



William Rainey Harper College

Memo to: Members of the Board of Trustees  
From: Paul Thompson/Vern Manke  
Date: April 7, 1989  
Subject: Committee of the Whole Meeting -- April 12, 1989

Attached is the agenda for the April 12, 1989 Committee of the Whole meeting. The enclosed binder contains detailed preliminary revenue and expenditure projections for the 1989-90 Education Fund budget and the Operations and Maintenance Fund budget. Also included are summaries of requests for new personnel, capital equipment, and remodeling. These summaries indicate the amount of funds requested and the administrative recommendations.

The preliminary budgets for the remaining College funds will be reviewed at a date to be determined. These funds are:

- Operations and Maintenance Fund (Restricted)
- Bond and Interest Fund
- Auxiliary Fund
- Restricted Purposes Fund
- Audit Fund
- Liability, Protection and Settlement Fund
- Working Cash Fund
- Trust and Agency Fund

Budget information for the above-listed funds will be sent to you prior to the meeting and should be included in this binder for review.

We look forward to meeting with you on Wednesday evening. Please note that the meeting will be held in the Faculty Dining Room.

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encl

WILLIAM RAINEY HARPER COLLEGE  
1200 West Algonquin Road  
Palatine, Illinois

COMMITTEE OF THE WHOLE MEETING

AGENDA

April 12, 1989

7:30 p.m.

Faculty Dining Room

- I. Call to Order
- II. Roll Call
- III. For Information/Review:
  - A. 1989-90 Preliminary Budget - Education Fund
  - B. 1989-90 Preliminary Budget - Operations and  
Maintenance Fund
  - C. 1989-90 Requests - New Personnel  
Capital Equipment  
Remodeling
- IV. Other Business
- V. Adjournment

WILLIAM RAINEY HARPER COLLEGE  
BOARD OF TRUSTEES OF COMMUNITY COLLEGE DISTRICT #512  
COUNTIES OF COOK, KANE, LAKE AND McHENRY, STATE OF ILLINOIS

Minutes of the Committee of the Whole meeting of Wednesday, April 12, 1989.

The Committee of the Whole meeting was called to order at 7:35 p.m. in the Faculty Dining Room of the Administration Building, 1200 West Algonquin Road, Palatine, Illinois

Present: Chairman Barbara Barton, Members John Coste, Kris Howard, Michael Miller, Larry Moats and Susanna Orzech

Absent: Member Molly Norwood and Student Member Laura Jacobson

Also present: Paul Thompson, President; Vern Manke, V.P. Administrative Services; David Williams, V.P. Academic Affairs; Bonnie Henry, V.P. Student Affairs; Felice Avila, Executive Assistant to the President; Laurie Wren, Recording Secretary; Vic Berner, Dean of Business Services and Finance; Pat Bourke, Dean of Life Science and Human Services; Steve Catlin, Dean of Admissions and Registrar; George Dorner, Dean of Technology, Mathematics and Physical Science; Al Dunikoski, Dean of Learning Resources Center; John Gelch, Dean of Physical Education, Athletics and Recreation; Bill Howard, Dean of Continuing Education and Program Services; Joan Kindle, Dean of Student Development; Liz McKay, Dean of Special Programs and Services; Martin Ryan, Dean of Liberal Arts; George Voegel, Dean of Curriculum Development; Art Bowers, Director of Computer Services; Don DeBiase, Director of Physical Plant; Elaine Stoermer, Director of College Relations; Lee Vogel, Director of Learning Assistance Center. Faculty: Pauline Buss. Classified Staff/Pro-Tech: Bill Neumann, Chairman, Classified Employee Council; Myriam Hegy, Administrative Secretary; Thea Keshavarzi, Purchasing Agent; Joan Young, Publications Coordinator; Leon Hussissian and Michael Liskey, Audiovisual Technicians. Other Guests: Bob Billingham and Jim Borland.

In the absence of Secretary Norwood, Chairman Barton appointed Member Orzech as secretary pro tem.

Prior to reviewing the budget material, President Thompson introduced two guests from England who are visiting various community colleges in the United States. He noted that Bob Billingham, Director of Marketing at Matthew Boulton College, and Jim Borland, Head of Faculty at Kirby College, are being hosted by their counterparts, Elaine Stoermer and Tom Johnson, who will travel to England in the fall as part of the Administrative Exchange Program. The guests received a warm welcome from the Board and the audience.

President Thompson explained that the purpose of the meeting was to review the College operating funds--the Education Fund and the Operations and Maintenance Fund. He stated that the budgets were prepared over the past three and one-half months using parameters set by the Executive Council. The proposed budgets are balanced and maintain fund balances of approximately 18 percent in the Education Fund and over 20 percent in the Operations and Maintenance Fund. The President reviewed the general parameters used to prepare the Education Fund budget. With the exception of the known salaries which are committed due to contract agreements, salaries were computed at a seven percent increase. Contractual services were budgeted at a five percent increase; Materials and Supplies at a five percent increase, excluding postage which considerably exceeds that. Conference and Meeting expenses were budgeted at a 15 percent increase due to proposed increases in staff development activity. Fixed charges are proposed at a four percent increase. The Education Fund contingency was set at \$500,000. The administration is proposing a level of funding for capital equipment similar to last year. Transfers were estimated at \$280,000 and the proposed budget shows transfers at \$211,000. Marketing and advertising expenditures have been allocated to one institutional account. By establishing the parameters and setting priorities early, the proposed budget came together quite well. The Executive Council felt that a continuing emphasis on capital equipment is needed because Harper students deserve to have laboratory opportunities comparable to those available in business and industry where they will be employed, or to match experience with their peers at the institutions to which they will transfer. The proposed budget contains funds for additional positions which are recommended. The President added that the administration, during the budget preparation, has been cognizant of those goals established by the Board last year which are unfinished. Some of these have been included in the proposed budget. President Thompson requested that Vice President Manke provide detailed explanations of the budget material.

Vice President Manke called attention to the Education Fund. He stated that the beginning fund balance at 7/1/89 is estimated to be \$4,807,399. For 1989-90 the anticipated revenues are estimated at \$28,980,249 and the proposed expenditures, including a contingency amount of \$500,000 are in the same amount. It is estimated that the ending fund balance on 6/30/90 will be \$5,307,399 if the amount budgeted for contingency is not used. Therefore, the ending fund balance would be increased by \$500,000.

Vice President Manke referred to the Education Fund revenue comparisons. A ten percent increase in local taxes has been projected. In response to Member Coste, he stated that the quadrennial reassessment has been included in the proposed budget and that part of these funds will be received in March for the 1989-90 budget and the remainder will be received in September and included in the 1990-91 budget.

Member Howard noted that chargebacks were very high when the College started, have been decreasing over the years, and seem to have leveled off. She asked if the downward trend was over. Vice President Manke replied that although there is some potential for additional decline, he felt that the \$130,000 budgeted is a good estimate. He added that course offerings will affect this trend.

Continuing with the Education Fund revenue review, Vice President Manke stated that although a slight decrease is projected for the Replacement Corporate Personal Property Tax, revenue from other State government sources is projected to increase 5.8 percent. Total student tuition and fees are estimated to increase seven percent. Interest on investments is projected at \$360,000. He attributed the 260 percent increase to the higher fund balance and the higher rates of interest being paid on our investments. As result of a transfer from the Working Cash Fund, additional income in the amount of \$200,000 has been generated for this fund.

Member Miller asked for an estimate of the actual state apportionment revenue for the fiscal year ending 6/30/89. Vice President Manke felt that the actual amount would be \$5,838,749 -- the figure budgeted. Member Coste inquired about the allocation of state apportionment. Vice President Manke replied that in 1985 the ratio was 85 percent to the Education Fund and 15 percent to the Operations and Maintenance Fund. Last year the ratio was changed to 96 percent/ Education Fund and 4 percent/Operations and Maintenance Fund and he felt that this was an appropriate allocation of funds.

Next, Vice President Manke called attention to the Education Fund Expenditures Comparison. He explained that the analysis provides project expenditure data for 1989-90 on an object basis. He noted that salaries represent an increase of 11.55 percent, including recommendations for new personnel positions. Employee benefits represent an increase in excess of \$517,000 due to two factors -- premiums for medical and dental insurance were increased by 15 percent over last year, and the current budget provided for only a six percent increase. Contractual services are projected to increase approximately \$78,000 or 6.98 percent. Materials and supplies, including printing and postage, are estimated at \$2,167,101 which is an increase of 11.56 percent. Travel and meeting expenses are budgeted at \$247,885 which is a 15.15 percent increase. Fixed charges are estimated to decrease 9.98 percent to \$421,210. Capital equipment is estimated at \$1,072,917 or a 2.08 percent decrease from last year. The miscellaneous Other category is budgeted at \$205,395 which is a 31 percent increase. Contingency is budgeted at \$500,000 which is a decrease of \$482,738 or 49.12 percent. The amount budgeted last year was higher because of the additional funds received from the State just before the budget was finalized. Transfers are projected to decrease approximately \$17,000 or 7.53 percent. These transfers represent funds which are transferred to the Auxiliary Fund to offset some of the program costs. Further explanation of the transferred funds will be provided at the next Committee meeting. The total expenditures in the Education Fund reflect an increase of 9.44 percent over the 1988-89 budget.

Vice President Manke explained that the Expenditures Analysis sheet was a comparison of the percent of total to the percent of change in the budget.

Member Miller inquired about the estimated amounts for the current fiscal year for salaries, benefits, services, and materials and supplies. Vice President Manke provided the following estimated figures for 1988-89: Salaries -- \$18,650,404; employee benefits --

\$1,530,136; contractual services -- \$999,349; general materials and supplies -- \$2,036,378; conference and meeting expenses -- \$155,763; fixed charges -- \$419,689; capital outlay -- \$1,082,344; other -- \$448,953; contingency -- it is estimated that the entire amount, \$982,738, will be unexpended; transfers -- \$228,222. The total expenditures are estimated to be \$25,551,238. He cautioned the Board that the figures are estimates and changes are possible with four months of the fiscal year remaining.

Member Coste noted that several of the estimates were below the budgeted amounts and asked if these were represented in the estimated ending fund balance. Vice President Manke stated that this has been taken into consideration. Member Orzech pointed out that there could be a difference of approximately \$900,000. Vice President Manke agreed that if all goes well, the contingency amount would not be expended and there possibly could be other savings.

Vice President Manke briefly reviewed the graph reflecting estimated expenditures for the 1989-90 Education Fund. He pointed out that salaries and benefits represent 79.2 percent of the total budgeted amount. He noted that the remaining percentages outline how the funds are spent. A separate graph for the Operations and Maintenance Fund has also been included in the binder. Member Orzech felt it would be of interest to the Board to receive a graph which combines both operating funds. Vice President Manke stated that he would have this prepared for the Board.

Vice President Manke called attention to the summary sheets which outline the revenue and expenditures by detail. In addition to listing the dollar difference, the percentages of change by category are also shown. Member Howard inquired about investments and interest rates. Vice President Manke replied that the budget is a conservative one and, as a result, interest income has been estimated conservatively. Interest rates could decline and it is possible that during the year the full \$4 million may not be available for investments. The administration is comfortable with this projection. Member Howard noted that past efforts have been very good in this regard.

Vice President Manke directed the Board's attention to the Operations and Maintenance Fund. The beginning fund balance at 7/1/89 is estimated to be \$4,664,242. For 1989-90 the anticipated revenues are estimated at \$6,367,625 and the proposed expenditures are estimated at \$6,617,625 which includes \$250,000 for contingency. If the contingency is not used, the fund balance would not be decreased and it would be a balanced budget. He noted that additional savings are possible if there is a mild winter.

Member Howard noted that the ending fund balance is approximately 66 percent. She recalled a discussion about the ability of the Board to use that money to furnish and equip new facilities if a Board decision is reached to do so. She asked if it is possible for the Board to legally restrict a portion of these funds for this purpose. Vice President Manke stated that this could be done by moving a specified amount of funds to the Operations and Maintenance Fund (Restricted).

Although the Operations and Maintenance Fund balance appears high, Vice President Manke explained that it was important and crucial at this time. He emphasized that there are approximately \$1 million worth of resurfacing to be done on parking lots and roadways after completion of the project which was recently approved by the Board. In the three-year repair and renovation plan which was presented to the Board, it was suggested that the Operations and Maintenance (O&M) Fund balance be used to cover required future work on the parking lots. At the next Committee meeting when the remaining funds are discussed along with the repair and remodeling projects and life safety projects, it will be necessary to discuss a strategy for dealing with the remainder of the parking lots. If the Board decides to proceed with this work, it would be very easy to spend \$1 million during 1989-90 to complete the balance of the parking lot and roadway repairs. By doing so, the fund balance would be reduced. Vice President Manke stated that there is approximately \$2 million in the O&M Fund which could be available for new building construction, equipping new facilities, or restricting for building renovation. Further discussion is warranted to determine how this is to be accomplished; however, the fund balance is very crucial to the future of Harper College. Vice President Manke cautioned the Board that there are over \$70 million worth of facilities which are being maintained by the current revenues. There are no excess funds available to take care of roof repairs or other major renovations which might be necessary. Although the fund balance may appear substantial at this time, these are funds which will be vitally needed in five or ten years in addition to equipping a new facility. Vice President Manke cautioned the Board about excessively eroding the fund balance. Member Coste pointed out that immediate concerns should be addressed before those that are five years hence. He stated that there are some major repairs pending that are not reflected in the proposed budget and he felt these should take precedence over future needs. Some of these may not qualify for life safety. He questioned whether it was wise to talk about the use or transfer of surplus operating funds for a building program which has not yet received Board approval. Member Howard replied that she wanted to identify that the funds were for future needs that possibly could include equipment as well as the parking lots. Both Members Coste and Howard agreed that there are many uses for which funds could be expended.

Vice President Manke called attention to the O&M Fund Revenue Comparisons, focusing on the 1989-90 figures. The estimated budget projects revenue from Local Government Sources at \$5,402,701 or a 9.4 percent increase. Replacement of corporate personal property tax is estimated at \$133,926 or a one percent increase. Illinois Community College Board grants are budgeted at \$255,998 or a 5.2 percent increase. He noted that during the past two years, there has been a significant decrease in this category because of a reallocation of these funds. In 1987-88 and prior years, grant funds were allocated on a ratio of 85/15 to the Education Fund/Operations and Maintenance Fund. Current funds are allocated on a 96/4 percent ratio. Revenue from parking fees is projected at \$80,000 or a 3.2 percent increase over last year.

Interest on investments is projected at \$360,000 which is a decrease of \$340,000 or 48.6 percent. This is due to the fact that interfund loans were made in 1987-88 and 1988-89 in order to generate interest income. Although an interfund loan is not included in this budget, a permanent transfer of \$100,00 in interest from the Working Cash Fund is proposed to offset a portion of the lost interest income. The total Operations and Maintenance Fund revenues are estimated at \$6,367,625 which represents a four percent increase for 1989-90.

Vice President Manke stated that the Revenue Analysis outlines the same information in a different manner, showing percent of total and percent of change.

In regard to the Estimated Revenue graph for the O&M Fund, he pointed out that 84.8 percent of the revenue is received from local government sources; 5.7 percent is derived from interest on investments; 4.0 percent from State government sources; and 2.1 percent from the replacement of corporate personal property tax. The remaining revenue is obtained from parking fees and miscellaneous sources.

In regard to the Expenditures Comparison, Vice President Manke explained the significant changes from the 1988-89 budget. He stated that the IEA/NEA contract has not been settled as yet, but projected salary increases have been included. The following budget increases are estimated: Employee benefits -- 13.54 percent; vehicle and travel expenses -- 26.37 percent; utilities -- 11.37 percent; capital outlay -- 25.97 percent. The Contingency amount has been budgeted at \$250,000 which is a 5.06 percent decrease from last year. Again, the reason is due to the late receipt of state apportionment at the completion of the budget preparation period. In total, the budgeted expenditures for 1989-90 total \$6,617,625 which is an increase of \$507,439 or 8.30 percent.

Vice President Manke referred to the graph for the O&M Fund estimated expenditures. He pointed out that salaries and benefits represent 49.8 percent of the fund; utilities and fixed charges represent 23.7 percent; capital and other represent 6.9 percent; and materials and supplies represent 10.3 percent.

Member Coste called attention to the amount budgeted for employee benefits in the Expenditures Comparison. He questioned why the percentage change is significantly lower than the current year. Vice President Manke stated an additional amount was budgeted last year as a cushion for employee benefits. He felt that the estimates budgeted this year will be very close to actual amounts.

Member Miller requested the current estimates for FY1988-89 by object. The following figures were provided: Salaries -- \$2,847,871; employee benefits -- \$241,666; contractual services \$340,304; general materials and supplies -- \$580,738; conference and meeting expenses -- \$2,355; fixed charges \$3,914; utilities \$1,384,578; capital outlay -- \$363,006. Total expenditures are estimated at \$5,754,432.



Member Orzech requested clarification on the amount budgeted for capital outlay as compared to the data distributed at the recent retreat. Vice President Manke stated that the budgeted figure of \$457,687 is correct. The information received earlier did not include funds for remodeling requests.

In summary, Vice President Manke stated that both the Education Fund budget and the Operations and Maintenance Fund budget include the administrative recommendations for new personnel requests, capital equipment, and remodeling. The Education Fund is a balanced budget; the O&M Fund reflects a \$250,000 deficit but the deficit is equal to the amount budgeted for contingency.

### NEW PERSONNEL

The meeting continued with a review of the requests for new personnel. In regard to the Academic Affairs area, Vice President Williams explained that the recommendations include four new faculty positions which, if approved, would increase the full-time headcount from 191 to 195. The positions requested are for the following areas: English, Speech, Adult Educational Development and English as a Second Language. Chairman Barton asked if the new positions are in anticipation of early retirements or a result of increased enrollment. Vice President Williams stated that these are based partially on enrollment and an attempt to offset the full-time/part-time faculty ratio. Member Moats inquired about the projected increase in enrollment on an FTE basis. Vice President Manke stated that the budget reflects an FTE enrollment increase of 2.54 percent which equates to a 7.4 percent net increase in tuition. President Thompson added that the factors which enter into a projection of this nature are not based solely on one year, but that this is an accumulation of enrollment which has occurred because adjustments have not been made over a two or three-year period. Enrollment has caught up with us now and it is felt that the part-time faculty ratio has reached the good quality limit. Vice President Williams added that it is important to consider all factors relating to new personnel. Speech is now a mandatory requirement for all degrees. The English faculty position will enable the department to return to a level which existed prior to resignations and vacancies which were not replaced. Recent recommendations and reports from the North Central Association and others comment on the full-time/part-time faculty ratio at Harper College. If enrollment projections are met next year and these four positions are approved and filled, the ratio will not change because of the increase in enrollment. At present, 55 percent of contact hours are covered by part-time faculty.

Member Coste acknowledged the request for four new faculty positions. He questioned whether any reductions have been considered, or deletions in some program positions. He suggested that changes are warranted if a program has declined substantially. Vice President Williams stated that he and President Thompson have had informal discussions on this subject. He felt that the ratio of staffing is a value judgment and does not signify inferior instruction. There are certain areas where instruction by part-timers is very sound and there are other areas where it is not the most desirable way to offer a particular program or course. Each discipline is unique and there is no standard concept that applies to all.

Chairman Barton asked what percentage of adult education students attend during the day and in the evening. Vice President Williams stated that of 206 faculty contact hours in the fall of 1988, 106 were in the daytime and 100 were in the evening. According to the ICCB definition, a class which begins prior to 5:00 p.m. is a daytime offering.

President Thompson stated that the remaining personnel requests are self-explanatory and asked if there were specific questions. Member Moats noted that some of the requests were for lab techs and assistants. He asked if this was in response to an improvement in the quality of the program or an increase in enrollment, or both. Vice President Williams replied that the requests were for both reasons. Of the seven requests, he called attention to the recommendation for a weekend/evening services specialist. He explained that it is the intention to schedule courses so that a student could complete the requirements for an AA or AS degree during the weekend period. Classes would be scheduled in twelve-week terms during both fall and spring semesters so that the degree could be obtained over a two to three year period. If there are ten to twelve sections, the revenue would cover the cost of the two requested positions. There will be additional costs involved with the opening of the campus on Sundays, but the revenue generated in tuition and apportionment on an FTE of 25 students and 10 sections would cover the salary costs of \$38,000 for two positions. Chairman Barton felt that the concept was outstanding because many individuals cannot accomplish work toward a degree during the week while working full-time. She hoped that the media could be informed so that district residents would know that this is available. She expressed hope that the program would be successful.

Member Orzech stated that she had reviewed the revenue detail and noticed a great many requests for student aides. Upon checking with Vice President Manke, she was informed that the requests represented an increase of approximately 10 percent. She felt that while it is laudable to employ students, she felt that there should be limits and was concerned that the employment of students may be in competition with area businesses. She questioned the number of students needed and felt that the total requests for students is not an insignificant number in terms of dollars and personnel. Vice President Manke stated that the 1988-89 student aide budget was \$305,410 and the proposed budget figure is \$336,995. President Thompson felt it was important to look at all factors -- in terms of dollars expended for the service provided as well as giving opportunities to students while at Harper. Member Orzech agreed, but questioned how many auxiliary personnel are needed. She requested that the administration monitor these costs. Chairman Barton stated that there may be some areas which are relying too much on student assistance. President Thompson stated that these concerns will be addressed.

Member Moats commented that the percentage increase for expenditures is the result of various factors -- increased salaries, increased enrollment, and the improvement of the quality of education. He requested that the percentage increases for each category be provided, along with final category for miscellaneous. The President stated that this would be done.

In addition, Member Moats stated that he would like to have a discussion on the reason for the significant increases in unit costs over the past six years. He wondered why these costs have substantially exceeded the inflation rate. Member Howard suggested that this subject be reviewed for a longer period because she felt that unit costs for Harper students prior to the referendum were quite low. She felt that if the trend was reviewed from the time the College was established, it is a question of what it costs to support each student in terms of quality, of which we are very aware. Member Moats stated that Harper is not unique and there have been substantial increases in the costs of education. It is important to know the reasons for the increases. Member Coste pointed out that there has been a tremendous amount of money spent over the past five years on maintenance and major repairs that were previously neglected. By separating these costs, the answer for Member Moats may be readily apparent. Member Howard felt that this would be a good way to approach the matter.

President Thompson announced that in addition to the requests presented, another position will be added due to recent changes in the administrative structure. He explained that Vern Manke will be responsible for an additional area and it is felt that another staff person is needed. Further information will be distributed to the Board regarding this request.

Member Moats asked if this meeting was a general overview and another meeting would be held for questions and refinement of the budget. He noted that he had a number of detailed questions. He pointed out that the recent Board retreat required a great deal of preparation. The receipt of the budget data requires additional time for review. President Thompson suggested that specific questions be addressed to the appropriate administrator involved. The remaining budgets will be reviewed at the May 10 Committee of the Whole meeting.

Member Coste confirmed that in the past the Board has considered the major repair program in conjunction with the budget review because of the need to determine funding for various projects. Vice President Manke acknowledged that the Operations and Maintenance Fund (Restricted) and the College repair and renovation program will be included in the next review session. Member Coste stated that it is important to review all the funds and determine which major repairs can be funded through life safety and which will require College funds. He asked if all projects contemplated at this time would qualify for life safety funds. Vice President Manke replied that a representative of the ICCB was on campus earlier in the day for purposes of reviewing various repair and renovation projects. Although some clarification is needed from the architect, the administration is confident that all projects will be approved for life safety funding. The only exception would be the continued repair of the parking lots which do not qualify for life safety and would have to be funded from the O&M Fund, subject to Board approval.

Member Moats inquired about a target date for approval of the College budget. President Thompson confirmed that the preliminary budget should be adopted on June 22. The remaining budgets will be reviewed

at the May 10 Committee of the Whole meeting. Member Coste emphasized that it is germane to the budget as to how many of the major repair projects will have to be funded out of the \$4 million and how many projects can be funded through life safety. Member Moats agreed that it is important to review the entire financial picture. Chairman Barton stated that additional meetings could be scheduled if necessary.

### CAPITAL OUTLAY

In regard to capital outlay, the President stated that there is a summary sheet with partial lists of detailed background information. Member Coste asked if figures were locked in. Vice President Manke responded that the recommended figures are included in the budget appropriations for the Education Fund and the O&M Fund. The total amounts recommended are locked in for the President's and Vice Presidential areas; however, the individual items may be negotiated or changed as the dollars are available. Vice President Williams added that the requests will be prioritized based on the approved funds that are available. Member Howard noted that in the past the Board has asked to see the total requests which is why the information has been prepared in this manner, indicating total requests and administrative recommendations. Member Coste asked how the amount of \$1,072,917 was determined. President Thompson explained that the parameter for the budget was to allocate as close as possible to the amount of dollars in capital that was approved for capital outlay last year. The proposed requests for capital equipment are within \$20,000 of last year's amount. Member Coste stated that if this is a plugged-in number to balance the budget, he understands. But he felt that this is a long way from a final Education Fund budget.

Vice President Manke called attention to the capital equipment requests for the O&M Fund which is categorized by requests and recommendations for each individual department in Physical Plant. He provided further data for some of the items. He explained that the \$70,000 metal storage shed will be used to house all roads and grounds equipment. The shed will be approximately 100' x 40' with a concrete floor and will be located on a berm near the greenhouse. It will blend in with the current facilities. Member Moats expressed concern about the aesthetics of the campus and felt that extra funds could be spent to be certain that it looks appropriate. Vice President Manke explained that the administration will work closely with the architect on this project.

In response to Member Orzech, Vice President Manke explained that the request for carpeting covers various areas on campus. A color coordination program which covers paint, carpeting, and other furnishings has been developed for every campus building.

In response to Member Moats, Vice President Manke stated that the vehicles requested are replacements. He also explained that the \$20,000 utility tractor is a new, small piece of equipment which will fit between buildings and shrubs. He added that the College vehicles

are on a replacement schedule which is working very well. Member Coste asked about the street sweeper. Vice President Manke stated that the administration did not recommend this piece of capital equipment. At present, the members of Physical Plant pick up the litter in the parking lots.

Member Miller asked for justification regarding the voice response system for touch-tone registration. Dean of Admissions and Registrar Steve Catlin explained that this system will improve interaction with students at registration and should take some of the burden off the College switchboard. Students will be able to register without coming onto campus; the billing can be done automatically, and payment can be made by mail. The \$70,000 cost includes one year of maintenance on the system. In addition to many business, Oakton Community College has this system and is quite pleased with the results. Dean Catlin stated that it is also important to guard against depersonalizing the institution too much by reducing human interaction. The administration feels, however, that this aspect can be addressed. Member Coste asked if there would be an extra charge on the phone for this. Dean Catlin replied that some schools have set up a fee structure in order to recover some of the costs, but this is not being recommended for Harper.

Member Moats called attention to the capital equipment needs for the Academic Affairs area and requested more detailed information. President Thompson stated that this data would be provided.

### REMODELING

Vice President Manke explained that the remodeling requests are the result of the Executive Council review of requests. The Board has received those requests which are recommended for consideration. The location identifies the building and room number and most requests are self-explanatory. The figures shown are the estimated amounts for materials and supplies and, if outside contractors are necessary, this is included in the amount. However, most of the work will be performed by members of the Physical Plant staff and these costs are not included because their salaries are part of the Operations and Maintenance Fund budget. Chairman Barton inquired about some of the areas which will be changed or relocated in the future. Vice President Manke noted that the requests were reviewed very carefully and future changes were kept in mind. Those projects which will involve change will be included with the major remodeling projects.

In response to Chairman Barton, President Thompson stated that the bathrooms which are in need of work will be included on the list of major repairs to be reviewed next month.

Member Howard inquired about the request for heat in F-231. Vice President Williams stated that this is the William Rainey Harper Room which is used by disabled students and contains some of their reading and visual equipment.

Member Orzech stated that she had spoken to Vice President Manke earlier regarding some concerns about the expenditure detail. Postage and printing costs were discussed and it is understood that the administration is addressing both issues. It is not an insignificant amount of money. Vice President Manke stated that the postage budget for 1988-89 was \$252,000 and will probably be exceeded by \$75,000 to \$90,000. The 1989-90 budget has been estimated at \$375,000. In the recent reorganization, the mailroom has been combined with the printing and publications and editing departments. This will result in closer coordination of these areas by one supervisor to allow better coordination of efforts and the use of bulk mail more frequently. It may be possible to reduce the number of publications and pamphlets which are sent out. The administration hopes to reduce the amount of expenditures but adequate funds must be budgeted. Member Orzech felt that a lot of these costs are associated with marketing and it is difficult to trace the effectiveness of these efforts. She has been focusing on this concern recently with the Illinois Community College Trustees Association. Chairman Barton also noted that more than one mailing may be received by students because of enrollment in multiple classes. President Thompson stated that efforts are being made to eliminate duplicate mailings. Member Orzech noted that such cost savings will generate money for additional uses.

Member Moats stated that the budget information is extremely well organized and provides a solid basis to move forward in a systematic manner. He complimented the administration on the presentation of the material. Chairman Barton agreed and added that it seemed easier to understand this year.

With no further business, Member Orzech moved, Member Howard seconded, that the meeting be adjourned. Motion carried and the meeting adjourned at 9:45 p.m.

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Barbara Barton  
Chairman

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Susanna Orzech  
Secretary pro tem