenditures for entertainment of guests in the President's home

   There are no planned expenditures in this category for Fiscal Year 2019.

Revenue by Category - Percentage of Total Budget
FY2015 - FY2019






Fiscal Year 19 Expenditures by Category
Operations/Other
$8,511,392
17%
Cap Imprvmt/Equip
$2,233,825
5%
Benefits
$2,648,451
5%
Payroll
$36,228,998
73%

Expenditures by Category - Percentage of Total Budget
FY2015 - FY2019