

Standard Seven: Institutional Resources

DESCRIPTION

Human Resources

The faculty and staff of Washington County Community College (WCCC) are an experienced and diverse community of professionals. Of the full-time faculty and staff, over 45 percent have been employed at the College for over ten years. As evidenced in the Data First Forms (7.1), the College employs a total of 107 community members; this includes 58 full-time and 2 part-time faculty, professionals and staff, 17 contractual employees, 10 student employees, and 20 adjunct faculty sufficient to support and manage the academic pursuits of the College's students, in accordance with our mission.

The employees of the College are members of six separate collective bargaining units, represented by the Maine Education Association (Faculty and Administrators Units), Maine State Employees Association (Support Services, Supervisory Services, and Adjunct Faculty), and the American Federation of State, County, and Municipal Employees (AFSCME) (Institutional Services Unit). All [contracts](#) are negotiated separately with each bargaining unit by the Maine Community College System (MCCS) and representatives from the colleges.

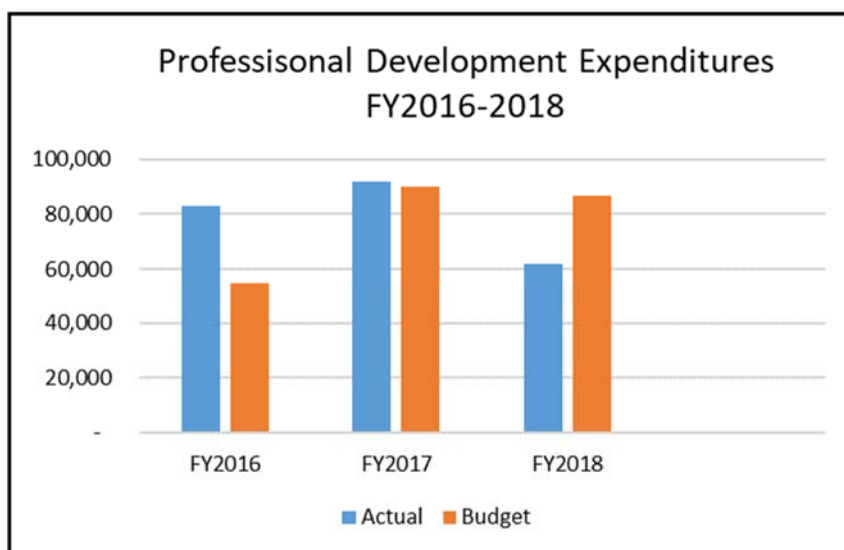
The WCCC Human Resources department policies and procedures are set by the MCCS Human Resources Department and administered by each college's President and Human Resources department. Policies and Procedures are readily available on the [MCCS](#) and [MyWCCC](#) information portals.

The College recruits and hires employees according to the aforementioned policies and collective bargaining agreements, and it attracts, compensates, and retains qualified administrators, faculty, and staff through the filling of position vacancies posted on the MCCS and college websites, JobsInMaine.com, and the local papers; other sources may be used depending on the position. The College endeavors to reach the most qualified pool of candidates. The terms of employment and compensation are made clear during the initial request for an interview, to ensure that the candidates are comfortable with what the College can offer according to collective bargaining agreements and budget restrictions. The terms of employment, reporting designation and compensation are further refined and offered in the appointment letter given to the candidate. All criteria for consideration, evaluation, and appointment are stated in the notice of position vacancy. In accordance with these hiring policies and guidelines, the College assembles and trains a search committee, which observes strict confidentiality rules and all state and federal legal requirements.

The College follows policies for employee evaluation that are part of collective bargaining agreements which can be found on the [MCCS intranet site](#). The College has developed a system by which the payroll department sends administrators and support staff supervisors an email

reminder including the appropriate evaluation form approximately two months before a review is due. Faculty evaluations are tracked in the Academic Affairs office.

The College encourages and supports employees in their pursuit of relevant continuing education and training. For faculty and staff members to remain current in their fields, the College makes professional development funds available in accordance with MCCS collective bargaining agreements with the Maine Education Association's Faculty and Administrators Units, and the Maine State Employees Association Supervisors and Support Units. Employees may be granted flexible schedules, release time, or sabbaticals to pursue degrees, update certifications and licensing, or attend conferences. Faculty professional development activities are coordinated through the Dean of Academic Affairs, and activities for administrators and staff are coordinated through the Director of Human Resources. Traditionally the College has budgeted \$50K for professional development activities. However, the actual need as faculty and staff pursue higher degrees and continuing education has grown. For FY2019 the budget from general operations is \$66K; there are additional funds available through our Perkins funding of \$36K. Perkins funds are dedicated exclusively to faculty educational pursuits. The chart below illustrates the rising trend in professional development funding.



A review of academic credentials currently held by WCCC employees revealed that, of the 24 full-time faculty members, five hold bachelor's degrees and thirteen hold master's degrees or higher. In addition to degrees, the College is fortunate that many faculty members possess experience in the fields in which they teach. Of the 38 professionals and staff, two hold doctoral degrees, ten hold master's degrees, nine hold baccalaureate degrees, and six hold associate degrees. We currently have two faculty members and six staff members who are pursuing higher degrees.

Appraisal of Human Resources

WCCC's dedicated faculty, administration, and support staff are focused and devoted to serving the students. As the College's financial situation has remained stable, the College has been able to employ a sufficient number of qualified personnel to fulfill its mission. To retain well-qualified faculty and staff, the College makes clear to prospective employees, prior to an interview, what the compensation, benefits, and expectations are; provides professional development funds; and facilitates periodic performance evaluations. There is an opportunity to improve the turnaround times on evaluations to ensure that they provide timely feedback.

Financial Resources

Washington County Community College (WCCC) is one of seven community colleges within the Maine Community College System (MCCS). MCCS is an instrumentality of the State of Maine and is included in the [combined financial statements](#) of the State. The combined financial statements of the MCCS are prepared on the accrual basis in accordance with the principles of fund accounting. Resources are segregated into funds, with limitations and restrictions placed on their use by the MCCS Board of Trustees and others. Each fund is a self-balancing set of accounts for recording assets, liabilities, fund balances, and changes in fund balances.

The Maine Community College System is audited annually. The site audit is currently conducted by the CPA firm of BerryDunn and consists of a full review of controls, procedures, and finances in accordance with generally accepted accounting principles (GAAP) and Government Accounting Standards Board (GASB). The external auditing firm produces the consolidated financial statements and supplemental information for the MCCS, which includes the independent auditor's report and government reports in accordance with the Uniform Guidance. College-specific financial statements are issued from the system office based on each college's financial information.

Fiscal control is exercised by the MCCS by way of a fully centralized finance/accounting/student information system (Jenzabar). [MCCS Policy Manual, Section 700 Financial Affairs](#), contains policy statements in keeping with U.S. generally accepted accounting principles. In addition, the MCCS [Accounting Procedures Manual](#) contains details of approved accounting procedures and dictates how certain transactions are to be recorded. WCCC follows board-approved financial policies and procedures set forth by the MCCS.

The College maintains a staff of four professionals in the Business Office. Each member concentrates on different aspects of the department's day-to-day operations (student accounts, accounts receivable, accounts payable, purchasing, general ledger, fixed assets, and budgeting). They are supervised by the Business Manager who reports to the Dean of Finance and Administrative Services.

The efforts of the student accounts personnel are supported by a close working relationship with the College's Financial Aid office. The two offices work in conjunction to monitor student financial status and provide financial counseling within their respective areas.

Financial Management

The financial transactions of the College are managed through the Jenzabar System, which incorporates accounts payable, purchasing, fixed assets, budgeting, and general ledger functions. This system is centralized and resides at the MCCS in Augusta and communicates with the College's local Jenzabar system, which houses student accounts receivables and other student demographic information. Thus, real-time data is available locally depending on the timing of the College's posting of data to the MCCS system. There are certain transactions (inter-school transactions, endowment revenues/expenses, appropriations, federal grants, etc.) generated by the MCCS that are not posted until month end.

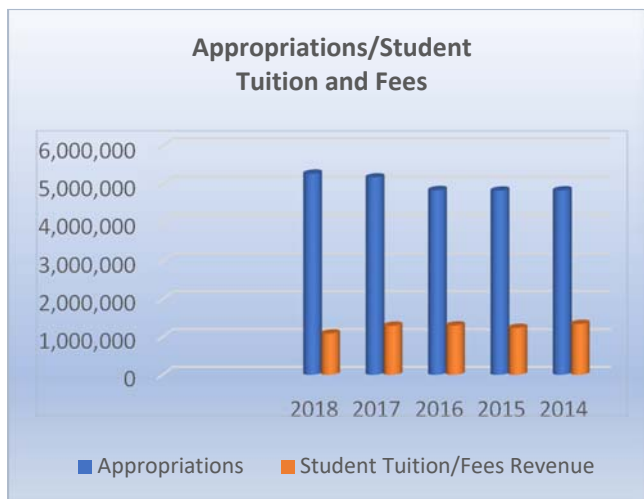
Internal requisitions are processed locally, as are bidding and blanket purchase orders. Invoices are processed weekly. Accounts payable are processed through an e-payable system, Nvoicepay, which electronically generates and submits payment to vendors via ACH. Prior to payment submission, the College reviews the final electronic payment accuracy. Student government and financial aid checks are processed locally.

Department managers are issued purchasing cards with single purchase limitations. No requisition/purchase order is necessary for purchasing card transactions at the time of purchase as long as the purchase does not exceed the single purchase limitation. There are built-in single transaction limitations placed on each credit card. Monthly, the department managers submit the purchase card statement along with a requisition and receipts. The purchasing card process is far less labor- and paper-intensive while providing adequate control and audit trail.

Budget-to-actual variance reports are distributed to the various department managers monthly, and general ledger detail is available upon request. Managers are expected to operate within budget; however, flexibility in budget categories is extended for unexpected expenditures and to accommodate enrollments greater than expected.

Revenues

The College's two main sources of revenue are the State appropriation and student tuition and fees. The State appropriation to the MCCS has increased a 9 percent over the past five years and is allocated to the seven sister colleges based on a historic funding formula, headcount growth, and future growth potential. The State appropriation generally constitutes approximately 65% of WCCC's total operating revenues. Tuition rates are established by the MCCS Board of Trustees, as are student fee parameters, although fees are college-specific. Revenues realized through net student tuition and fees account for approximately 20 percent of total operating revenues. This source of funds varies in accordance with changes in enrollment and tuition and fee rates.



While these two main sources compose the majority of WCCC's revenues several other funding sources contribute to the College's resources, including the following:

- Restricted Federal funds (primarily student aid and grant funds)
- Auxiliary Enterprises (college dining hall, residential life facilities, bookstore commissions, and space rental)
- Private Grant and Contracts (related to each specific purpose)
- MCCS Foundation and Endowment Funds (provides endowed scholarships for students)
- Periodic Bond Funding (normally used for major capital projects, deferred capital maintenance, academic program expansion, lab equipment, etc.)
- State of Maine Gaming Funds (used to support student success initiatives)
- Maine Quality Center (uses funds for specific projects)

Fundraising activities are dedicated to the fulfillment of the College's institutional/educational purposes, and distribution is in compliance with Section 203, Acceptance of Gifts, of the [MCCS Finance Policies and Procedures](#) manual.

Expenditures

The operations of the College have remained consistent over the past ten years with annual increases in line with increases in the cost of living. Other fluctuations in operational costs that the College may experience are typically due to enrollment growth or decline and are addressed when necessary through strategic reduction of operating expenses.

Salaries and benefits account for approximately 70 percent of unrestricted expenditures. In addition to typically providing an incremental annual increase in appropriation, the State legislature by law funds collective bargaining agreements. Five percent of the operating budget is allocated towards utilities (fuel, electricity, etc.). The remaining 25% is allocated towards individual department all other budgets and all other overhead costs.

The College Business Office staff work with college personnel to procure the supplies and

equipment needed to support the College's various departments. The Competitive Procurement Policy 803, found in the [MCCS Financial Procedures Manual](#), requires competitive bidding for all items that exceed \$1,000. For purchases under \$10,000, quotes can be obtained and documented by telephone, email, or website. If a purchase is expected to exceed \$10,000, a Request for Proposal or Bid is issued to solicit bids. The Business Manager and Accounts Payable Clerk assist college personnel with this documentation and then evaluate the bids received. Purchases in excess of \$25,000 require a Request for Proposal that must be advertised in the newspaper and often include interviews of the highest-rated respondents.

Capital construction projects and big-ticket items are generally funded with State Bond Issues. Over the past five years, there have been two major bonds approved by the State of Maine voters. As illustrated on Data First Form 7.8, Physical Resources, WC primarily source of capital funding is through bond issues. To assure that the College's maintain a regular renewal of capital assets, the MCCS has implemented a new policy that each College create capital replacement budgets that represent 120% of depreciation over a 3-year cycle. WCCC average depreciation over a 3-year period (FY2016-2018) was \$717K; this can result in a capital asset commitment of approximately \$287K per year.

Budget Process

The College develops a budget based upon the strategic plans of both the College and the MCCS. The MCCS system office supplies the College with wage, benefit, and state appropriation forecasts. The College determines the enrollment, staffing levels, and use of the operating budget. To better allocate and manage College resources, WCCC uses a zero-based budget process. The detailed zero-based budgets are submitted to the Dean of Finance who reviews the submissions for consistency and reasonableness.

The annual budget process starts in February, at which time each department manager/team leader is requested to submit their departmental operational budgets. Budget submittals are created via [JICS](#) (Jenzabar Internet Campus Solution), a web-enabled budget module, by April of the current year. The JICS system provides the department with budget and detail general ledger information for the current and one prior year which enables comparative analysis. Budgets are categorized by month and expenditure classification. Managers are encouraged to solicit input from all employees reporting to them. Concurrently, Business office personnel begin to prepare salary and benefit detail by department.

All budget requests are expected to be justified in detail, and the finance office may request additional information or invite the department manager to justify the budget request. Capital equipment and professional development requests are also submitted with the operating budgets. On occasions when no new resources are available, managers are asked to simply "hold the line," however meetings are always encouraged.

Capital requests are considered during the budget process for inclusion in the College three-year Capital Plan. A projection of current year-end is prepared and reviewed after the start of the spring semester. This projection, when positive, has been used to determine if there are

strategic capital items requested during the budget process that can potentially be purchased and utilized early, during the current fiscal year. The process ensures that program and technology needs are properly addressed and included in planning efforts.

Once the department budgets are submitted, reviewed, and finalized, the Dean of Finance and Administrative Services submits the final balanced budget via JICS to the MCCA Office, who in turn submits to the MCCA Finance Committee and the Board of Trustees in time for their June meeting. The College is given the opportunity to amend the budget in September pending the resolution of any outstanding items (i.e., the settlement of bargaining contracts, the addition of grants, and adjustments in fall enrollment projections). Any amendments to the budget must be presented again to the Board of Trustees for review and approval, utilizing the Budget Amendment Form (MCCA Procedure 602). A consolidated MCCA budget is formally approved by the Board of Trustees and presented to the Maine State Legislature on a biennial basis.

Biennium budgets are prepared by the MCCA financial personnel, with assistance from the individual colleges. The Board of Trustees adopts a biennial operating budget for presentation to the governor and the Maine State legislature, incorporating all projected expenditures and all resources expected or proposed to be made available to fund the operations of the System. Such budget shall be used to support any requests to the legislature for General Fund appropriations that the trustees may deem appropriate and necessary to supplement other resources available to the System. The colleges work with the System Office to prepare for the Board's review and approval annual operating budgets for all fund groups, and such budgets shall limit spending to those resources conservatively projected to be available.

To maintain a balanced budget and contain possible cost overruns, the Dean of Finance reviews all budgets monthly and reports to the President any significant issues. Summarized variance reports are prepared for the MCCA Office, and variances of more than \$10,000 and ten percent in any budget category are explained in detail. Projections for the fiscal year are prepared after the March month-end close. These projections, along with the monthly review of budget variances, allows the College and the MCCA to identify any potential budget issues prior to year-end close. MCCA Office personnel present system variances to the Finance Committee and the Board of Trustees.

The College has kept total operating expenses under budget every year since our last report to the accreditation committee in 2009. As a result, WCCC has been able to transfer funds to renewal and replacement fund balance and the standing reserves.

Reserves

College reserves are composed of components as dictated by MCCA policy and generally accepted accounting principles.

Standing Reserves

According to MCCA policy standing reserves shall be less than 10% of the College's annual operating expense. FY2017 operating expenditures were \$7,099,438; therefore, a reserve of

\$709,943 was established between fund 1 and fund 2. These funds require prior authorization from the MCCC Chief Financial Officer and Board of Trustees prior to spending.

Program Reserves

Contains unspent appropriation for a specific program.

Plant Reserves

Renewal and replacement reserves established for planned and unplanned costs of maintaining physical plant. Established reserve amount is one-half of depreciation. Depreciation for fiscal year 2018 was \$645K; therefore, the minimum required reserve was \$322K. The reserve is analyzed each year and adjusted accordingly.

Through careful financial planning, effective management, and program restructuring, the College has built an unrestricted reserve which represents 28 percent of the College's total liabilities and net assets, which further demonstrates the College's financial capability to graduate the entering class. WCCC's standing financial reserve, as well as its reserve for renewal and replacements, is well in excess of MCCC requirements. The College will continue to maintain a consistent and stable financial environment to mitigate any decline in our current reserve levels.

| Fiscal Year | Unrestricted Fund Balance |
|--------------------|----------------------------------|
| 2018 | 3,150,234 |
| 2017 | 4,067,833 |
| 2016 | 3,888,540 |
| 2015 | 4,249,535 |
| 2014 | 4,025,351 |

[Appraisal of Financial Resources](#)

WCCC is committed to maintaining the financial stability of the institution. Through various funding resources and sound fiscal management, the College continues to provide students with a high-quality, cost-effective education. WCCC is financially stable as evidenced by the College's unqualified audited financial statements, continued financial support from the State, and increasing reserve funds. Over the past five years, the College has strived to be true to its mission of providing quality, affordable education to the population in its service area while exercising managerial and fiscal responsibility.

The College relies on varied funding sources to underwrite the costs of operation. In addition to the tuition and fees collected from students, WCCC is also partially funded by sources such as state appropriations, grants, and financial aid, the Foundation for Maine Community Colleges (FMCC), the Maine Quality Center, and State of Maine bond packages.

Being part of the Maine Community College System affords WCCC deeper and broader resources and support. The Board of Trustees and the Board's Finance Committee provide oversight and guidance for the institution with regard to planning and monitoring control over financial resources. WCCC's comprehensive financial planning and budgeting are concurrent with the State of Maine's two-year budgeting cycle.

Through the appropriate allocation of resources, the College has demonstrated sound fiscal management that serves the institution's mission, vision, and values. As well as approving budgets, the WCCC's finance department produces monthly reports to approximately twenty cost centers and compiles a monthly budget variance analysis. Both of these monthly reports utilize Jenzabar EX, which provides a strong, integrated, stable reporting system. The addition of the JICS budgeting module has provided the College with a consistent electronic method of budget data collection from departments and consolidation of the College's overall budget. In addition, effective fiscal management is evidenced in the A-133 auditor reports, which offer clean opinions and no audit findings.

The President's Office monitors and takes corrective actions when fiscally necessary. By conducting an annual review of programs, the president can make such decisions in an informed and cost-effective way.

Although WCCC has been generally successful in securing and dispersing financial resources, the College is also faced with some identifiable challenges. Heavy reliance on state appropriations as the primary source of revenue puts the College in a vulnerable position in years of declining enrollment, as support provided by tuition and fee revenue declines.

Regional demographics remain a concern for the institution. Outward migration, lower high school enrollment, and an aging local population all pose a challenge to WCCC student recruitment efforts. Through an increased focus on student retention and recruitment as detailed in the Strategic Plan, the College will attempt to compensate for this regional demographic trend. Marketing and promotions can aid in a solution as well as improve retention. The College has experienced over a 65% decline in the adult learner population. There is a renewed focus on methods of recruiting through targeted marketing and enticement scholarships. The College is also considering modifying program offerings to accommodate this population.

Another challenge facing WCCC is capital needs and deferred maintenance costs. Additional financial support from State of Maine bonds and nontraditional funding sources will be required to achieve consistent maintenance of the College facilities. Recent projects funded with bond monies were:

- 2016 Renovation Bond (\$1M): Used for the comprehensive mechanical, electrical, and exterior renovation of the Howland Hall Building.

- 2010 Weatherization and Energy Efficiency Bond (\$435,000): Allowed the College to do a number of improvements that increased the energy efficiency of the campus.
- 2009 Mechanical and Construction Shop Renovations (\$1.2M): Renovated classroom wing of Riverview Hall Building. Updated space after 40+ years. The facilities, while well maintained, needed comprehensive mechanical, electrical and exterior upgrades.

The implementation of the capital asset replacement of 120% of depreciation will place an additional strain on the College's finances; prudent use of funds will be required if the College is to adhere to this goal.

In 2018 the MCCC provided funding to support a Workforce Development position. This new position has the objective to expand and strengthen short-term training for both incumbent workers and those seeking to enter the workforce and to expand our current offerings with new program initiatives. The Dean of Business & Industry position will supplement and increase the College's revenue base in workforce development.

In 2016, the Financial Aid created a Default Loan process in which students were monitored and advised on the methods available to them to help reduce or mitigate their student loans. Refer to Section 5, Students, for additional information on this program.

The MCCC has retroactively adopted the provisions of Governmental Accounting Standards Board (GASB) Statement No. 68, Accounting and Financial Reporting for Pensions, amended by Statement No. 71, Pension Transition for Contributions Made Subsequent to the Measurement Date, as July 1, 2014. The pension plan is administered by the Maine Public Employees Retirement System (PERS). The MCCC does not manage the defined benefit plan assets or directly control the benefits, but the MCCC is required to fund its share of the plan so that it can continue to honor the commitments made to retired employees. The MCCC recognizes the actuarially determined cost of retiree health and life insurance benefits in accordance with the GASB Statement No. 45. In 2009, the MCCC created the MCCC OPEB Trust. The trust agreement allows the trust to accept contributions from MCCC to fund future retiree health and life insurance benefits and limits the trustees to prudent investment of trust assets and payment of retiree health and life insurance benefit costs.

Information, Physical, and Technological Resources

Library

The Library at WCCC is centrally located on the second level in the main campus building occupying a 4000 square foot space. The library has a main room with ample and comfortable seating areas, work tables and individual study and computer carrels, one of which is ADA accessible, a computer lab, and a reading room. There is storage space for equipment and resources and an office for the director as well as an office/workroom for staff. The overall Library space is conducive to studying and learning as it proves a comfortable, bright area in

which students can study individually or in small groups, as well as, access to various study resources.

The resources in the College's library are available in both physical and digital form. These resources include books, magazines, periodicals, and electronic databases. The library currently utilizes a number of online partnerships for reference material. These partnerships are with EBSCO, Flipster, Credo Reference, Proquest, Kanopy Video Streaming, Noodletools, ProDemand, MINERVA/Maine Infonet Download, and LibGuides. Textbooks for all of the current semester's classes are on reserve in the library for student use. The library is staffed with two full-time employees as well as work-study students.

The library's Embedded Librarian program, initiated in 2015, embeds library resources and services into hybrid and online courses so that distance learning students have easy and ready access to our library resources and services. Approximately ten courses have utilized this service since its implementation.

Our TRiO services offer three full-time staff members as well as part-time tutors. The TRiO program has a designated space where students can study and receive tutoring assistance. The TRiO staff utilizes a variety of software to assist students with disabilities: Dragon Speaking, On-Board, PDF readers, E-Books, Word Books, Quizlet and Snag-it.

Appraisal of Library

The library has a professional, well-qualified staff who keep up to date with the latest in library principles and practices and technology applications, and who are open to change and professional development.

The library services and resources are aligned to the curriculum and focus on student success (e.g., we have an Embedded Librarian program for selected hybrid and online courses).

The library collaborates with faculty wherever possible to support their work. Some examples include conducting information literacy sessions, adding resources specific to their courses, and hosting events to showcase students work. The library also has a good working relationship with TRiO and other student support services and collaborates with a common goal towards academic success.

One of the challenges facing the library is how to increase faculty support to influence students' usage of the library resources and services (e.g., requiring usage of the library databases for assignments). Also, while the library provides an attractive and comfortable place for students, staff, and community members to utilize, the space requires some re-design to cater to the diverse needs of the students (e.g., individual study tables, small room for group work, etc.).

Information Technology

The Information Technology (IT) staff is responsible for all academic and administrative technology development, installation, and support. The College is reconfiguring the staff

composition of the IT office as part of a system-wide initiative. In collaboration with our sister college, Eastern Maine Community College, the Dean of Information Technology position will be a shared position between the two colleges. The Dean will provide strategic guidance to the WCCC on-campus staff. The WCCC on-campus staff will include two positions: one Information System Specialist III and one Information System Specialist II. The two Information System Specialists will handle the daily tactical planning and on-site help desk. Outside vendors will be contracted throughout the year as needed. The department also hires from one to two work-study students from the Information Technology program during the school year.

The new Dean of Information Technology will chair the Technology Committee and lead it through the planning process to shape and develop a broad-based three-year Technology Plan. The planning process is an opportunity for the College to identify its strategic direction, priorities, and needs related to infrastructure, capital expenditures, programs, and instruction.

The College has made continuous strategic investments in technology to ensure that the campus has robust information, physical, and technological resources. Our network infrastructure is comprised of 24 virtual and physical servers. The virtual servers, set on a VMware platform, consist of three EX host servers and one Network Storage device. The platform has been upgraded in the last two years for newer EX host servers as well as a redundant battery backup hooked into an automated generator in case of power failure.

Staff and faculty computers are set to a three- to four-year refresh rate; we provide a desktop or Laptop. Depending on the need of the program, some instructional staff will have both types of computers plus student computers set up in the labs.

The College has numerous computer labs available for student use. Three of the labs contain eighteen computers; each lab is dedicated to specific academic programs that require specific software. Other general-purpose labs equipped with the most commonly used software suites are provided in the following general areas: Library (7), Student Lounge (4), Study Center (5), Trio (12), Resident Halls (2), and St. Croix Hall (2). We also have four laptop carts of eighteen. The College strives to update the carts with the latest technology available at a refresh rate of four to five years.

For AV needs in the classrooms, we have set up teaching stations consisting of a computer and an overhead projector or TV, depending on the needs of the classroom and instructional use. We deployed five smartboards in various areas of the school as well. The lecture hall has a projection system along with wireless microphones to make the environment a usable teaching platform for students and faculty.

The College has a full wireless solution for staff, faculty and student use. The system is designed with two connections: one public and one private. This is to provide extra security to the private side for faculty and staff, while allowing students access to the internet on the public side. This wireless solution is sparse in some areas of the campus as use has tripled since the system was first installed.

WCCC also engages in a range of assessment and evaluation practices to monitor institutional effectiveness. These have included the Noel-Levitz Student Satisfaction Inventory, Community College Survey of Student Engagement (CCSSE), Accuplacer academic skills assessment, and Student Course Evaluations.

Since the last report, the College has installed and upgraded a security camera system on campus along with the Vigilance desktop alert software which operates in conjunction with our email, phones, texting, computers, speakers, and loudspeaker in the quad in case of emergency on campus. The Vigilance system provides a method to communicate campus-wide in case of emergency, as well as with external emergency management agencies (i.e., state, local, and federal law enforcement agencies and the Washington County Regional Communications Center).

Installation of the Vigilance desktop alert software, safety horns, alert system connection to the Voice Over Internet Protocol (VOIP) telephone system, and numerous changes to campus facilities (including the installation of blinds over doors, emergency exit signs in all rooms, and thumb locks on all doors, as well as the numbering of windows) have been put in place.

A new VOIP phone system was installed in 2018, which facilitates campus communications. The phone system provides voicemail and remote access for all faculty and staff. Likewise, an email system is available for all faculty and staff. Microsoft licensing agreements allow faculty and staff to have use of Microsoft products on home computers.

The Jenzabar EX Student Information System, which includes JICS, provides a robust, full-featured information portal that includes the Jenzabar eLearning learning management system, grades, unofficial transcripts, mobile website, class schedule, campus groups, etc. It also contains retention software that includes a predictive model.

All students, employees, and others using computing resources owned or operated by the MCCS are expected to adhere to the [MCCS Computer and Network Use Policy](#). Residential housing students are informed to follow the policies set forth in the Computer Acceptable Use Policy, the details of which are provided in the Student Handbook.

In addition, the College began offering testing services. We are now a testing facility with Prometric, offering Microsoft testing, Automotive Service Excellence (ASE) testing to Automotive Students, and Pro-V testing. We also offer HiSet (High School Equivalency Test) for out-of-school youth and adults who are looking to earn a state-issued high school equivalency credential.

[Appraisal of Information Technology](#)

WCCC has done well providing study spaces and high-end computer/technological resources needed for each program. That being said, our physical wired infrastructure needs a complete overhaul. Presently the College primarily has Category 5 cabling installed; Category 6 is only

installed in two areas of the school. The current industry standard is Category 6. A campus-wide upgrade is needed to provide better throughput for the growing technology needs. The fiber backbone needs to be upgraded to a faster throughput. Presently there can be up to three connections until it returns to the Main Distribution Frame (MDF). An upgrade will make it easier to troubleshoot issues as well as giving us fiber connections.

An area of focus over the past three years has been planning around campus safety. The MCCS has supported this work by encouraging all seven Maine community colleges to work together in this area, and by providing MCCS staff members for participation and leadership in mutual work sessions conducted on several occasions. The goal for the College and its sister colleges in the MCCS is to have plans in place to react appropriately to any threat to campus safety that might develop.

One area that requires improvement is the integrity and security of our IT infrastructure and the corresponding documentation and publication of the material. The College will continue to work on this. The Information Technology Committee will be used to help create and distribute the documentation. The MCCS technology staff will also provide system-wide guidance on this issue.

Funding still seems to be an issue with our ability to try to stay upgraded in all areas of technology. The College recognizes the need to fund technology on a consistent basis to remain current. Our new collaboration with the MCCS and sister campuses will offer the ability to achieve some savings in equipment purchases and services.

Physical Resources

The College operates primarily at its Calais, Maine, campus location. The campus occupies a 400-acre site overlooking the St. Croix River, the international border between the United States and Canada. Of the total campus acreage, 41 acres are maintained and used to house the seven campus buildings, occupying approximately 163,440 square feet of interior space.

| Building | Description | Area (Sq ft) | Originally Constructed |
|-------------------------|----------------------------------|--------------|------------------------|
| Riverview Hall | Administration, Classroom, Shops | 80,130 | 1970 |
| Quoddy Hall (Lower) | Residence Hall | 23,275 | 1974 |
| Downeast Hall (Upper) | Residence Hall | 23,185 | 1978 |
| Harold Howland Building | Classrooms and Shops | 18,050 | 1975 |
| St. Croix Hall | Assembly, Classroom, Recreation | 18,800 | 1992 |
| Barnes Property | Residence Property | 1,500 | 2000* |
| Hovey Trailer Park | Equipment Housing | 2,500 | 2002* |

*Date acquired

- Riverview Hall was built in 1970 and renovated/expanded in 2002. It is a two-story metal and wood structure (80,130 GSF) and is considered the major anchor for the academic classes on campus. The building consists of staff/faculty offices, the president's suite of offices, classrooms, a lecture hall, computer rooms, the library, a café, program shop areas and student services.
- Quoddy Hall (Lower Dorm) was built in 1974 with the roof renovated in 1999. It is a two-story wood structure with a brick veneer (23,275 GSF) that consists of 9 apartment-style units, a daycare, the recreation office, a student center, and the Outdoor Adventure Center (OAC).
- Downeast Hall (Upper Dorm) was built in 1978 with the roof renovated in 1999. It is a two-story wood structure (23,185 GSF) that consists primarily of 18 apartment-style units.
- St. Croix Hall was built in 1992. It is a two-story brick multi-purpose building (18,800 GSF) consisting of staff/faculty offices, a lecture hall, a student center, a gymnasium, and an industry-grade kitchen.
- Howland Hall was built in 1975 and renovated/expanded in 2000 and 2016. It is a one-story metal and wood structure with multiple additions (18,050 GSF) and consists of the power sports, heavy equipment operations/maintenance program shops, staff/faculty offices and classrooms.
- The Barnes Property contains a home originally purchased to serve as the presidential residence has been utilized as a lab for the plumbing and heating programs, space for college campus visitors, and general college activities. The property was recently renovated with a new roof in 2010, and a new deck was added in the summer of 2017. The property is currently occupied by the Colleges' Dean of Enrollment Management and Student Services under a 3-year pilot program in which the Dean supplies additional support to Residence Hall personnel.
- The Hovey Trailer Park is used for storage of equipment for the Maintenance Department, Heavy Equipment Operations program, and the Adventure Recreation program.

Each of our trade and technical programs has a dedicated space that includes faculty office space, a classroom, and shop space for hands-on experience. The following career programs have dedicated lab space in addition to classrooms: Computer Technology, Medical Assisting and Phlebotomy (including off-site clinicals), Adventure Recreation (including off-site guided trips), and Computer Aided Drafting.

Parking lots are conveniently located around the existing buildings. Security lighting illuminates all 350 parking spaces, eleven disability parking spaces, and all walkways. Internal and external

campus signage was expanded and improved in 2017.

The facilities are subject to local, state, and federal regulations governing the routine inspection of fire extinguishers, emergency lighting, and elevators, as well as compliance with fire and building codes. The College buildings, grounds, and vehicles are insured by the State of Maine, Risk Management Division.

WCCC solicits the expertise of Risk Management and the Maine Occupational Safety and Health Department (MOSHA) to meet compliance, safety, and environmental standards. The College's Safety Committee also provides oversight in these areas. In January 2019, the Maine Department of Education conducted a Methods of Administration (MOA) of the campus. The College is considered in great shape overall with some areas of improvement needed.

Physical resource planning at WCCC is accomplished as part of the overall planning and evaluation process. Department managers prepare budgets and maintenance requests for their areas of responsibility. The Campus Master Plan was updated in March 2017.

Recent major renovations include:

- 2018 Riverview Hall Roofing Project, \$197,500: Installed new roofing in the Mechanical/Classroom wing of the Riverview Hall building. The project included the installation of new roof membrane, roof insulation, and roof flashing. This area of the campus houses three of the College's most actively enrolled programs: Plumbing, Heating, Welding, and Engine Specialist. The roofing in this area had a number of leaks. Replacing the roof was necessary to provide continued shop and classroom experiences, maintain the integrity of the building, and assure the health and safety of the college community.
- The Harold Howland building was renovated in 2014 and again in 2016. This building houses classroom and shop areas for our Heavy Equipment Operations, Heavy Equipment Maintenance, Power Sports programs, and a drafting CAD lab, as well as office space for the instructors. The renovation in 2014 provided space for the new Power Sports program and cost approximately \$106,000. In 2016, a complete renovation of the entire space was completed. This \$1,500,000 project was a comprehensive mechanical, electrical, and exterior renovation of the building.
- The Riverview Hall Technology 500 Wing was updated after 40+ years in 2010. The \$1,347,464 project renovated the classroom wing of the main building. The facilities, while well maintained, needed comprehensive mechanical, electrical and exterior upgrades.
- During 2010, utilizing a Weatherization and Energy Efficiency Bond of \$435,000 the College completed a number of improvements, which increased the energy efficiency of the campus. Projects included replacing single pane windows with double pane

throughout the campus to improve heat retention in the Howland Hall Building and Riverview Hall, resolve heat control issues in the St. Croix Hall building and Residence Halls, and resolve various classroom ventilation issues.

- Heating system controls needed replacing due to constant blowing out of units (\$114,021).
- Over the past three years, the College has made a significant investment in the campus residence halls. The roofing of each unit has been replaced and renovation on individual units is ongoing. The renovation of the unit consists of the installation of tile flooring; the replacement of kitchen cabinets, ceiling tiles, drywall, and windows, as needed; and painting. In addition, we have installed LED lighting in fourteen units. This is a continuing project that will be completed over the next few years until all lighting in all units has been replaced.
- In 2017, space was utilized to provide a small exercise space for faculty and staff in order to promote health and wellness among the employees.

Appraisal of Physical Resources

WCCC takes great pride in the beauty of its campus. This pride is reflected in the condition of the buildings and land. As the buildings continue to age, some deficiencies are encountered. When problems do emerge, the Maintenance Department responds by promptly taking care of the deficiencies with limited or no disruption to the day-to-day operation of the College.

The completion of the 2017 Campus Master Plan suggested seven potential projects designed to enhance the educational experience of WCCC students. Suggested projects include the creation of flexible classrooms with enhanced audio/visual technology, collaborative learning spaces, and a media center that will focus on distance learning and changing pedagogies; the renovation of student apartments; the implementation of a keyless campus for enhanced security; and various other site and building upgrades (i.e., parking lots, etc.). To create space for these ideas to flourish, the college community met to discuss which of the projects represents a priority for our campus. The College identified the creation of more flexible classrooms, the renovation of campus-wide building access via a keyless system, and the creation of a media center as our preferred projects. Available funding will determine which projects move forward.

The College has relied heavily on bond funds to keep classroom, laboratory and administrative areas up to date. As a technology-intensive institution, WCCC will always have pressure to upgrade and expand technology. While all priorities cannot be accomplished at once, the College has managed to maintain quality operations and facilities. In addition to upgrading labs in the technologies, the College continually upgrades classroom technology with modern, up-to-date equipment.

The College maintains clear and well thought out facilities planning and is forward thinking in its requests for future bond funds and utilization of reserve funds. In the current economy and with the limitations of State funding, the most critical projects that affect health, safety, or enhance the student living and learning environment, are projects that receive priority.

PROJECTIONS

Human Resources

The College will develop an enhanced process for consistent onboarding/off-boarding of employees. This may involve developing checklists that will be required to be completed by the various departments. The checklists will be maintained in each employee file and reviewed upon the employee's separation from the College. The inclusion of the checklist in the process will allow for a consistent approach to the employment process.

Finance

The newly created Dean of Business & Industry Training position will assist in expanding the College's programming and therefore open new revenue opportunities.

The College maintains financial stability despite declining enrollment (due to economic turnaround, low high school-to-college continuation rate, low birth rate, and decline in demographic population especially among traditional college-age individuals). Moving forward the College will address this decline by maintaining its focus on retention efforts, increasing enrollment among other populations (CED, seniors, adult learners), forming partnerships, and enhancing marketing modalities.

Physical Plant

In November 2018, the State of Maine Voters approved a \$15M bond issue to improve educational programs at all seven of Maine's community colleges, as well as improvements in information technologies. WCCC's allocation will be \$885,853. The funds will be used to renovate the 400 wing of Riverview Hall. Renovation projects will include the following: relocate and upgrade the Automotive classroom utilizing the space currently housing Trio and the Learning Lab; develop an Early Childhood Education classroom and lab; reconfigure the current library space into a Teaching Learning Center which will house the library, Trio, JMG/EMBARK, and Student Navigator personnel.

The College will replace deteriorating exterior brick veneer in the residence halls. The brick veneer of both residence halls needs to be repointed. The veneer has outlived its life expectancy, and the mortar is breaking down. Further failure in the veneer, without proper maintenance, will eventually lead to cracks that will provide the elements with access to the building's structural frame. The College's residence halls can house up to 150 students. This project is required to continue to provide a safe and healthy environment for our residence hall population. Further deterioration of the buildings can potentially reduce our housing population, which would represent a significant decline in the College's Fund 1 revenues.

FY2017 residence life revenues represent approximately 23% of the College's total operating revenues.

The College will retrofit and renovate the current culinary and baking kitchen and serving area for relocation of the Campus Dining Hall. The movement of the dining facilities is part of a package to provide a more modern, attractive environment for student activities. The renovation will allow the College to provide an enhanced dining service. Modern facilities with greater access to activities will boost student enrollment, thereby increasing credit hours sold and student tuition/fees revenues.

Library

The College will continue to utilize the embedded librarian program to provide easy and ready library support services to students. Expanding this program will ensure that online students who may not ever come to campus can engage with library resources and receive information literacy training.

Information Technology

The newly instituted collaboration with EMCC will provide the College with an additional level of expertise and support needed to expand our systems into the 21st-century environment. The plan shall allow the College to achieve a level of economies of scale in purchasing arrangements. The MCCS has designed a centralized cloud-based server system with increased internet capacity. This new centralized system will 1) increase the Metro E circuits to 1 Gbps and provide 10 Gbps internet service and 2) create a centralized server environment that will utilize a common nomenclature, common data processes, and a single data dictionary. It is estimated that this change over will occur over a 3-year period.

An Information Technology Plan was created in fiscal year 2015, but it has not been updated to reflect current technologies. The new Dean of Information Technology will be charged with the creation of a new plan.

The Information Technology Committee, along with MCCS leadership, will be instrumental in the construction and implementation of policies and procedures controlling the integrity and security of our IT infrastructure. The goal here will be to improve efficiency and achieve predictable and secure delivery to our students and other community users.

The College wireless system will be upgraded in the Summer of 2019 to achieve a system with expanded capacity and updated access points.

Standard 7: Institutional Resources
(Headcount of Employees by Occupational Category)

For each of the occupational categories below, enter the data reported on the IPEDS Human Resources Survey (Parts B and D1) for each of the years listed.

If your institution does not submit IPEDS, visit this link for information about how to complete this form:

https://surveys.nces.ed.gov/IPEDS/Downloads/Forms/package_1_43.pdf

| | 3 Years Prior | | | 2 Years Prior | | | 1 Year Prior | | | Current Year | | |
|--|---------------|-----------|-----------|---------------|-----------|-----------|--------------|-----------|-----------|--------------|-----------|-----------|
| | (FY 2016) | | | (FY 2017) | | | (FY 2018) | | | (FY 2019) | | |
| | FT | PT | Total | FT | PT | Total | FT | PT | Total | FT | PT | Total |
| Instructional Staff | 22 | 19 | 41 | 22 | 22 | 44 | 21 | 26 | 47 | 21 | 22 | 43 |
| Research Staff | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 | | | 0 |
| Public Service Staff | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 | | | 0 |
| Librarians | | 0 | 0 | | 0 | 0 | | 0 | 0 | 0 | 0 | 0 |
| Library Technicians | 1 | 0 | 1 | 1 | 0 | 1 | 1 | 0 | 1 | 1 | 0 | 1 |
| Archivists, Curators, Museum staff | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 | | | 0 |
| Student and Academic Affairs | 6 | 0 | 6 | 6 | 0 | 6 | 6 | 1 | 7 | 8 | 1 | 9 |
| Management Occupations | 9 | 0 | 9 | 9 | 0 | 9 | 6 | | 6 | 9 | 1 | 10 |
| Business and Financial Operations | 4 | 1 | 5 | 4 | 0 | 4 | 3 | 0 | 3 | 2 | 0 | 2 |
| Computer, Engineering and Science | 1 | 0 | 1 | 1 | 0 | 1 | 1 | | 1 | 2 | 0 | 2 |
| Community, Social Service, Legal, Arts, Design, Entertainment, Sports, and Media | 3 | 1 | 4 | 3 | 1 | 4 | 3 | 1 | 4 | 3 | 0 | 3 |
| Healthcare Practitioners and Technical | 0 | 0 | 0 | 0 | | 0 | | | 0 | 0 | 0 | 0 |
| Service Occupations | 5 | 0 | 5 | 5 | 0 | 5 | 6 | | 6 | 6 | 0 | 6 |
| Sales and Related Occupations | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 |
| Office and Administrative Support | 4 | 1 | 5 | 4 | 1 | 5 | 3 | | 3 | 4 | 0 | 4 |
| Natural Resources, Construction, Maintenance | 4 | 0 | 4 | 5 | 0 | 5 | 4 | | 4 | 4 | 0 | 4 |
| Production, Transportation, Material Moving | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 |
| Total | 59 | 22 | 81 | 60 | 24 | 84 | 54 | 28 | 82 | 60 | 24 | 84 |

Standard 7: Institutional Resources
(Statement of Financial Position/Statement of Net Assets)

| Fiscal Year ends - month & day: (06/30) | | 2 Years Prior (FY 2016) | 1 Year Prior (FY 2017) | Most Recent Year | Percent Change 2 yrs-1 yr prior 1 yr-most recent | |
|---|--|----------------------------|---------------------------|---------------------|---|-------|
| ASSETS (in 000s) | | | | | | |
| ? | Cash and Short Term Investments | \$4,649,132 | \$4,896,727 | \$5,210,552 | 5.3% | 6.4% |
| ? | Cash held by State Treasurer | \$0 | \$0 | \$0 | - | - |
| ? | Deposits held by State Treasurer | \$0 | \$0 | \$0 | - | - |
| ? | Accounts Receivable, Net | \$116,670 | \$76,674 | \$71,168 | -34.3% | -7.2% |
| ? | Contributions Receivable, Net | \$0 | \$0 | \$0 | - | - |
| ? | Inventory and Prepaid Expenses | \$82,968 | \$1,617 | \$2,223 | -98.1% | 37.5% |
| ? | Long-Term Investments | \$326,722 | \$357,693 | \$366,373 | 9.5% | 2.4% |
| ? | Loans to Students | \$9,814,898 | \$9,432,926 | \$9,145,988 | -3.9% | -3.0% |
| ? | Funds held under bond agreement | \$0 | \$0 | \$0 | - | - |
| ? | Property, plants, and equipment, net | \$0 | \$0 | \$0 | - | - |
| ? | Other Assets | (\$822) | \$229 | \$229 | -127.9% | 0.0% |
| | Total Assets | \$14,989,568 | \$14,765,866 | \$14,796,533 | -1.5% | 0.2% |
| LIABILITIES (in 000s) | | | | | | |
| ? | Accounts payable and accrued liabilities | \$733,411 | \$696,616 | \$785,506 | -5.0% | 12.8% |
| ? | Deferred revenue & refundable advances | \$63,037 | \$31,076 | \$33,428 | -50.7% | 7.6% |
| ? | Due to state | \$0 | \$0 | \$0 | - | - |
| ? | Due to affiliates | \$0 | \$0 | \$0 | - | - |
| ? | Annuity and life income obligations | \$0 | \$0 | \$0 | - | - |
| ? | Amounts held on behalf of others | \$0 | \$0 | \$0 | - | - |
| ? | Long-term investments | \$0 | \$0 | \$0 | - | - |
| ? | Refundable government advances | \$0 | \$0 | \$0 | - | - |
| ? | Other long-term liabilities | \$0 | \$0 | \$0 | - | - |
| | Total Liabilities | \$796,448 | \$727,692 | \$818,934 | -8.6% | 12.5% |
| NET ASSETS (in 000s) | | | | | | |
| | Unrestricted net assets | | | | | |
| | Institutional | \$13,703,438 | \$13,500,809 | \$13,398,178 | -1.5% | -0.8% |
| ? | Foundation | \$0 | \$0 | \$0 | - | - |
| | Total | \$13,703,438 | \$13,500,809 | \$13,398,178 | -1.5% | -0.8% |
| | Temporarily restricted net assets | | | | | |
| | Institutional | \$154,950 | \$202,073 | \$243,609 | 30.4% | 20.6% |

| | | | | | | |
|---|---|---------------------|---------------------|---------------------|-------|-------|
| ? | Foundation | \$0 | \$0 | \$0 | - | - |
| | Total | \$154,950 | \$202,073 | \$243,609 | 30.4% | 20.6% |
| | Permanently restricted net assets | | | | | |
| | Institutional | \$334,732 | \$335,292 | \$335,812 | 0.2% | 0.2% |
| ? | Foundation | \$0 | \$0 | \$0 | - | - |
| | Total | \$334,732 | \$335,292 | \$335,812 | 0.2% | 0.2% |
| | Total Net Assets | \$14,193,120 | \$14,038,174 | \$13,977,599 | -1.1% | -0.4% |
| | TOTAL LIABILITIES and NET ASSETS | \$14,989,568 | \$14,765,866 | \$14,796,533 | -1.5% | 0.2% |

Standard 7: Institutional Resources
(Statement of Revenues and Expenses)

| Fiscal Year ends - month& day: (06/30) | 3 Years Prior (FY2016) | 2 Years Prior (FY2017) | Most Recently Completed Year (FY 2018) | Current Year (FY 2019) | Next Year Forward (FY 2020) | |
|--|--|---------------------------|--|------------------------------|--------------------------------|---------------------|
| OPERATING REVENUES (in 000s) | | | | | | |
| ? | Tuition and fees | \$1,300,494 | \$1,294,364 | \$1,088,120 | \$1,209,055 | \$1,209,055 |
| ? | Room and board | \$587,439 | \$620,964 | \$569,373 | \$521,115 | \$521,115 |
| ? | Less: Financial aid | -\$1,447,062 | -\$1,275,637 | -\$1,223,688 | -\$1,314,137 | -\$1,340,985 |
| | Net student fees | \$440,871 | \$639,691 | \$433,805 | \$416,033 | \$389,185 |
| ? | Government grants and contracts | \$1,743,631 | \$1,598,325 | \$1,452,049 | \$1,430,627 | \$1,430,627 |
| ? | Private gifts, grants and contracts | \$48,207 | \$243,097 | \$137,185 | \$126,331 | \$126,331 |
| ? | Other auxiliary enterprises | \$227,264 | \$218,824 | \$24,085 | \$22,000 | \$22,000 |
| | Endowment income used in operations | \$0 | \$0 | \$0 | \$0 | \$0 |
| ? | Other revenue (specify): | \$841 | \$1,452 | \$277 | \$31,295 | \$31,295 |
| | Other revenue (specify): | \$42,181 | \$35,799 | \$25,975 | \$30,835 | \$30,835 |
| | Net assets released from restrictions | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Total Operating Revenues | \$2,502,995 | \$2,737,188 | \$2,073,376 | \$2,057,121 | \$2,030,273 |
| OPERATING EXPENSES (in 000s) | | | | | | |
| ? | Instruction | \$2,781,071 | \$2,531,388 | \$2,411,026 | \$2,413,164 | \$2,413,164 |
| ? | Research | \$0 | \$0 | \$0 | \$0 | \$0 |
| ? | Public Service | \$36,077 | \$165,682 | \$12,373 | \$50 | \$0 |
| ? | Academic Support | \$751,241 | \$840,858 | \$764,262 | \$938,481 | \$938,481 |
| ? | Student Services | \$873,877 | \$1,011,135 | \$1,128,508 | \$1,255,859 | \$1,255,859 |
| ? | Institutional Support | \$945,829 | \$952,856 | \$978,885 | \$1,039,187 | \$1,039,187 |
| | Fundraising and alumni relations | \$0 | \$0 | \$0 | \$0 | \$0 |
| ? | Operation, maintenance of plant (if not allocated) | \$983,868 | \$1,119,441 | \$1,054,111 | \$1,155,915 | \$1,155,915 |
| ? | Scholarships and fellowships (cash refunded by public institution) | \$20,761 | \$19,557 | \$13,970 | \$19,240 | \$19,240 |
| ? | Auxiliary enterprises | \$645,303 | \$800,677 | \$505,785 | \$557,399 | \$557,399 |
| ? | Depreciation (if not allocated) | \$786,409 | \$721,213 | \$644,984 | \$700,000 | \$750,000 |
| ? | Other expenses (specify): | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Other expenses (specify): | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Total operating expenditures | \$7,824,436 | \$8,162,807 | \$7,513,904 | \$8,079,295 | \$8,129,245 |
| | Change in net assets from operations | \$5,321,441 | -\$5,425,619 | \$5,440,528 | \$6,022,174 | -\$6,098,972 |

| NON OPERATING REVENUES (in 000s) | | | | | | |
|---|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| 3 | State appropriations (net) | \$4,847,894 | \$5,180,115 | \$5,279,396 | \$5,470,352 | \$5,634,462 |
| 3 | Investment return | -\$6,836 | \$63,569 | \$36,103 | \$39,064 | \$39,064 |
| 3 | Interest expense (public institutions) | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Gifts, bequests and contributions not used in operations | \$19,665 | \$22,140 | \$37,626 | \$10,154 | \$10,154 |
| 3 | Other (specify): | \$966,142 | \$0 | \$0 | \$250,000 | \$635,000 |
| | Other (specify): | -\$4,513 | \$400 | -\$910 | \$0 | \$0 |
| | Other (specify): | \$5,622 | \$4,449 | \$27,738 | \$91,170 | \$6,860 |
| | Net non-operating revenues | \$5,827,974 | \$5,270,673 | \$5,379,953 | \$5,860,740 | \$6,325,540 |
| | Income before other revenues, expenses, gains, or losses | \$506,533 | -\$154,946 | -\$60,575 | -\$161,434 | \$226,568 |
| 3 | Capital appropriations (public institutions) | \$0 | \$0 | \$0 | \$0 | \$0 |
| 3 | Other (specify): | \$0 | \$0 | \$0 | \$0 | \$0 |
| | TOTAL INCREASE/DECREASE IN NET ASSETS | \$506,533 | -\$154,946 | -\$60,575 | -\$161,434 | \$226,568 |

Standard 7: Institutional Resources
(Statement of Revenues and Expenses)

| Fiscal Year ends - month& day: (06/30) | | 3 Years Prior (FY2016) | 2 Years Prior (FY2017) | Most Recently Completed Year (FY 2018) | Current Year (FY 2019) | Next Year Forward (FY 2020) |
|---|--|------------------------------|---------------------------|--|------------------------------|-----------------------------------|
| OPERATING REVENUES (in 000s) | | | | | | |
| ☺ | Tuition and fees | \$1,300,494 | \$1,294,364 | \$1,088,120 | \$1,209,055 | \$1,209,055 |
| ☺ | Room and board | \$587,439 | \$620,964 | \$569,373 | \$521,115 | \$521,115 |
| ☺ | Less: Financial aid | -\$1,447,062 | -\$1,275,637 | -\$1,223,688 | -\$1,314,137 | -\$1,340,985 |
| | Net student fees | \$440,871 | \$639,691 | \$433,805 | \$416,033 | \$389,185 |
| ☺ | Government grants and contracts | \$1,743,631 | \$1,598,325 | \$1,452,049 | \$1,430,627 | \$1,430,627 |
| ☺ | Private gifts, grants and contracts | \$48,207 | \$243,097 | \$137,185 | \$126,331 | \$126,331 |
| ☺ | Other auxiliary enterprises | \$227,264 | \$218,824 | \$24,085 | \$22,000 | \$22,000 |
| | Endowment income used in operations | \$0 | \$0 | \$0 | \$0 | \$0 |
| ☺ | Other revenue (specify): | \$841 | \$1,452 | \$277 | \$31,295 | \$31,295 |
| | Other revenue (specify): | \$42,181 | \$35,799 | \$25,975 | \$30,835 | \$30,835 |
| | Net assets released from restrictions | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Total Operating Revenues | \$2,502,995 | \$2,737,188 | \$2,073,376 | \$2,057,121 | \$2,030,273 |
| OPERATING EXPENSES (in 000s) | | | | | | |
| ☺ | Instruction | \$2,781,071 | \$2,531,388 | \$2,411,026 | \$2,413,164 | \$2,413,164 |
| ☺ | Research | \$0 | \$0 | \$0 | \$0 | \$0 |
| ☺ | Public Service | \$36,077 | \$165,682 | \$12,373 | \$50 | \$0 |
| ☺ | Academic Support | \$751,241 | \$840,858 | \$764,262 | \$938,481 | \$938,481 |
| ☺ | Student Services | \$873,877 | \$1,011,135 | \$1,128,508 | \$1,255,859 | \$1,255,859 |
| ☺ | Institutional Support | \$945,829 | \$952,856 | \$978,885 | \$1,039,187 | \$1,039,187 |
| | Fundraising and alumni relations | \$0 | \$0 | \$0 | \$0 | \$0 |
| ☺ | Operation, maintenance of plant (if not allocated) | \$983,868 | \$1,119,441 | \$1,054,111 | \$1,155,915 | \$1,155,915 |
| ☺ | Scholarships and fellowships (cash refunded by public institution) | \$20,761 | \$19,557 | \$13,970 | \$19,240 | \$19,240 |
| ☺ | Auxiliary enterprises | \$645,303 | \$800,677 | \$505,785 | \$557,399 | \$557,399 |
| ☺ | Depreciation (if not allocated) | \$786,409 | \$721,213 | \$644,984 | \$700,000 | \$750,000 |
| ☺ | Other expenses (specify): | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Other expenses (specify): | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Total operating expenditures | \$7,824,436 | \$8,162,807 | \$7,513,904 | \$8,079,295 | \$8,129,245 |
| | Change in net assets from operations | \$5,321,441 | -\$5,425,619 | \$5,440,528 | \$6,022,174 | \$6,098,972 |
| NON OPERATING REVENUES (in 000s) | | | | | | |

| | | | | | | |
|---|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| U | State appropriations (net) | \$4,847,894 | \$5,180,115 | \$5,279,396 | \$5,470,352 | \$5,634,462 |
| U | Investment return | -\$6,836 | \$63,569 | \$36,103 | \$39,064 | \$39,064 |
| U | Interest expense (public institutions) | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Gifts, bequests and contributions not used in operations | \$19,665 | \$22,140 | \$37,626 | \$10,154 | \$10,154 |
| U | Other (specify): | \$966,142 | \$0 | \$0 | \$250,000 | \$635,000 |
| | Other (specify): | -\$4,513 | \$400 | -\$910 | \$0 | \$0 |
| | Other (specify): | \$5,622 | \$4,449 | \$27,738 | \$91,170 | \$6,860 |
| | Net non-operating revenues | \$5,827,974 | \$5,270,673 | \$5,379,953 | \$5,860,740 | \$6,325,540 |
| | Income before other revenues, expenses, gains, or losses | \$506,533 | -\$154,946 | -\$60,575 | -\$161,434 | \$226,568 |
| U | Capital appropriations (public institutions) | \$0 | \$0 | \$0 | \$0 | \$0 |
| U | Other (specify): | \$0 | \$0 | \$0 | \$0 | \$0 |
| | TOTAL INCREASE/DECREASE IN NET ASSETS | \$506,533 | -\$154,946 | -\$60,575 | -\$161,434 | \$226,568 |

**Standard 7: Institutional Resources
(Statement of Debt)**

| FISCAL YEAR ENDS month & day (06/30) | | 3 Years Prior (FY2016) | 2 Years Prior (FY2017) | Most Recently Completed Year (FY 2018) | Current Year (FY 2019) | Next Year Forward (FY 2020) |
|---|-------------------------------------|---------------------------|---------------------------|---|---------------------------|-----------------------------------|
| | Debt | | | | | |
| | Beginning balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Additions | \$0 | \$0 | \$0 | \$0 | \$0 |
| | ? Reductions | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Ending balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Interest paid during fiscal year | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Current Portion | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Bond Rating | 0 | 0 | 0 | 0 | 0 |

**Standard 7: Institutional Resources
(Supplemental Data)**

| FISCAL YEAR ENDS month & day (06/30) | 3 Years Prior (FY2016) | 2 Years Prior (FY2017) | Most Recently Completed Year (FY 2018) | Current Year (FY 2019) | Next Year Forward (FY 2020) |
|--|-----------------------------------|-----------------------------------|---|-----------------------------------|--|
| NET ASSETS | | | | | |
| Net assets beginning of year | \$13,686,587 | \$14,193,120 | \$14,038,174 | \$13,977,599 | \$13,816,165 |
| Total increase/decrease in net assets | \$506,533 | (\$154,946) | (\$60,575) | (\$161,434) | \$226,568 |
| Net assets end of year | \$14,193,120 | \$14,038,174 | \$13,977,599 | \$13,816,165 | \$14,042,733 |
| FINANCIAL AID | | | | | |
| Source of funds | | | | | |
| Unrestricted institutional | \$187,685 | \$165,487 | \$112,382 | \$180,433 | \$180,433 |
| Federal, state and private grants | \$1,228,313 | \$1,088,019 | \$1,085,608 | \$1,106,506 | \$1,106,506 |
| Restricted funds | \$31,064 | \$22,131 | \$25,698 | \$27,198 | \$27,198 |
| Total | \$1,447,062 | \$1,275,637 | \$1,223,688 | \$1,314,137 | \$1,314,137 |
| % Discount of tuition and fees | 10.0% | 11.0% | 17.0% | 8.0% | 8.0% |
| % Unrestricted discount | 10.0% | 11.0% | 17.0% | 8.0% | 8.0% |
| FEDERAL FINANCIAL RESPONSIBILITY COMPOSITE SCORE | | | | | |
| | | | | | N/A |
| Please indicate your institution's endowment spending policy: | | | | | |
| Endowments are managed for a total return consistent with prudent care; do not assume any undue investment risks; and use acceptable spending rate guidelines over a normal market cycle. To assist in the long-term growth of both income and principal, a responsible and balanced asset allocation of income and growth funds is used. All endowment funds are managed on a pooled basis unless otherwise restricted. Refer to MCCS policy 706, Investments, at https://mymccs.me.edu/ICS/MCCS_Policies/ | | | | | |

**Standard 7: Institutional Resources
(Information Resources)**

| | 3 Years Prior | 2 Years Prior | Most Recently Completed Year | Current Year | Next Year Forward (goal) |
|--|--|------------------|---------------------------------------|-----------------|-----------------------------------|
| | (FY 2016) | (FY 2017) | (FY 2018) | (FY 2019) | (FY 2020) |
| Total Expenditures | | | | | |
| Materials | \$24,838 | \$25,711 | \$24,646 | \$25,800 | \$26,574 |
| Salaries & wages (permanent staff) | \$133,921 | \$136,781 | \$142,575 | \$145,516 | \$148,200 |
| Salaries & wages (student employees) | \$4,350 | \$1,663 | \$1,140 | \$1,140 | \$1,140 |
| Other operating expenses | \$6,540 | \$10,763 | \$4,675 | \$11,640 | \$11,640 |
| Expenditures/FTE student | | | | | |
| Materials | \$80 | \$95 | \$89 | \$89 | \$91 |
| Salaries & wages (permanent staff) | \$433 | \$503 | \$515 | \$500 | \$509 |
| Salaries & wages (student employees) | \$14 | \$6 | \$4 | \$4 | \$4 |
| Other operating expenses | \$21 | \$40 | \$17 | \$40 | \$40 |
| Collections | | | | | |
| Percent available physically | 100% | 100% | 100% | 100% | 100% |
| Percent available electronically | 0% | 0% | 0% | 0% | 0% |
| Number of digital repositories | 6 | 6 | 6 | 4 | 4 |
| Personnel (FTE) | | | | | |
| Librarians - main campus | 1 | 1 | 1 | 1 | 1 |
| Librarians - branch /other locations | 0 | 0 | 0 | 0 | 0 |
| Other library personnel - main campus | 1 | 1 | 1 | 1 | 1 |
| Other library personnel - branch/other locations | 0 | 0 | 0 | 0 | 0 |
| Availability/attendance | | | | | |
| Hours of operation/week main campus | 53 | 53 | 53 | 53 | 53 |
| Hours of operation/week branch/other locations | 0 | 0 | 0 | 0 | 0 |
| Consortia/Partnerships | Consortia: MARVEL! Including EBSCOhost database, MINERVA (incl. inter-library loans); Libguides, Proquest Database and Noodletools (all 7 CC's). | | | | |
| | Database Subscriptions: Credo Reference; ProDemand; Flipster digital magazines; Kanopy Video streaming | | | | |
| | | | | | |
| | | | | | |
| URL of most recent library annual report: | N/A | | | | |

**Standard 7: Institutional Resources
(Technological Resources)**

| | | | | ? |
|---------------|---------------|------------------------------|--------------|--------------------------|
| 3 Years Prior | 2 Years Prior | Most Recently Completed Year | Current Year | Next Year Forward (goal) |
| (FY 2016) | (FY 2017) | (FY 2018) | (FY 2019) | (FY 2020) |

? **Course management system**

Jenzabar E-learning

Number of classes using the system

| | | | | |
|-----|-----|----|-----|-----|
| 110 | 104 | 96 | 113 | 113 |
|-----|-----|----|-----|-----|

Bandwidth

On-campus network

| | | | | |
|--------|--------|--------|--------|--------|
| 10 Meg | 10 Meg | 10 Meg | 10 Meg | 10 Meg |
|--------|--------|--------|--------|--------|

Off-campus access

? commodity internet (Mbps)

| | | | | |
|--------|--------|--------|--------|--------|
| 10 Meg | 10 Meg | 10 Meg | 10 Meg | 10 Meg |
|--------|--------|--------|--------|--------|

? high-performance networks (Mbps)

| | | | | |
|---------|---------|---------|---------|---------|
| 100 meg | 100 meg | 100 meg | 100 meg | 100 meg |
|---------|---------|---------|---------|---------|

? Wireless protocol(s)

| | | | | |
|--------|--------|--------|--------|--------|
| 802.11 | 802.11 | 802.11 | 802.11 | 802.11 |
|--------|--------|--------|--------|--------|

Typical classroom technology

Main campus

Teaching Station with either overhead projection or TV

Branch/other locations

N/A

Software systems and versions

Students

Windows 10, Office 2016

Finances

Jenzabar, Version 6.5

Human Resources

ADP, Payforce

Advancement

Library

LibGuides

Website Management

Hosted Wordpress

Portfolio Management

Interactive Video Conferencing

One poly com and 7 Zoom Lic.

Digital Object Management

Website locations of technology policies/plans

Integrity and security of data

https://mymccs.me.edu/ICS/MCCS_Policies/

Privacy of individuals

https://mymccs.me.edu/ICS/MCCS_Policies/

Appropriate use

<http://www.wccc.me.edu/academics/support/information-technology/>

Disaster and recovery plan

Technology replacement

**Standard 7: Institutional Resources
(Physical Resources)**

| Campus location | Serviceable Buildings | Assignable Square Feet (000) |
|-------------------------|-----------------------|------------------------------|
| | Main campus | 7 |
| Other U.S. locations | n/a | n/a |
| International locations | n/a | n/a |

| | 3 Years Prior (FY 2016) | 2 Years Prior (FY 2017) | 1 Year Prior (FY 2018) | Current Year (FY 2019) | Next Year Forward (goal) (FY 2020) |
|--|----------------------------|----------------------------|---------------------------|---------------------------|---------------------------------------|
| Revenue (\$000) | | | | | |
| Capital appropriations (public institutions) | \$1,450,000 | \$255,068 | \$247,845 | \$350,000 | \$700,000 |
| Operating budget | \$457,894 | \$518,071 | \$267,141 | \$318,316 | \$70,000 |
| Gifts and grants | \$9,928 | \$93,080 | \$113,362 | \$46,972 | \$50,000 |
| Debt | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total | \$1,917,822 | \$866,219 | \$628,348 | \$715,288 | \$820,000 |
| Expenditures (\$000) | | | | | |
| New Construction | \$1,444,463 | \$49,109 | \$0 | \$0 | \$0 |
| Renovations, maintenance and equipment | \$436,068 | \$594,677 | \$541,145 | \$595,288 | \$700,000 |
| Technology | \$87,291 | \$222,433 | \$87,203 | \$120,000 | \$120,000 |
| Total | \$1,967,822 | \$866,219 | \$628,348 | \$715,288 | \$820,000 |

| Assignable square feet (000) | Main campus | Off-campus | Total |
|------------------------------|-------------|------------|--------|
| | Classroom | 22,393 | 0 |
| Laboratory | 27,276 | 0 | 27,276 |
| Office | 13,433 | 0 | 13,433 |
| Study | 4,040 | 0 | 4,040 |
| Special General | 0 | 0 | 0 |
| Support | 14,380 | 0 | 14,380 |
| Residential | 36,893 | 0 | 36,893 |
| Other | 28,405 | 0 | 28,405 |

Major new buildings, past 10 years (add rows as needed)

| Building name | Purpose(s) | Assignable Square Feet (000) | Cost (000) | Year |
|---------------|------------|------------------------------|------------|------|
| N/A | N/A | N/A | N/A | N/A |
| | | | | |

New buildings, planned for next 5 years (add rows as needed)

| Building name | Purpose(s) | Assignable Square Feet | Cost (000) | Year |
|---------------|------------|------------------------|------------|------|
| N/A | N/A | N/a | N/A | N/A |

Major Renovations, past 10 years (add rows as needed)

The list below includes renovations costing or more

| Building name | Purpose(s) | Assignable Square Feet | Cost (000) | Year |
|-------------------------|-----------------------|------------------------|-------------|------|
| Harold Howland Building | Building Renovation | 13,127.00 | \$1,110,301 | 2016 |
| Riverview Hall | Mechanical Trade Reno | 18,000.00 | \$1,164,790 | 2009 |
| Harold Howland Building | HEO Lab Renovation | 3,706.00 | \$313,458 | 2016 |
| Riverview Hall | Welding Shop Reno | 3,000.00 | \$100,462 | 2013 |

Renovations planned for next 5 years (add rows as needed)

The list below includes renovations costing or more

| Building name | Purpose(s) | Assignable Square Feet | Cost (000) | Year |
|----------------|---------------------|------------------------|------------|-----------|
| Riverview Hall | Automotive/ECE Reno | 8,000.00 | \$885,853 | 2019/2020 |

Please enter any explanatory notes in the box below