

WILLIAM RAINY HARPER COLLEGE
1200 West Algonquin Road
Palatine, Illinois

Special Board Meeting

January 13, 1998

7:00 p.m.

Agenda

- I. Call to Order
- II. Roll Call
- III. Discussion:
 - A. Building W/R
 - B. 1998-99 Budget
 - C. Referendum
- IV. 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 Special Board Meeting of Tuesday, January 13, 1998

CALL TO ORDER: The Special Board meeting of the Board of Trustees of Community College District No. 512 was called to order by Chair Kolze on Tuesday, January 13, 1998 at 7:01 p.m. in the Board Room of the Administration Building, 1200 W. Algonquin Road, Palatine, Illinois.

ROLL CALL: Present: Members Barton, Howard, Kolze, and Shure
Absent: Members Botterman, Gillette, Hess; Student Member Prinzivalli

Also present: Paul Thompson, President; Ed Dolan, V.P. Academic Affairs; Bonnie Henry, V.P. Student Affairs; David McShane, V.P. Information Systems; Judy Thorson, V.P. Administrative Services; Pat Bourke; Steve Catlin; Harley Chapman; Tom Choice; Pat Cunniffe; Julie Fleenor; Robert Getz; Jerry Gotham; Amy Hauenstein; Bill Howard; Tom Johnson; Thea Keshavarzi; Joan Kindle; Roberta Lindenthaler; Liz McKay; Russ Mills; Elena Pokot; Sheila Quirk; Dawit Teklu; Pat Traynor; Laurie Wren and Joan Young - Harper.

Guests: Mike Murphy and Charles Burnidge, Burnidge Cassell Associates; Maryanne Giustino, Chicago Tribune.

DISCUSSION
Buildings R & W

President Thompson explained that the discussion would be directed toward Buildings R and W. The Capital Development Board (CDB) will be managing the project and expects that it will meet the budget that was set forth by the Board of Trustees. Several committees on campus have been working with the architects, and some changes have been made to insure that the project stays within budget. Both the Conference Center and the Performing Arts Center are within the standard of requirements that the College expects. President Thompson added that Charles Burnidge of Burnidge Cassell Associates was in attendance to make a presentation. He asked that the Board members ask questions and be prepared to move forward by approving Phase II at the January 22 Board meeting. He stated that he would like to have some kind of consensus that the architects are on the right track. The

budget information will be discussed later in the meeting after the presentation.

Chair Kolze clarified the policy on facilities planning. The Board has made an approval of the need for the space, and they have asked the architect to move to the current step, Phase II. He stated that after seeing the presentation, he hopes the Board will be comfortable approving Phase II at the January 22 Board meeting. Approval of Phase II is accepting the architect's preliminary design and identifying funding sources. He introduced Charles Burnidge and Mike Murphy from Burnidge Cassell Associates.

Mr. Burnidge explained that after working with many people from Harper, viewing other facilities, discussing ideas and changes, they are bringing forward a refined project that is within budget, size and program specifications. The Instructional Conference Center (Building W) is 35,000 square feet, seating 250 people, with construction costs of \$4.7M. The Performing Arts Center (Building R) is 38,000 square feet, seating 450 people, with construction costs just under \$7M. Both buildings are able to accommodate the various programs and needs that were defined early in the planning. He explained details of each building separately.

Conference Center - Building W

This will be connected to Building A via the kitchen area. A short portion of the roadway between the lake and Building A will be terminated because Building W will be placed there. The roadway from Roselle will end in a drop-off at the entrance to the Conference Center. The dining area of the Conference Center overlooks the lake. The Conference Center auditorium area has tiered seating, so the building recesses down into the earth.

Mr. Burnidge explained that the designs reflect the same architectural language (i.e. masonry, color, metal roofing materials) that exists on the campus. He showed layouts of the floor plan which includes a two-story lobby, reception area, offices, restrooms, and two classrooms. The 250-seat auditorium also has service areas for projection. Across the corridor is the dining facility which can be divided into different configurations to accommodate a variety of group sizes. The dining facility overlooks the lake. It has offices for kitchen and food preparation, and will be serviced from the existing kitchen. There is also a mechanical area included in the plans. Mr. Burnidge added that the recessed loading dock is not a part of the plans. Instead, they have provided other means of bringing in food items. He stated that the parking lot adjacent to Building A will remain.

Mr. Burnidge noted that there has been discussion of a possible third story added to this building, if the dollars become available. The rectangular portion of the building holds eight classrooms on the second level and two classrooms on the lower level. The two-story lobby will have a bridge over it to connect the classrooms. There are additional offices and restrooms, a stairway and elevator from the lower floor, and storage. There will also be a connection to the second floor of Building A. The current plans include structuring the columns and steel of the building for a third floor, so that if it is desirable in the future, it could be done. This would be a very cost-effective way to add additional classrooms across this building. He added that this building can also be expanded out if that is needed in the future, depending on growth needs.

Mr. Burnidge asked Board members for their comments regarding the Conference Center before moving on to the Performing Arts Center.

In response to Member Barton's question regarding parking, Mr. Burnidge stated that the current budget includes the drop-off at the entrance to the Conference Center. He suggested considering moving the existing parking lot forward, closer to the building. He stated that the current small visitor parking section and some handicapped parking will be eliminated, but they have ways to accommodate those needs in a different location.

Member Barton expressed concern regarding the look and sound of tin roofing materials. Mr. Burnidge stated that the tin materials will be the same as existing materials on campus. He felt it should look appropriate because of the varying roof levels, and added that they are taking measures to sound isolate all of the roof forms.

In response to Member Shure, Mr. Burnidge stated that the drop-off will provide enough room for buses and vans.

In response to Member Howard, Mr. Burnidge stated that the original plans included 12 classrooms. In order to bring the project in under budget, the plans were changed to include ten classrooms.

Member Kolze asked for additional cost information regarding the third floor. Mr. Burnidge responded that the cost consultant put together costs for an "unfinished" third floor; however, it is not part of the current project budget. He said that there is a certain amount of time before a decision must be made; for example, it would not be economical to decide after the roof is in place. Member Howard noted that it seemed to be less expensive to put a third floor on the building than to extend it further out. Mr. Burnidge agreed because it is a straightforward design. Member Howard suggested that the third floor option be considered for classroom space and break-out space for the

Conference Center. Member Barton agreed. President Thompson stated that the estimate is approximately \$1.2M to \$1.5M for the shell. It would be usable space, but with no permanent walls. Member Barton asked for an estimate of the finished version. Mr. Burnidge stated that they would gather cost information regarding that.

Member Kolze asked if 35,000 square feet was the size of Elgin's conference center. Sheila Quirk responded that Elgin's conference center seats 150 and the Harper plan includes seats for 250.

Performing Arts Center - Building R

Mr. Burnidge described plans for Building R. The entrance from Algonquin Road with the existing cul-de-sac is the roadway which will lead to the drop-off with a protective canopy in front of the Performing Arts Center. Building R will connect to Building L and the corridor that leads from the Black Box Theater. The plans showed where it will also connect to the future Art Gallery and the future larger performing arts facility. Those connections were requested in earlier discussions.

Mr. Burnidge stated that the 38,000 square-foot building will hold 450 seats; however, if there is a need during a sell-out performance, it can hold up to 480 seats (staying within the fire code requirements). The design is one floor that sweeps up, with continental seating and no back balcony. A person can enter at mid-level and move upward or downward. There are double doors for sound transfer and handicapped accessibility.

There will be a two-story lobby with a stairway and an elevator to the second floor, a box office and men's and women's restrooms. Another portion of the building relates to teaching students and theater performance space. This area will be connected to the existing facilities which will lead to the Black Box Theater. The elevator is large enough to transport a grand piano from the music department down to the stage area. Backstage there is a room in the center which overlooks the campus. There are changing rooms, make-up rooms and locker rooms. The costume classroom and design classroom have windows that bring in natural light. The stage itself has orchestral shell storage and storage for pianos. Double-door vestibules will be included to control sound into the stage. Also included in the plan are the orchestral shell, the hydraulic lift, the changeable seating, and the adjustable proscenium opening allowing customization for different types of performances. This is a very large stage area that will accommodate large choral groups, orchestral groups and theatrical performances.

The second floor is primarily accommodating the stairwells, equipment, two-story lobby, the stairway that leads up and the

projection and lighting area. There are technical balconies. The mezzanine floor is where additional people could be seated if the audience size would be increased to 480.

Mr. Burnidge explained that the architects tried to visually lower the height of the building by tempering the corners of the architecture, by rounding the front of the auditorium, and by putting the metal sloping roof on it. He felt it has a harmony with the campus, yet has a very distinctive appearance.

He briefly discussed the future Art Gallery and the importance of its location. From earlier discussions, the intent was to have a relationship between the Performing Arts Center, the Art Gallery and then the future larger performing arts facility. He mentioned that they were not able to tie together all the back stages. He explained that Building L already has a number of backstage areas (i.e., the wood shop, the dock, the Black Box) which are integrated with the backstage area of the Performing Arts Center (Building R). This could not all be connected with the backstage of the future larger facility. The rationale is that Building R will be used mostly for student-oriented performances and the future facility will be for larger shows coming onto the campus. They would be bringing their stage sets as part of their performance.

In response to Member Barton, Mike Murphy stated that they are providing a painting trough along the long wall in the scenery area. He felt they were offering sufficient space for stage left, stage right and various storage areas.

Member Howard said that she wanted to be assured that the College has not been short-changed regarding quality of the construction and equipment materials in order to stay within budget. Mr. Burnidge responded that they have reduced square footage, but made sure that the cost per square foot remained constant. The original plan had a taller house with two balconies. In order to bring this into budget, one balcony was removed which enabled them to lower the house and lengthen it to accommodate the 450 seats. He felt that they have upheld the standards that the Board has requested from the very beginning.

In response to Member Barton, Mr. Burnidge stated that they will most likely bring in various types of chairs for the College to choose from.

Chair Kolze expressed concern about the fact that there are no aisles. Mr. Burnidge explained that "continental seating" was chosen because it gives an intimacy to the house. They have studied the distance between rows -- it cannot be too wide or the intimacy will be lost, and it cannot be too narrow or people will not be able to pass through the rows easily. This has all been

studied. The largest row is 25 seats, so the most number of seats a person would have to pass is 12 and a half.

In response to Member Shure, Mike Murphy stated that there are acoustical devices (i.e. baffles and reflecting surfaces) supported above the stage which can be modified depending on the venues being performed. There are also curtains on the rear and side walls to deaden the sound if needed.

Mary Jo Willis expressed concern about the acoustics and aesthetics with the absence of the balcony. She stated that in order to meet budget, their committee was presented with three options: remove the orchestra pit, remove the fly space, or remove the balcony. They felt they absolutely needed the other two items, but really did not want to lose the balcony. She hoped that all issues involving the balcony are being carefully studied. Member Howard noted that Rick Talaske, acoustical consultant, is working on the project in conjunction with Schuler and Shook, theatrical consultants.

There was discussion regarding the second performing arts center. Mr. Burnidge stated that there are no figures, because the College must determine those needs in the future. This was not part of the project; however, his firm was asked to allow linkage to a building for that purpose in the future.

In response to Member Barton, Mr. Murphy said that the cost of the balcony was approximately \$630,000. Member Barton felt that it was not a lot of money when compared with the total amount they are spending. Chair Kolze noted that there are many other needs on the campus. He added that he felt assured by Mr. Burnidge and Mr. Murphy that they have not compromised the quality of the buildings. He thanked them both.

Mr. Murphy distributed a budget summary identifying current costs for each building including the Art Gallery. He added that more detailed information is available. Vice President Judy Thorson explained that the total project funds available for the construction part of the buildings is at the top of the page. The whole project is approximately \$12.7M, which is the budget for the construction piece. There will be other costs, such as equipment, that do not have an identified funding source. She added that this will be discussed in more detail later in the meeting.

Dr. Thompson thanked Charles Burnidge and Mike Murphy for their hard work. Mr. Burnidge noted that the drawings will be photographed and he will provide copies to Bob Getz.

1998-99 Budget

Vice President Thorson introduced Harper employees Bill Howard and Patrick Cuniffe of Strategic Planning and Budgeting who are working on the budget.

Ms. Thorson called attention to the handout entitled "Budget to Actual Comparison 1997 Revenue/Expenditures - Education Fund." She explained that this is a two-page summary of how the College finished this past fiscal year ending June 30, 1997. The budget column shows projected income of \$40,665,437 and projected expenses of \$41,656,611 which would have created a deficit budget last year of \$991,174. The actual column shows income of \$41,266,436 (which was \$600,999 greater than anticipated), and actual expenses of \$40,265,498 (which was less than anticipated). This resulted in an excess of \$1,391,113 instead of a deficit.

The second page shows the same expense figures broken out by objects. The majority of the money that was not spent came in the area of salaries -- \$1,154,312. This was caused by eight faculty positions that were budgeted at approximately \$36,000 each that were not filled. There was also some money left over in the adjunct salary line. Fringe benefits had an additional \$196,721 which partially relates to the salaries. Member Howard noted that anticipated increases in benefits must be projected, and they turned out to be not as high.

President Thompson noted that the excess of \$1,391,113 is only 3.3 percent of the budget. Vice President Thorson added that it may look like a large dollar amount, but the percentage is well within the range that was discussed at the budget meetings last year.

Ms. Thorson distributed a replacement page for the next section entitled "Budget to Actual Two-Year Comparison." This compares where the College is now with where the College was at the same time last year. (She explained that she took into consideration the same number of pay periods and chose a date after the back pay was distributed.) Last year at this time, the College had spent 43.4 percent of budget; this year, the College has spent 42.9 percent of budget. We are spending at approximately the same pace as we did last year.

The planned deficit for this year is double what it was last year. At the December Board meeting, faculty enhancements for early retirement were approved. This resulted in a cost of \$300,000 that was not anticipated. There will be some savings in medical because the old medical plan figures were used when the budget was prepared. The new medical plan has since been approved, and there will be savings. However, there are commitments to put a share of that savings aside, so it will not be available immediately.

Ms. Thorson stated that she feels there will be a deficit at the end of the year; however, she is not ready to make a projection as to the size of the deficit. In response to Chair Kolze, Ms. Thorson stated that the \$1,391,113 excess from last year was not planned and, therefore, increased the fund balance by the same amount.

Ms. Thorson stated that the tax situation makes it very difficult to project into the future. She explained that because taxes run on a calendar year, there is a lag time between the time we levy, the time we collect the taxes, and the time we are aware of the results. In 1994, the Cook County multiplier went down. Because we use prior year EAV in some of our tax cap calculations in Cook County, that did not affect us until the tax year of 1995. We collected the first part in our fiscal year 1995-96 and collected the second part in our fiscal year 1996-97, which just ended in June. An event that happened in 1994 took until June 30, 1997 to go through the accounting system.

There was discussion regarding a decrease in the Cook County multiplier. A person from the Cook County Tax Extension explained to Ms. Thorson that he cannot predict exactly when it will happen, but that the multiplier decreases approximately every five to seven years. Ms. Thorson noted that because taxes are the College's biggest revenue source, it is important to project, but difficult.

Ms. Thorson called attention to the handout entitled, "Long Range Projection Assumptions FY 1999." The College is in the process of developing a projection model that will help look at the past, look at next year, and then look out four years in order to have a five-year view. She emphasized that it is a model designed with approximately 18 different variables on one side and 11 on another. It is to be used as a snapshot.

She explained that Credit Hour Claim was planned with a rate of \$30.98 which equaled approximately \$7M. That was the most current data available last week when the model was being prepared. The numbers she received this week from the IBHE are approximately \$170,000 less than the ICCB numbers from last week. She pointed out that this model is already outdated because of the dynamic environment. In response to Chair Kolze, Ms. Thorson stated that the \$50 reflects the tuition increases that were approved last year.

She explained that the page of numbers entitled "Financial Information Projections Enrollment Scenarios" should be reviewed in conjunction with the charts entitled "Three Scenarios of Enrollment Increase." By changing the enrollment variable, it affects the deficit by as much as \$350,000 -- showing a high deficit of \$956,705 and a low of \$597,913. Ms. Thorson explained

that Bill Howard has been working with the Enrollment Planning Committee on the different levels of enrollment. It has not been determined which level to use in the final projection. She wants the Board members to be aware of the different levels and how they affect the outcome. The charts visually show the effect out into the future. Revenues are tied into what the enrollment will be. Bill Howard explained that enrollment at the low level reflects a zero percent increase over the previous year; the middle level reflects a one percent increase; and the high level reflects a 2.52 percent increase. Chair Kolze asked why a negative percentage was not used in the projections since enrollment has decreased in the past. Bill Howard explained that they looked at a number of factors including high school graduating seniors and demographics. They predict that the influx of more seniors graduating from high school will produce at least the same level of enrollment and possibly produce an increase. Steve Catlin added that a mid-term comparison indicates that there was a slight increase in FY1997 over FY1996. While it appears as though enrollment has declined every year, there actually has been a slight increase in enrollment from the previous year. Member Barton expressed concern with the past projections which pointed to a large increase of high school seniors by the mid-90's -- and it never happened. Chair Kolze noted that enrollments have increased at the high school level, but for awhile, they were going down.

Ms. Thorson called attention to the next set of charts which showed the effect on outcome when salary was varied. Salaries are adjusted by one percent above the rate of inflation. The years 1997-98 and 1998-99 do not have varying salaries, because one is a year that has passed and the other is a year where salaries are already known. The other years will show how varying just one element (salaries) can affect the outcome.

Vice President Thorson called attention to the next chart entitled "Revenue and Expenditure Trend." She explained that when she started at Harper last year and closed out 1995-96, it was the first year the College had a deficit, which is illustrated by the black box. At that time, she had informed the Board that she was not sure whether this was an anomaly or the first step in a trend. The first year is behind us, but it is still too early to determine if it will continue. For the 1997-98 year, there is a planned deficit of approximately \$2M. She showed an example of the result using the assumptions that the College pays out salaries at one percent greater than inflation, and enrollment is at the middle level projection for all the years out.

Ms. Thorson called attention to the chart entitled "Fund Balance Trend." At the end of fiscal year 2001-02, if all the assumptions were to occur, the fund balance would be 8.7 percent of revenue. By looking at these examples, it will prompt us to

create interventions to stop this trend from happening. Having the \$4.00 per credit hour annual tuition increase plan is helping to close the gap. She added that if the College does not change what they are doing, there will be another planned deficit. Each year the budget is tighter, and there will be less of a chance for money to be left over at the end of the year.

Member Howard noted that part of that planned deficit is going to be planned expenditures for technology rather than for the annual operating budget. The Board has decided to use this money for "investment" and not for annual operating expenses. She added that we must differentiate between a true deficit and our annual operating expenses. When everything is lumped together as a budget deficit in the press, it gives a misconception.

Chair Kolze noted that Board Budget Guideline number five states that the Board will consider using the fund balance for special initiatives. The problem is that if we continue to use the fund balance, soon there will be nothing left.

Vice President Thorson said that although she does not want to place a number in at this point, there could be a potential planned deficit next year of approximately \$800,000 to \$1.2M. Next year is the fourth year of the technology plan, which would mean \$4 x 225,000 credit hours will be transferred to fund the technology plan. The amount to be transferred to fund the technology plan is very close to the deficit amount. She asked Board members if the administration should plan a budget that has a \$1M deficit (which could be considered as funding the technology plan), or move more aggressively to lower the deficit.

In response to Chair Kolze, Ms. Thorson stated that they had begun the process of analyzing department needs and educating the College community about the budget issues. She felt that the community is reluctant to look into what could be reduced or cut. She noted that they are finding a lot of resistance because people are not convinced there is a serious problem. There needs to be a commitment from the Board if things are going to be reduced, because it gets political. It would be difficult for us to bring a list and then have the Board pick and choose what should be reduced.

In response to Member Barton, Ms. Thorson said that it would be possible to project a balanced budget, rather than project a deficit. However, we would have to identify items that would need to be cut out. We could bring the Board many options. Chair Kolze felt that the Board should look at options which came from the staff and the College community, if that is the direction they need to take.

Member Howard stated that it should be expressed that the College must live within a balanced annual operating budget, to be

differentiated from an investment in technology. Member Barton agreed.

Ms. Thorson stated that it would not look like that on paper because the technology investment will be transferred out of the fund balance. Member Howard said she understood that, but the thought process should be geared toward a balanced annual operating budget.

Dr. Thompson stated that he does not want it to appear that technology is the only reason for the deficit. Technology has become an integral part of the College's operation. It should not be singled out as the cause of the deficit.

Member Howard asked Ms. Thorson if she could bring to the Board the dollars that the College must spend to keep the doors open and to educate students, and also show dollars for discretionary spending (even though there are very real needs).

Ms. Thorson asked Member Howard if she would be comfortable with a budget that had a \$1M deficit if that deficit amount was equal to the amount funding the technology plan. Member Howard responded that she would be willing to consider it. She added that the Board should decide that the College must begin to look at living within annual revenue and annual expenditures.

There was discussion regarding making cuts and who makes the decisions. It was decided that the administration would bring to the Board at the February meeting a list of options that would target (in a very general way) some of the things that may need to be reduced in order to achieve a balanced budget.

Member Howard stated that the whole program review process must be a part of this. Educational needs are changing. Each program must be looked at and determined whether it is truly meeting a demand. She added that the College got rid of all the typewriters when computers came into the picture.

Vice President Thorson stated that this will make the whole campus community uncomfortable. Member Howard stated that the Board is reluctant to cut items as well, but also has a responsibility to have a balanced budget and not to spend all of the fund dollars.

Building W Funds

Vice President Thorson distributed a handout entitled "Summary of Funds Available and Needs." She explained that the top of the sheet lists the fund balance as of June 30, 1997 in both the O&M Fund and O&M Restricted Fund. When added together, they equal approximately \$10M. There are commitments for some of this balance; for example, the Northeast Center project, Building E

renovations and other current life safety projects. These will decrease the total of the two fund balances to approximately \$7.4M. These two funds were also earmarked by Vern Manke as the sources of revenue for covering the Building W/R expenses.

She continued on to the next section which shows what is needed for Building W/R. The first need is for approximately \$5.9M to match the state money -- which will be for construction costs. Furniture and equipment estimates have been calculated at \$2.9M; technical estimates (television monitors, multimedia equipment, etc.) have been calculated at approximately \$300,000. This is outside of the \$12M budget for the actual project. Total needs are approximately \$9.1M. With the fund balance being approximately \$7.4M, we would need an additional \$1.6M that is not currently identified with a funding source. The building will not be completed until January 2001, so there are a few years before the furniture is needed.

There was discussion regarding the matching state funds. Ms. Thorson stated that these will be put into escrow in May. The College will earn interest on the money; however, it will be limited to certain kinds of investments where the return is not as good.

Ms. Thorson explained the funding source options:

1. include the cost of furniture in the referendum;
2. include the matching funds (the \$5.9M) in the referendum;
3. Foundation donations for equipment, etc.; or
4. the College could start putting money aside each year out of the capital budget, so that by 2001 when the building opens, there would be enough money for furniture. (She explained that most people feel that the capital budget is already too small since it was cut back from \$1M to \$500,000, so there is already a limitation to this option.)

In response to Member Barton, Ms. Thorson stated that this amount would be added to the approximate \$70M referendum amount for a total of approximately \$76M. Chair Kolze clarified that the \$70M has not been determined yet. Ms. Thorson added that if the Board decides to include the third floor to Building W, the \$1.2M costs would also be added to the referendum total.

Ms. Thorson noted that the cost estimates were calculated using today's prices; these will most likely increase by the year 2000.

Referendum

Dr. Thompson announced that after much deliberation, the date of February 1999 has been selected for the referendum, if the Board decides to move in that direction. It would be ideal to have at least one year to plan for it; therefore, decisions must be made by early February regarding what will be included. There has

been discussion of including the third floor on Building W and picking up the \$5.9M, which could create a \$75M - \$80M referendum.

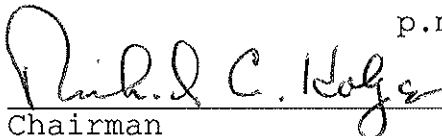
In response to Chair Kolze, Dr. Thompson stated that the February 11 Special Board meeting could be devoted to referendum. Vice President Ed Dolan stated that in preparation for that meeting, we would need to decide what would be included in the referendum, and decide whether or not it should be a fixed cost. It would have to be translated into cost per taxpayer in the district. The committee would present to the Board an organizational plan for a referendum campaign, so that if it is approved, they can move ahead immediately. In response to Chair Kolze, Dr. Dolan stated that they will have enough time to prepare for the February 11 meeting.

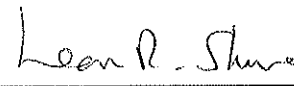
Member Barton expressed concern with having a referendum following the District 220 referendum this year. Dr. Dolan stated that District 220 is a difficult comparison because their numbers are not consistent. He felt that there was a positive sign when looking at what happened in the last election with the number of school referendums on the ballot. There was a high success rate of school structured referendums. Member Kolze felt that Harper should select the best date for the College and not worry about what others are doing. Dr. Dolan noted that there has been a lot of discussion on campus. There is not total agreement on any date because there are pluses and minuses to each of them. February 1999 is a preferential time for a number of reasons to be explained at another time.

Vice President Thorson added that in order to balance the budget on Building W/R, the remodeling of the kitchen (which will jointly serve the cafeteria and the Conference Center) was taken out of the project. (This is not to be confused with the Culinary Arts area). The remodeling is a \$1M item that has been moved into the Building A renovation which Legat Architects is working on. In response to Member Howard, Ms. Thorson said that this could be paid for in the referendum. Member Barton expressed concern with the existing kitchen being able to accommodate the number of people in the Conference Center. Ms. Thorson stated that it would not be very efficient, but they had to make cuts. Chair Kolze added that it makes sense to move the remodeling to the Building A renovation project.

ADJOURNMENT: Member Barton moved, Member Howard seconded, that the meeting be adjourned.

In a voice vote, the motion carried at 9:08 p.m.


Chairman


Secretary
(Pro Tem)

BOARD REQUESTS

JANUARY 13, 1998 SPECIAL BOARD MEETING

1. Member Howard suggested that the third floor option be considered for classroom space and break-out space for the Conference Center. Member Barton agreed.
2. Member Barton asked for an estimate of the finished version of the additional third floor on Building W. Mr. Burnidge stated that they would gather cost information regarding that.
3. Member Howard asked Ms. Thorson if she could bring to the Board the dollars that the College must spend to keep the doors open and to educate students, and also show dollars for discretionary spending (even though they are very real needs).
4. It was decided that the administration would bring to the Board at the February meeting a list of options that would target (in a very general way) some of the things that may need to be reduced in order to achieve a balanced budget.