

Administration & Finance

2009 Accomplishments

Accounting & Finance

NECC Strategic Direction: 2, 3 and 5
 Achieving the Dream Goal: 4, 5
 NECC Key Performance Indicator (KPI): 3, 4

Strategic Initiative - Customer Service

1. Provide valued services and expertise to the team; our students and business partners; and to the Community College system.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
<p>Trusted source for accurate management data that informs decision-making and accounting data in compliance with Federal, State, and GAAP regulations.</p>	<p><i>Accurate and on-time data and information;</i> currently Accounting data in Banner lags several weeks; transactions posted to department accounts without explicit authorization. ■</p> <p><i>Availability of clear, concise reports and data analysis to the end user;</i> currently there are limited end user reports. Board reports are too detailed, and yet not comprehensive; budget variance reports require extensive intervention to run property. ■</p>	<p>Data and reports available each month by a published deadline. Non- production transactions authorized and approved by designated individuals. ■</p> <p>Revise reports to be appropriate for the audience. Working with IT, develop implementation strategy for Banner self serve finance and bring (at a minimum) the budget variance report into production.</p> <p>Structure and publish a well organized (coherent) chart of accounts.</p> <p>Prepare and publish a policies and procedures manual that will be readily available for College community. ■</p>	<p>Timeliness of processing improved in a number of areas, including posting payroll and copier charges; new process of transactions approved by departments went well (given it was the first year of change).</p> <p>Banner Self Service Finance was acquired in early 2009; a pilot group of end users was formed, and the first training session was held in June.</p> <p>Reporting remained an issue throughout FY09 due to the HR/CMS conversion and limitations resulting from chart of accounts.</p> <p>A significant number of changes were made to the chart of accounts; these changes were available for July 1 (FY10)</p> <p>The following policies were reviewed and approved by the Cabinet: travel reimbursement; delegation of authority; and classification of employees/contractors. The Cabinet requested additional time to consider an employee gift card policy.</p>

Strategic directions: (1) Engage Students as Active Learners; (2) Be the First and Best Resource for the Community; (3) Support Leadership at Every Level; (4) Embrace Diversity; and (5) Strive for Educational Excellence.

Achieving the Dream goals: (1) successfully complete developmental courses; (2) enroll in and successfully complete gatekeeper courses; (3) complete the credit hours they enroll in; (4) re-enroll from one semester to the next; and (5) earn certificates and degrees.

KPIs: (1) Transition and Developmental Course Completion Rate, (2) Gatekeeper Course Completion Rate, (3) Student Retention, (4) Degrees and Certificates Conferred and (5) Diversity of Faculty & Staff.

Bursar's Office	NECC Strategic Direction: 2, 3 and 5 Achieving the Dream Goal: 4, 5 NECC Key Performance Indicator (KPI): 3, 4
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Strategic Initiative - Customer Service

1. Provide valued services and expertise to the team, to our students and business partners, and to the Community College system.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
<p>Reliability of student payment information in College's enterprise resource planning application (Banner).</p> <p>Availability of consumer friendly information and services.</p>	<p>Payments posted on-time and accurately; refunds processed within mandated timeframe ■</p> <p>Availability of payment options to students ■</p> <p>Information is well disseminated on NECC website and Bursar Facts flyer; payment options include in- person payment or over the phone ■</p>	<p>Student payments posted same day</p> <p>Deposits processed within 24 hours■</p> <p>2% increase in installment plan registrations over FY08; 10% decrease in bad debt over FY08 (adjusted for enrollment)■</p> <p>Potential for expanded online processing; working with IT, evaluate options and define implementation plan, if needed.</p> <p>Working with Marketing/Communications, expand information on student charges, consistent with federal and state legislator's focus on consumer information and UCAN model ■</p>	<p>Payments posted upon receipt.</p> <p>Deposits processed within 24 hours.</p> <p>Installment plan registrations increased 3%; bad debt decreased by 30.04% despite increased enrollments.</p> <p>Partnered with IT on Banner post-implementation assessment; online processing implementation postponed by Cabinet. On-line payment processing is on the short-list of Sungard-MA colleges' initiatives for FY10.</p> <p>Limited work was done on this.</p>

Administration & Finance**2009**

Facilities & Grounds

NECC Strategic Direction: 2, 3 and 5
 Achieving the Dream Goal: 4, 5
 NECC Key Performance Indicator (KPI): 3, 4

Strategic Initiative - Customer Service

1. Provide valued services and expertise to the team, to our students and business partners, and to the Community College system.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Maintain attractive and comfortable spaces that are conducive to teaching, learning, and collaborating.	Eva Klein/ Sasaki master plan	Renovate first floor library Prepare multi-year plan for Spurk renovation System repair and replacement consistent with approved multi-year adaptation & renewal plan ■	Renovation in progress with target completion Sep 2009. Installed back-up generator, ensuring 24x7 online availability.
Update and renovate specialized academic spaces, to keep pace with changing requirements.	Eva Klein/ Sasaki master plan; Academic Affairs facility priorities	Complete E252 and E261 lab renovations Complete New Allied Health & Technology Center program design; procure site ■	Systems renovation plan and smart classroom conversion in process for Spurk; partnered with DCAM on performance contract to move the facility to new HVAC system (eliminating electric heat and exploring geothermal cooling) Completed installation of rubber flooring in Bldgs B, E and Spurk.
Provide a safe and secure environment, assessable to students, faculty, staff, and visitors.	ADA compliance	Address changes in requirements and Access Committee recommendations, as resources allow	Lab renovations complete. Program design complete.
	New security contract	Integrate security metrics into annual contractor evaluation.	Access issues in the Tech Center and Sports & Fitness Center being address this Fall, universal design furnishings also being purchased with federal stimulus funds.
	There current is no comprehensive, documented threat response plan	Working with Campus Safety Committee, prepare threat response plan for Haverhill campus ■	Completed – documentation on training of security personnel.
			Not done.

Facility Events	NECC Strategic Direction: 2,3 Achieving the Dream Goal: N/A NECC Key Performance Indicator (KPI): N/A
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Strategic Initiative - Customer Service

1. Provide valued services and expertise to the team, to our students and business partners, and to the Community College system.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Be a preferred provider of meeting and conference space for regional profit and non-profit groups.	<p><i>Accurate and comprehensive data and information available to customers;</i> information is well disseminated on NECC website; flyers provide comprehensive planning information.</p> <p>Track profit and non-profit usage</p>	<p>Working with IT, continue building out web functionality (a picture and description of each available room)</p> <p>Customer survey response (new)</p> <p>Increase the usage over FY08</p>	<p>Not done due to NECC website redesign initiative.</p> <p>Not done.</p> <p>Usage of our facilities declined approximately 20% as compared to prior year, due to economic conditions (organizations canceling events).</p>

Administration & Finance**2009**

Accounting & Finance

NECC Strategic Direction: 2, 3 and 5
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Strategic Initiative: Financial Performance

2. Provide and promote responsible stewardship of Federal, State, and student resources.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Support a culture where resources are used in a way that best supports student learning.	All acquisitions processed in compliance with Chapter 30B and College procurement policies.	100% compliance ■	Procurement consistent with Ch 30B expnaded greatly. Training of new purchasing analyst will allow us to ensure this is done consistently going forward.
Maintain systems and processes that assure a strong control environment.	Payments to vendors, employees, and students comply with IRS, State finance laws, and college policies.	External audit report with no material findings ■	FY09 audit received ‘unqualified’ opinion, indicating the financial statement accurately reflect our financial position.
Excellence in Financial Reporting.	A current and complete internal Control document, upon which internal processes are based.	Internal Control plan updated annually; team members know the controls and reasons for the controls; no losses ■ Conduct no fewer than four ‘lunch and learn’ seminars on various topics for our business partners ■	Internal Control plan updated; inventory remains a significant outstanding issue.
	Consolidated Annual Financial Report (CAFR) (new)	Submitted for FY08 reporting; target certification with FY09. ■	Prepared workshops on: travel and delegation of authority policy changes, Accounting 101, ISAs, budget and self-service finance Prepared, but not submitted for FY08; on target for submission in FY09.

Bursar's Office	NECC Strategic Direction: 2, 3 and 5 Achieving the Dream Goal: 4, 5 NECC Key Performance Indicator (KPI): 3, 4
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Strategic Initiative: Financial Performance

2. Provide and promote responsible stewardship of Federal, State, and student resources.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Prudent safeguards against fraud or misappropriation of funds and property; systems and processes that assure a strong control environment Excellence in Financial Reporting.	A current and complete internal control document, upon which internal processes are based. Transactions comply with applicable Federal and State regulations. Consolidated Annual Financial Report (CAFR) (new)	Internal Control plan updated annually; team members know the controls and reasons for the controls; no losses External audit report with no material findings ■ Submitted for FY08 reporting; target certification with FY09. ■	An electronic Bursar's Manual is periodically updated to include any new procedures. As needed, the bursar apprises the staff of any new policies, and keeps an electronic folder of these communications. Anytime a procedure is changed dramatically, staff members are assigned to draft an updated version, then a meeting is held of all staff members to review, make and corrections, additions, before the updated procedure is finally included in the electronic Bursar's Manual. No material findings. Prepared, but not submitted for FY08; on target for submission in FY09.

Administration & Finance**2009**

Facilities & Grounds

NECC Strategic Direction: 2, 3 and 5
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Strategic Initiative: Financial Performance

2. Provide and promote responsible stewardship of Federal, State, and student resources.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
<p>Preservation of State capital assets through the development of comprehensive and cost-effective maintenance and management strategies.</p>	<p><i>Maintain facilities (infrastructure and mechanical systems) in good working order; address deferred maintenance issues; Eva Klein/ Sasaki master plan and Board policy on capital A&R expenditures (> 5%)</i></p> <p><i>All acquisitions processed in compliance with Chapter 30B and College procurement policies.</i></p>	<p>Spend no less than 5% of revenue (GAA + student charges) on capital adaptation & renewal projects.</p> <p>Complete projects listed on NECC capital master plan (separate document). ■</p> <p>100% compliance ■</p>	<p>Expenditures were \$920,475, representing just under 3% of total revenue. The College received no DCAM deferred maintenance funds and reductions in local expenditures were made as a result of mid-year 9C actions.</p> <p>Completed all projects, consistent with revised FY09 budget funding.</p> <p>100% compliance</p>

Facility Events	NECC Strategic Direction: 2 Achieving the Dream Goal: N/A NECC Key Performance Indicator (KPI): N/A
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Strategic Initiative: Financial Performance

2. Provide and promote responsible stewardship of Federal, State, and student resources.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Support the College's community engagement and defray fixed facilities costs by bringing public and private entities on campus.	<i>Utilization of conference spaces</i> ; percentage year-over-year	Develop appropriate metric; five percent (5%) increase over FY08 ■	Not done.
Internal control plan compliance	Decentralized record keeping	Place accounts receivable on Banner Develop procedures to address late payments	Training received from SunGard; on track to begin in FY10. Worked with Acctg & Finance to develop process to track outstanding payments. Going forward, delinquent accounts will be forwarded to collection (with proper notice).

Accounting & Finance	NECC Strategic Direction: 2, 3 and 5 Achieving the Dream Goal: 4, 5 NECC Key Performance Indicator (KPI): 3, 4
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Strategic Initiative: Internal Processes

3. Respond effectively to changing business practices and needs by leveraging technology, streamlining processes, and being creative.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Efficient business processes.	Minimalize non-value added interventions; accounting personnel performing clerical functions (distributing paper, copying, data entry).	Streamline no less than three major processes ■	Processes addressed include: cash reconciliation, purchase order returns, and inventory tracking
Leverage informative technology investments.	<i>Full use of existing Banner functionality</i> ; Accounting does not have Banner self-service finance; many reports require intervention of MIS.	Working with IT, prepare implementation plan for on-line requisitioning Working with IT, identify major reports that need to be placed in production Prepare instruction guide for frequently used Banner financial reports and queries ■	Training received from SunGard; implementation plan prepared and on schedule for FY10. Partnered with IT on Banner post-implementation assessment; reconciliation reports now run each night. Not done.
Manage and develop needed human capital to support business needs.	<i>Responsibility assignments consistent with experience, education and skills</i> ; FY07 Form 30 assignments.	Conceptual understanding of responsibilities; effective cross-training■	Minimal cross training done.
Knowledge of best practices in area of responsibility.	<i>Participation in system work groups</i> ; staff currently does not collaborate with other colleges.	At least three members of the team participates in either a system council, work group (grants, purchasing), or special initiative. ■	Team members attended the first annual SunGard-MA colleges user conference; staff regularly attended Comptroller and Purchasing meetings.

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Strategic Initiative: Internal Processes

3. Respond effectively to changing business practices and needs by leveraging technology, streamlining processes, and being creative.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Manage and develop needed human capital to support business requirements.	<p><i>Responsibility assignments consistent with experience, education and skills; FY07 Form 30 assignments.</i></p> <p><i>Performance metrics; currently no systematic way to measure outcomes as compared to the institutions.</i></p>	<p>Conceptual understanding of responsibilities; effective cross-training ■</p> <p>Working with other colleges, identify at least two performance or outcome metrics (for example: students receipts/personnel costs; bad debt as % total collections). ■</p>	<p>Present bursar team has experienced no staffing changes for at least 3 years; Form 30's are updated annually to reflect any changes; cross-training is on-going. Lawrence campus staff charged with bursar duties are updated and trained as needed.</p>
Participation in system work groups to explore and implement best practices.	Participation in system Bursar's work group.	Continued participation and dialog with other colleges, particularly around best practices that we can use (or share) and standardization of policies. ■	<p>Identified ad hoc workgroup, including: Holyoke, Roxbury, Berkshire, Cape Cod; also joined Hackett Finance best-practices website</p> <p>At least one representative from the Bursar's office attended every monthly Community Colleges Bursars Group meeting.</p>

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Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Manage and develop needed human capital to support business requirements.	<p><i>Responsibility assignments consistent with experience, education and skills; FY07 Form 30 assignments.</i></p> <p><i>Performance metrics; currently no systematic way to measure outcomes as compared to the institutions.</i></p>	<p>Conceptual understanding of responsibilities; effective cross-training■</p> <p>Working with other colleges, identify at least two performance or outcome metrics.</p>	<p>Present team has experienced no staffing changes in key areas for a number of years; Form 30's are updated annually to reflect any changes</p> <p>Not done.</p>

Facility Events	NECC Strategic Direction: 2, 3 and 5 Achieving the Dream Goal: 4, 5 NECC Key Performance Indicator (KPI): 3, 4
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Strategic Initiative: Internal Processes

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Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Manage and develop needed human capital to support business requirements.	<p><i>Responsibility assignments consistent with experience, education and skills; FY07 Form 30 assignments.</i></p> <p><i>Performance metrics; currently no systematic way to measure outcomes as compared to the institutions.</i></p>	<p>Conceptual understanding of responsibilities; effective cross-training■</p> <p>Working with other colleges, identify at least two performance or outcome metrics.</p>	<p>Cross-training provided to both Linda Hudson and Molly Neidhardt.</p> <p>Not done.</p>

Administration & Finance**2009**

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Strategic Initiative: Learning & Growth

4. Work collaboratively; be accountable.
5. Promote the American University & College President's Climate Commitment, and a healthy college environment.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Support and enhance a climate of trust and open, productive communications.	Personality-based communications and individual focus.	Keep agreements, accept consequences of individual actions and inactions, and understand and accept individual and team roles and responsibilities.	Participated in several team building, strengths quest sessions.
Improve critical staff skills.	Breathe of technical and professional skills; ability to sythesize data and information. Lack of backup in critical functions.	Every team member will take at least one Comptroller class in their area of responsibility All critical responsibilities will have back-up coverage.	Two of three accountants attended training sessions at State Comptroller's Office. Not done.
Reduce copier and printer usage.	FY08 usage.	25% reduction	Copier usage not tracked prior to FY09.

Strategic directions: (1) Engage Students as Active Learners; (2) Be the First and Best Resource for the Community; (3) Support Leadership at Every Level; (4) Embrace Diversity; and (5) Strive for Educational Excellence.

Achieving the Dream goals: (1) successfully complete developmental courses; (2) enroll in and successfully complete gatekeeper courses; (3) complete the credit hours they enroll in; (4) re-enroll from one semester to the next; and (5) earn certificates and degrees.

KPIs: (1) Transition and Developmental Course Completion Rate, (2) Gatekeeper Course Completion Rate, (3) Student Retention, (4) Degrees and Certificates Conferred and (5) Diversity of Faculty & Staff.

Bursar's Office

NECC Strategic Direction: 2, 3 and 5
 Achieving the Dream Goal: 4, 5
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Strategic Initiative: Learning & Growth

- 4. Work collaboratively; be accountable.
- 5. Promote the American University & College President's Climate Commitment, and a healthy college environment.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Support seamless and efficient processing of student information and payments.	Effective partner in One-Stop success.	Working with Enrollment Management, ensure staff continue with One-Stop Passport training■	Bursar staff attended every One-Stop Passport training session offered in the past fiscal year.
Reduce paper and copier usage.	FY08 reprographics usage.	5 % reduction as compared to FY08■	Copier usage not tracked prior to FY09.

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Administration & Finance**2009**

Facility Events

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Strategic Initiative: Learning & Growth

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5. Promote the American University & College President's Climate Commitment, and a healthy college environment.

Indicator (the specific)	Baseline	Outcome Measure / Target	Results
Reduce paper and copier usage.	FY08 reprographics usage.	5 % reduction as compared to FY08■	Copier usage not tracked prior to FY09.