

WARREN COUNTY BOARD OF SUPERVISORS

COMMITTEE: COMMUNITY COLLEGE

DATE: DECEMBER 10, 2008

COMMITTEE MEMBERS PRESENT:

SUPERVISORS CHAMPAGNE
TESSIER
TAYLOR

COMMITTEE MEMBERS ABSENT:

SUPERVISORS STEC
SIMMES

OTHERS PRESENT:

REPRESENTING ADIRONDACK COMMUNITY COLLEGE:

DR. RONALD HEACOCK, PRESIDENT
WILLIAM LONG, VICE PRESIDENT FOR ADMINISTRATIVE SERVICES
KEVIN RIELLY, DIRECTOR OF STUDENT ACCOUNTS, BUSINESS &
OPERATIONAL SERVICES

BETSY RABIDA, DIRECTOR OF FINANCIAL SERVICES
JOSEPH CUTSHALL-KING, EXECUTIVE DIRECTOR/SECRETARY,
ACC FOUNDATION

ALAN REDEKER, TRUSTEE

HARRY BOOTH, TRUSTEE

RAY MCKINNEY, TRUSTEE

KAREN MOSHER, ADMINISTRATIVE ASSISTANT

HAL PAYNE, COMMISSIONER OF ADMINISTRATIVE & FISCAL SERVICES

JOANN MCKINSTRY, DEPUTY COMMISSIONER OF ADMINISTRATIVE &
FISCAL SERVICES

JOAN SADY, CLERK, BOARD OF SUPERVISORS

REPRESENTING WASHINGTON COUNTY:

MEMBERS OF THE BOARD OF SUPERVISORS

JOANN TRINKLE

GAYLE HALL

ROBERT HENKE

STEVEN ALEXANDER

JAMES LINDSAY

JOHN LAPOINTE

DEBORAH PREHODA, CLERK OF THE BOARD

KEVIN HAYES, ADMINISTRATOR

JOANNE COLLINS, LEGISLATIVE OFFICE SPECIALIST

The joint meeting of Warren and Washington Counties Community College Committees was called to order at 1:13 p.m. in the Bishop Conference Center at Adirondack Community College.

Agendas were distributed to all Committee members, a copy of which is on file with the minutes.

Subsequent to introductions, Ronald Heacock, Adirondack Community College (ACC) President, reminded the Committee of the consensus reached at the previous Committee meeting that more frequent meetings would be held to ensure optimum communication regarding the direction of the College. He stated that the meeting agenda included discussion on the 2009-2010 Board of Trustees Operating Budget Parameters, the Capital Request for 2009-2010, the Capital Chargeback balance, and a Capital Campaign update, the latter was a complex issue for which only a brief update would be given. He noted that a smaller group which included the Capital Campaign members, would meet in January to discuss the payback (Chargeback) process.

Dr. Heacock reviewed the Parameters which included Tuition, Personnel, Fund Balance Range, Enrollment, Percentage of Sponsor's Share, and Chargebacks. He apprised that the parameters had been established as a result

of a joint effort with the ACC Board of Trustees, whereby assumptions were agreed upon for the new fiscal year. He noted that a tuition increase had not been imposed for 2008-2009, and it was determined that a 4-5% increase for 2009-2010 would be reasonable. He noted that, according to the State University of New York (SUNY) and the Higher Education Price Index (HEPI), tuition increases should align with the overall cost of living increase and that SUNY would make the final approval for all tuition increases. Dr. Heacock acknowledged the impact of challenging economic times for the Counties and expressed the need to find ways to maximize Chargebacks from Saratoga County. He stated that efforts were being made to expend the entire budget which included an unintentional surplus of almost \$300,000 due to the receipt of unexpected revenue. The goal for next year, he stated, would be to keep the amount of unused funds under \$100,000.

Responding to a question from Supervisor Champagne, Dr. Heacock expounded that unused funds were moved into the fund balance which resulted in a reduction of the Chargeback rate, which was not good for the College. He said that in the best interest of the College, a fiscal strategy had been adopted to reduce the current year surplus from which purchases were made for forecasted (next year's) expenses. Dr. Heacock added that surplus funds added to the fund balance reduced the Local Share charged to the Counties. Dr. Heacock stated that a full understanding of this process, and a reduction in surplus, would bring about a positive change in Chargeback amounts. He noted that it would behoove the College to utilize all remaining funds to purchase next year's items thereby reducing or eliminating surplus funds.

Addressing the New York State Budget for 2009-2010, Dr. Heacock stated that the Committee should expect New York State Base Aid to be reduced by approximately \$389,000. He explained that Governor Patterson presented his expectations for contributions from Community Colleges in relation to the size of the College and ACC was deemed a large school at 11%. He stated that the Governor asked for \$22 million from Community Colleges which was approximately 10% of the Colleges' total aid received. He apprised of categorical aid reductions applied to childcare grants, optional retirement plans, and unfunded mandates which were deemed unnecessary or unfair to continue to fund.

Proceeding to the Expenses portion of the 2009-2010 Budget Parameters & Strategies, Dr. Heacock stated that the assumption of a 3.5% increase for Personnel expenses had been included, which he asserted, was reasonable. He noted there had been a Benefits savings for 2008 and that those funds had been used to cover other shortfalls; he pointed out that ACC employees currently paid approximately 30% of the health insurance premium. In terms of equipment, he said, only essential items would be purchased.

Dr. Heacock said that some potential cost reduction strategies included the full assessment of all vacated positions to accurately assess need and to eliminate any unnecessary Personnel expenses. Pertaining to the Operating Cost section, Dr. Heacock stated that the goal was to maintain or reduce the operating costs and to apply critical analysis to every increase in the interest of economy. In terms of soft costs, nonessential areas such as training and travel could be reduced, he said, and the College remained open and vigilant to opportunities to reduce costs via operational changes.

Pertaining to Strategies for Permanent Change, Dr. Heacock projected an increase in the use of data for improved operations and he expounded that the BANNER system, a relational database with workflow process capability, was a vehicle for improvements such as consolidating and rearranging operations, eliminating duplication, increasing productivity and utilizing digital imaging technology to that end.

From a Student Services standpoint, Dr. Heacock explained that students had the option of using the BANNER system to register for classes, access grades, and to review transcripts; he added that in the future grades would no longer be mailed. Harry Booth, ACC Trustee, inquired about confidentiality and the use of passwords in the

BANNER system and Dr. Heacock replied that a predetermined User Identification Number and Password were assigned to each student, whereby they could access the system and reset same. Mr. Hayes raised the issue of the inherent challenges for non-traditional students who may lack computer skills, and Betsy Rabida, Director of Financial Services and Payroll, interjected that training was available to all ACC students for this purpose. Dr. Heacock said that the BANNER self service module was an option; however, it was not mandatory and therefore all offices such as the Registrar, Business Office, and Counseling continued to offer service for all related inquiries and transactions.

Another aspect of the BANNER system, Dr. Heacock stated, was the use of Campus email which would further support a paperless operation; and through the use of this system pay stubs would also become obsolete. Mr. Hayes added that those individuals with dial-up service could not access the necessary data and Dr. Heacock reiterated that the use of the system was optional and that ACC had many high speed computers available for student use.

Responding to an inquiry from Mr. Champagne about the workflow aspect of BANNER, Mr. Long stated that significant strides had been made since the changeover from the former database system (COCO) and he cited the inclusion of a newly hired staff person's information as an example of a workflow process that could be set up or automated. Mrs. Rabida expounded that processing a new hire was one opportunity for the use of the workflow concept whereby action would be required of several departments, such as Human Resources, Payroll, Facilities, and Information Technology.

Joseph Cutshall-King entered the meeting at 1:34 p.m.

Dr. Heacock addressed the issue of raising revenues and he stated that upgrades to strategic enrollment management, retention, and student services would be made. He cited an example of a student with a prolonged absence who was dropped from enrollment. The BANNER system, he maintained, could evaluate the appropriate data to generate a transaction such as a letter to the at-risk student, or notification to College departments. Too often, he reflected, a student enrollment was lost when, in fact, it could have been maintained.

Continuing, Dr. Heacock stated that developing recruiting strategies would address veterans and include the review of the pertinence of all ACC programs. He said that dialogue with key area individuals such as John Stoothoff, Superintendent, Warren-Saratoga-Warren-Hamilton-Essex BOCES, and Senator Betty Little, had taken place to review all ACC programs, and he said it was an ongoing process to find ways to increase enrollment and revenues. Dr. Heacock reported that he was pleased with the creative and varied responses he received from College staff when asked for budget suggestions.

Acknowledging the unique nature of the current economic climate, Dr. Heacock expounded that subsequent to a discussion with the ACC Board of Trustees, he expected to see the most challenging times ahead as they entered into a two-year recession. Harold (Bud) Taylor, Warren County Supervisor, suggested that more students could turn to the Community College, as other college options became cost prohibitive in the suffering economy. Dr. Heacock noted that ACC already had a respectable level of enrollment from local high schools and typically enrolled more students that came from high schools, than non-traditional students in comparison to other community colleges. He cautioned that the budget could not be based upon forecasted enrollment numbers.

Mr. Hayes asked Dr. Heacock for a budget process timetable for the Counties which would outline expectations, and Dr. Heacock stated that it was not available at this time; however, he stated, a timetable could be developed for a future meeting.

A discussion ensued.

The next item on the Agenda was Capital Request 2009-2010 and Dr. Heacock stated the priorities included the development of a campus-wide Master Plan and Health, Safety, and Code Compliance. Dr. Heacock referred the Committee to Agenda page 3, which included a chart that conveyed Capital Improvement Plan data. Mr. Long noted that three years ago, the Master Plan document, which included the \$3 million deferred maintenance projects, was reviewed and discussed to determine which resolutions were needed. He said the list had been re-prioritized and was derived from the aforementioned document; he added that resolutions from the Counties would be needed in order to proceed. He reported that liability insurers had been reviewing ACC projects in much greater detail.

A discussion ensued.

Mr. Hayes stated that Washington County had produced a prioritized list of projects and Hal Payne, Commissioner of Administrative and Fiscal Services for Warren County, stated that Warren County's list of projects had already been submitted.

Mr. Hayes distributed copies of the combined balance sheet for ACC Capital Construction Projects and for the Chargeback Fund, which were produced by Phyllis Cooper, Washington County Treasurer. A copy of the report is on file with the minutes. He reviewed the sheets for which there were currently six active projects as follows:

- ACC Capital Project #77 - Restroom Access, Safety, & Improvements
- ACC Capital Project IAM #87 - Renovations of Eisenhart Hall
- Capital Project IAN #88 - Technology Project
- Capital Project IAQ #91 - Higher Education Construction
- Capital Project IAR #93 - Capital Reinvestment Model
- ACC Chargebacks

A discussion ensued.

Mr. Long apprised that both Counties had passed a resolution authorizing ACC to conduct a study of Capital Projects among Community Colleges which he expected would provide valuable information.

Mr. Hayes summarized the report and a discussion ensued. Mr. Champagne confirmed that Chargebacks were dollars paid per full-time enrollment by the Counties outside of the College's sponsoring Counties. Mr. Hayes added that funds from Chargebacks were used for Operation and Capital costs.

Mr. Payne asked who would set up the Regional Higher Education Committee meeting for January and Dr. Heacock stated that ACC would do so.

Mr. Cutshall-King announced the ribbon cutting ceremony for the Regional Higher Education Building was scheduled for January 22, 2009 at 12:00 noon.

As there was no further business to come before the Community College Committee, on motion made by Mr. Taylor and seconded by Mr. Tessier, Mr. Champagne adjourned the meeting at 2:35 p.m.

Respectfully submitted,

Joanne Collins, Legislative Office Specialist