

**MEETING OF THE BOARD OF TRUSTEES
OF THE EVERGREEN STATE COLLEGE**

June 12, 2003

Trustees Attending:

Sandra Ayesh
Deborah Barnett
Stanley Flemming
Karen Lane (by phone)
Merritt Long
Marilee Roloff

Absent: Bill Frank, Jr
David Lamb

Representatives to the Board:

Bonnie Marie, Alumni Representative
Kirk Talmadge, Staff Representative

Staff Present:

Don Bantz, Academic Dean/Acting Provost and Academic Vice President
Jim Beaver, Director of College Relations
Kate Lykins Brown, Public Information Officer
John Carmichael, Administrative Assistant to the President/Recording Secretary
to the Board of Trustees
Petra Carver, Director of Business Services
Art Costantino, Vice President for Student Affairs
Ann Daley, Vice President for Finance and Administration
Michel George, Director of Facilities Services
Edie Harding, Director of Governmental Relations
Robyn Herring, Environmental Health and Safety Coordinator
Lee Hoemann, Executive Associate to the President
Anna Kircher, Director of Computing and Communications
Beckie Kjer, Manager of Conference Services
Frank McGovern, Vice President for College Advancement and Executive
Director of the Evergreen State College Foundation
Tom Mercado, Director of Student Activities
Collin Orr, Special Assistant to the Vice President for Finance & Administration
Thomas L. Purce, President
Steve Trotter, Executive Director of Operational Planning and Budget
Bill Zaugg, Administrative Assistant for Budget

Others Attending:

Michaela Curtis-Joyce, S&A Coordinator (Olympia)
Howard Fischer, Senior Assistant Attorney General
Anthony Judie, S&A Board (Tacoma)

Thursday, June 12, 2003

Chair Flemming called the meeting to order at 9:15 a.m. at The Evergreen State College, Olympia with Trustees Barnett, Flemming, Long and Roloff present.

Executive Session

Dr. Flemming announced that the board would move into an Executive Session to discuss a personnel matter as provided in RCW 42.30.110. The board reconvened in open session at 9:55 with Trustees Ayesh, Barnett, Flemming, Long and Roloff present.

Capital Projects Update

Vice President Ann Daley asked Director of Facilities Michel George to provide a brief overview of major capital projects. Mr. George said that work on the Seminar II building continues. Staff are working with the contractor to adjust the building completion schedule, but expect to be on schedule for occupancy in January.

Mr. George said that the construction of the Child Care Center expansion continues with minimal change orders. The project is scheduled for completion at the end of September. Mr. George said that most of the work on the replacement of Evans Library Building roof will be complete in the next few weeks. The college has been able to add several additional elements to the project while staying within the budget for the work. Work on expanding the parking lots has begun. A soils analyst has tested the soil to ensure that the pavers will have a good base. Vice President Daley commended Mr. George's leadership, especially in light of the turnover in the Seminar II contractor's staff.

Thurston County Hazard Mitigation Plan

Vice President Ann Daley introduced the campus Environmental Health and Safety Coordinator Robyn Herring. Ms. Daley said that changes in federal regulations require the college to participate in a hazard mitigation plan as a condition of receiving federal disaster aid. Ms. Daley said that the board will be asked in July to adopt the Thurston County Hazard Mitigation Plan describing hazard mitigation projects at Evergreen. Ms. Daley said that the Evergreen projects included in the plan largely derives from the college's long-range capital plan, and it is understood that completion of the projects is dependent on available funding. After all the Thurston County jurisdictions participating in the plan give approval, the plan will be submitted to the Federal Emergency Management Agency for their approval.

Mr. George recognized Ms. Herring's extra work in support of Super Saturday.

Technology Planning Update

Vice President Ann Daley asked Director of Computing and Communications Anna Kircher to provide a report on information technology planning. Ms. Kircher described the growth in information technology services in recent years, and said this growth requires an increasingly broad set of skills to support increasingly mission-critical applications. Consequently, it is important to develop a long-range technology plan for the campus. The current draft of the plan identifies strategic directions, sets goals associated with those strategic directions, and lists activities under each goal. Development of the plan is continuing. At the same time, discussions are underway about collaborative structures for prioritizing the activities in the plan. A nearly final draft of the plan should be ready for campus-wide discussion in the fall.

Ms. Kircher also shared two documents that describe approaches to benchmarking information technology services in higher education institutions. One document includes a lengthy list of questions that prospective students can ask schools they are interested in attending. The other document provides seven quantitative benchmarks for higher education institutions.

Conference Services Update

Ms. Daley introduced Director of Conference Services Beckie Kjer and Director of Business Services Petra Carver. Ms. Kjer distributed the schedule of conferences scheduled at Evergreen over the summer. Of the 23 conferences scheduled, 14 are returning after having held conferences at Evergreen previously. Conference Services and Housing will employ 15 students for the summer. Ms. Kjer noted that the "Yoga for Living" conference, working with the Academic Division, will offer Continuing Education credits to participants. The Financial Futures process has identified both Continuing Education and Conference Services as ways to generate additional revenue for the college.

Report from The Evergreen State College Foundation

Vice President for College Advancement Frank McGovern introduced members of the Board of Governors attending: Chris Meserve, who will serve as Chair of the Foundation Board of Governors next year; Sinnamon Tierney, president of the Alumni Association; Jim Bennett, Vice Chair; Ken Cheney, Treasurer; Ronna Smith, representing the Friends of the Library; Margie McGroarty, president of the Greater Tacoma Community Foundation. Mr. McGovern said that John Hennessey, chair of the Board of Governors, was unable to attend the meeting.

Mr. McGovern said that the fundraising goal for the Annual Fund this year was \$300,000. Gifts currently total \$310,652, which is 30 percent over the previous year. Next year's goal will be \$350,000. Mr. McGovern invited the group to recognize Debbie Garrington, who is responsible for the Annual Fund. Mr. McGovern said that the college budget process this year recommended allocating money to modernize the phone-athon equipment.

Mr. McGovern said that the Foundation's overall fundraising goal was \$1.2 million. Overall gifts are approaching \$1.5 million, a 53% increase over the previous year and 25% above the goal. The goal for next year will be \$1.6 million. Mr. McGovern noted that the total number of gifts has also risen. He said that giving to support academic programs and giving to support students have also increased substantially in the past year. Mr. McGovern reviewed several new endowed scholarships, one-time scholarships, and other gifts in process. Finally, Mr. McGovern discussed new appointments to the Board of Governors and new members of the College Advancement staff.

Vice President for Finance and Administration Ann Daley reviewed the performance of endowments held by the Foundation and by the college. Ms. Daley said that the Foundation's endowments are invested with the University of Washington's Consolidated Endowment Fund (CEF); the college's privately raised endowments are invested through Merrill Lynch; the college's endowed public funds are invested in the Local Government Investment Pool. Ms. Daley reported on the investment performance in the three categories and compared the performance to available benchmarks.

Mr. McGovern asked Executive Associate to the President, Lee Hoemann, to discuss the proposed amendments to the agreement between the college and The Evergreen State College Foundation. Ms. Hoemann said most of the changes in the agreement are technical changes. The college is required to review the agreement on an annual basis. In addition, the agreement's language regarding the relationship between the two boards is updated to better reflect the roles of the two boards.

Motion **#6-01-03**

Ms. Roloff moved approval of the amended agreement between The Evergreen State College and The Evergreen State College Foundation (attached). The motion was seconded by Ms. Barnett and passed on a voice vote.

President Purce discussed plans for a comprehensive capital campaign to build financial support for the college. He said that as state support for public higher education shifts, non-state fundraising becomes an increasingly important part of the college's long-range planning. In addition to looking to summer school, conference services and other sources of college-generated revenue, fundraising will be an important part of the college's future. President Purce said that he believes it is time for the college to enter into the planning phase of a capital campaign with the goal of raising the level of overall giving to the college. The two-year planning phase would reach out to friends of the college, assess the potential for a campaign, set goals and identify costs. Planning would include conversations within the college to identify needs and begin to build a case for the campaign. In this initial "quiet" phase, which would begin July 1, the cost of the campaign would need to be identified and funded. Mr. McGovern said that the "public" phase of the campaign would begin in the fall 2005, when broader appeals for support would begin. President Purce said that he has begun discussions with people who might serve on a steering

committee for the campaign. Mr. McGovern said that the Board of Governors would like to meet with the Board of Trustees again in the fall to continue the discussion.

Recess for lunch

The board recessed for lunch. No business was conducted over lunch. After the break, Dr. Flemming called the meeting to order at 1:35 p.m. with Trustees Ayesh, Flemming, Lane (by phone), Long and Roloff present.

Services and Activities Fee Allocation

Vice President for Student Affairs Art Costantino said that the Services and Activities Fee Allocation (S&A) Board proposed a two-year allocation plan for Tier I organizations, which include Student Activity offices with staff positions associated with them. In addition, the S&A Board proposed a one-year allocation plan for Tier II organizations, which include 42 student organizations. Finally, the S&A Board recommended increasing the S&A fee by 5 percent for 2003-2004, contingent upon the passage of the final legislative budget. Vice President Costantino said that the S&A Board had engaged in a lengthy and intensive process to produce these recommendations. Director of Student Activities Tom Mercado noted that the recommendations include using some of the S&A fees to pay for refreshments at student events.

Mr. Mercado invited Michaela Curtis-Joyce from the Olympia campus and Anthony Judie from the Tacoma Campus to share highlights from the past year. Ms. Curtis-Joyce highlighted collaboration with students on the Tacoma Campus. She also noted that the S&A Board funded a new position in the Office of Sexual Assault Prevention, extended the CPJ advisor position to 11 months, and funded 58 special initiatives. She also said that a new student organization, Students Educating Students About the Middle East (SESAME) had been very active. In addition the S&A Board spent 30 hours deliberating over four days regarding a difficult situation related to student coordinator hours. Mr. Judie noted that this was the first year the Tacoma S&A Board operated under the guidelines approved by the Board of Trustees a year ago. Three student organizations were funded at the Tacoma campus. The Tacoma S&A Board also created a Program Coordinator position.

Motion #6-02-03

Ms. Roloff moved approval of the S&A budget for 2003-2005 totaling \$4,377,213, including Tier I allocations for 2003-2005 and Tier II allocations for 2003-2004, and to approve an increase in the Services and Activities Fee of five percent for 2004-2005, contingent on final legislative authorization. The motion was seconded by Ms. Ayesh and passed on a voice vote.

Temporary Spending Authority

Executive Director for Operational Budget and Planning Steve Trotter said that the College Budget Council has received the final legislative budget and will be providing the president with recommendation for balancing the college's operating budget for 2003-2005. Mr. Trotter recommended that the board approve temporary spending authority until the July board meeting to allow time for the College Budget Council to complete its work.

Mr. Trotter described elements in the final legislative budget. The budget provides two opportunities for the college to seek additional funding for enrollment. The Office of Financial Management will allocate 400 FTE funded at \$7,800/FTE to increase the number of community college transfers. The Higher Education Coordinating Board will allocate funds for high-demand enrollments, which could include the college's Tribal MPA program. Mr. Trotter said the final legislative budget includes some resources to address recruitment and retention of faculty and professional staff. Employees will see an increase in the cost of health benefits. The college received full funding for maintenance and operation of the new Seminar II building.

Motion
#6-03-03 Ms. Roloff moved to grant temporary operating spending authority to the president until the July board meeting. The motion was seconded by Mr. Long and passed on a voice vote.

Capital Budget Spending Plan

Vice President for Finance and Administration Ann Daley described the legislative capital budget. The college requested \$38.8 million and received \$36.8 million. The college received \$2.5 million to complete and furnish Seminar II, rather than the \$4.5 million requested. The college received the full amount requested for beginning the renovation of the Evans Library building. President Purce noted that over the past three years, more than \$99 million in capital resources have come to Evergreen.

Motion
#6-04-03 Ms. Roloff moved to approve the 2003-2005 capital budget spending plan of \$36,884,001 and to approve 2001-2003 capital re-appropriations of \$17,100,000. The motion was seconded by Mr. Long and passed on a voice vote.

Approval of Minutes

Motion
#6-04-03 Ms. Roloff moved approval of the minutes of the May 13-14, 2003 meeting. The motion was seconded by Ms. Ayesh and passed on a voice vote.

Election of Officers

Trustee Long said that after discussions with colleagues he proposed that the current slate of officers continue for another term: Dr. Flemming, Chair; Ms. Barnett, Vice-Chair; Ms. Roloff, Secretary.

Motion
#6-01-03 Mr. Long moved to elect Dr. Flemming as Chair, Ms. Barnett as Vice Chair, and Ms. Roloff as Secretary for the 2003-2004 term. The motion was seconded by Ms. Ayesh and passed on a voice vote.

Report from the Chair

Dr. Flemming reported that the college received a \$500,000 grant from The Atlantic Philanthropies. The grant will be used to enhance teaching and learning, to strengthen community partnerships, and to increase college capacity. Dr. Flemming credited the work of President Purce in elevating the profile of the college. Dr. Purce said that when the Foundation's program manager visited campus, he was impressed by the college's faculty, staff and students.

Report from Student Trustee

Ms. Ayesh said that the governor had not yet appointed a new student trustee. Ms. Ayesh said that she will graduate on June 13.

Report from Staff Representative

Kirk Talmadge reported that he has talked with staff who are very proud of the successful implementation of the Banner Finance system.

President's report

President Purce reviewed recent events on campus. He said that he had several discussions with individuals and groups on campus regarding events in the Middle East, and the Israel/Palestine conflict. Some faculty and members of the local community expressed concerns about the campus being open to hearing other voices. President Purce said that he also had heard from faculty who described their efforts

to present a wide range of views in classroom discussions. President Purce said that he hoped to use the next year to create opportunities for further discussion and learning about these issues.

President Purce reported on a recent meeting of the Joint Governing Boards working group. He said that the group concluded that they had made progress through the Evans/Gardner capital initiative and that, given the number of other groups discussing the future of higher education, it is important that the state's Trustees and Regents continue to have a visible and organized presence in these discussions. The group decided to re-configure with smaller numbers, including one representative from each of the colleges, one college president, and a representative from the community and technical colleges.

President Purce reviewed other recent and upcoming events, including an alumni event in Bellingham, a house concert at the President's Residence, the new faculty retreat, and the annual meeting of the Council of Public Liberal Arts Colleges.

President Purce distributed copies of his self-evaluation to members of the board.

Report from the Alumni Representative

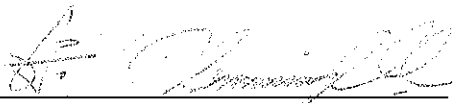
Bonnie Marie and Sinnamon Tierney reported on the activities of the Alumni Association. Ms. Tierney said the association is selling flowers at graduation and hosting the Greener Oasis at Super Saturday. The association recently awarded two alumni grants and one scholarship. At the associations' annual meeting, new board members will be voted in, raising the number of board members to twenty. Finally, Ms. Tierney said that the association is looking forward to the hiring of a new alumni director.

Public Comment

Dr. Flemming invited comments from the public. No comments were made.

Adjournment

Dr. Flemming adjourned the meeting at 3:25 p.m.



Stanley L.K. Flemming, D.O, M.A., Chair



Marilee K. Roloff, Secretary

Attachment: Amended Agreement between The Evergreen State College and The Evergreen State College Foundation

AMENDED AGREEMENT
Between
THE EVERGREEN STATE COLLEGE
And
THE EVERGREEN STATE COLLEGE FOUNDATION

This Agreement is entered into by and between The Evergreen State College ("College"), and The Evergreen State College Foundation, a nonprofit corporation ("Foundation").

WHEREAS, the College, pursuant to RCW 28B.40.120(10), may receive such gifts, grants, conveyances, devises and bequests of real and personal property from whatsoever sources, as may be made from time to time, in trust or otherwise, whenever the terms and conditions thereof will aid in carrying out College programs; and

WHEREAS, the College has, from this express power to receive property, the implied power to solicit the same; and

WHEREAS, the College, has the authority to enter into contracts for these and other lawful purposes; and

WHEREAS, the Foundation, as a tax exempt organization must be organized and operated exclusively to receive and administer property and to make expenditures to or for the benefit of the College; and

WHEREAS, the Foundation is empowered to solicit and receive property and to make contributions, grants, gifts and transfers of property to the College and/or Foundation; and

WHEREAS, the Articles of Incorporation of the Foundation set forth in Article III of the purpose of the Foundation to be as follows:

The Foundation is organized in order to operate exclusively for the purposes of promoting, supporting, maintaining, developing, increasing and extending educational offerings and the pursuit thereof at or in connection with The Evergreen State College; and, in the furtherance of the foregoing, to conduct any and all scientific, literary, charitable and educational activities permitted both to an organization exempt under Section 501(c)(3) of the Internal Revenue Code, or acts amendatory thereof or supplementary thereto, and by chapter 24.03 RCW, as now or hereafter amended.

The phrase "educational offerings" as used in this article shall be construed to mean and include all activities designed to facilitate and/or enhance the cultural, educational, living and operational conditions at The Evergreen State College; establish, acquire, maintain, enlarge and expand the curriculums, services, faculty, staff and the real or personal properties of The Evergreen State College; and provide financial or other assistance to the students, faculty and staff of The Evergreen State College in their efforts to acquire an education.

The primary objective and purpose of the foundation is to create and found a charitable, educational, not-for-profit foundation for the sole benefit of The Evergreen State College, Olympia, Washington, to assist, strengthen and further in every proper and useful way the purposes, work and services of the College, and to develop, enhance and utilize the ties of interest, concern and affections existing between the College and its alumni and friends throughout the state and nation.

and

WHEREAS, the Foundation and College recognize that close collaboration and cooperation is necessary to (a) appropriately serve the educational mission and priorities of the College; and (b) to avoid competition for funds or unproductive duplication of effort;

NOW, THEREFORE, the parties hereby agree as follows:

I. SEPARATE OBLIGATIONS

A. The Foundation shall:

1. Expend its best efforts to seek to accrue gifts, grants, conveyances, devises, and bequests of money and real and personal property for the benefit of the College. For this purpose, the Foundation will design and implement programs and procedures approved by the College to solicit and receive such money and property and also to acquire such property by purchase, lease, exchange or otherwise, all to further the purposes of the educational mission of the College as defined from time to time by the College and its Board of Trustees in stated goals, objectives, and priorities;
2. Comply with all applicable federal and state laws. For this purpose, the Foundation will establish rules and procedures for the management of all affairs of the Foundation in accordance with (a) the requirements for tax-exempt entities under the federal Internal Revenue Code, including its section 501(c)(3), and (b) the laws of the state of Washington applicable to the Foundation, including but not limited to those charitable solicitations (e.g., chapter 19.09 RCW) nonprofit corporations (e.g., chapter 24.03 RCW) and the authority of state agencies, e.g. RCW 11.110 and 43.09;
3. Tender to the College immediately all gifts and donations it may receive wherein the College is designated as recipient, and properly account and be responsible for all donations which designate the Foundation as recipient;
4. Accept, hold, administer, invest and disburse such funds and properties of any kind or character as from time to time may be given to it, in accordance with the terms of such gift, provided, however, that any restricted gift which in any way obligates the College shall not be accepted by the Foundation without the prior written consent of the College President or the Vice President for Advancement;
5. Make contributions, grants, gifts, and transfers of property, both real and personal, either outright or in trust, to or for the benefit of the College;

6. Use all assets and earnings of the Foundation for the benefit of the College or for payment of necessary and reasonable expenses of the Foundation. No part of such assets and earnings shall accrue to the benefit of any director, officer, member or employee of the Foundation or of any other individual, except for appropriate payment of reasonable compensation for services actually rendered or reimbursement of reasonable expenses necessarily incurred;
7. Not merge, consolidate, or change the Foundation's Articles of Incorporation without the written consent of the College which consent shall not be unreasonably withheld;
8. Foundation staff shall act in cooperation with the College faculty and staff and conduct themselves in accordance with the College's operational policies and procedures, recognizing the supporting role of the Foundation to the College and the College's rights and obligations in setting appropriate directions for the College and the Foundation;

B. The College shall:

1. Provide the Foundation with office space, including utilities, use of office furniture, file cabinets, telephones, and associated equipment, warehouse space for temporary storage of donated materials and equipment as well as office files. Items included, but not limited to, are fax machines, copy machines, computers, and printers;
2. Provide the Foundation with use of office machines, materials and services as reasonably required for its operation. Items included, but not limited to, are consumable office supplies, telephone service, postage, computers, printers, fax machines, copy machines, photocopying, any printing and design services, facsimile transmission, duplication, publications; travel and per diem associated with fund raising; Annual Fund programmatic expenses (e.g., printing, postage, telephones, electronic telemarketing systems including maintenance and license fees, telephone service, students), food and meals that would otherwise fit within the light meal and refreshment policy for business meetings (e.g., board meetings, retreats), audio-visual equipment and services, and part-time professional and/or staff services including contracted personal services. The time allocated to services to the Foundation shall not be full-time for any College employee.

II. ACCOUNTING AND AUDITING

To provide proper accounting and auditing for the property and services provided by each party under Article I:

- A. The College business office shall perform accounting and fiscal functions.
- B. By May 15 before each fiscal year (July 1 through June 30), the College business office shall prepare a budget showing all anticipated transactions and services under this Agreement for that upcoming year, including all space and equipment, supplies, personnel, and other services the College expects to provide to the Foundation. The executive director of the Foundation and the president of the College, and/or their designees, will review and approve that budget.
- C. The value of all space and equipment, supplies, personnel, and other services which the College provides to the Foundation shall not exceed the total amount of \$1,500,000 in any fiscal year.

The College will regularly keep track of the space and equipment, supplies, personnel, and other services it is providing to assure that this maximum amount is not being exceeded. The College business office will annually prepare, and the executive director of the Foundation and the president of the College and/or their designees will annually review a post-closing summary of the transactions between the two parties to assure that this maximum has not been exceeded.

- D. The Foundation shall annually confirm to the College (1) that it has fully complied with its obligation to expend its best efforts to seek to accrue gifts, grants, donations and endowments for the benefit of the College and (2) that it has used all assets and earnings of the Foundation for the exclusive benefit of the College or the payment of necessary and reasonable administrative expenses of the Foundation. For this purpose, the Foundation will list its accomplishments for the preceding year and share with the College its revenue and expense statements for the preceding year and its end-of-year balance sheet. This shall be presented to the College in the Foundation's annual report.
- E. The Foundation is a separate entity from the College, and shall be annually audited by a reputable independent accounting firm. The Foundation's Treasurer and the College's Vice President for Finance and Administration, and/or their designees, shall fully cooperate with the independent accounting firm in providing necessary financial documents.
- F. The College is a state institution of higher education, and shall be audited by the State Auditor's Office.
- G. The Foundation shall permit the president of the College, or the president's designee, to inspect and/or copy all Foundation books, accounts and records at all reasonable times in order to determine compliance with the commitments made in this Agreement. The president's designee may include institutional or state auditors. Nothing herein shall be deemed to affect the rights and responsibilities of the State Auditor.

III. OTHER AGREEMENTS

- A. Independent Capacity: At all times and for all purposes of this Agreement, each party shall act in an independent capacity and not as an agent or representative of the other party.
- B. No Indemnification: Each party shall be responsible for the actions and inactions of itself and its own officers, employees, and agents acting within the scope of their authority.
- C. No Assignment: This Agreement is not assignable by either party, in whole or in part.
- D. Governing Law and Disputes: The laws of the State of Washington shall govern this agreement. Before instituting any legal action hereunder, a party, through its chief executive officer, shall meet with the chief executive officer of the other party and attempt in good faith to resolve the disagreement. Venue of any action hereunder shall be in Thurston County Superior Court.

- E. Entire Agreement: This constitutes the entire Agreement of the parties, including all oral understandings, on the subject of their general and overall relationship. However, the parties may enter into other stand-alone agreements on specific subjects. All such agreements shall be in writing and signed by the parties and approved as to form by the Attorney General or designee.
- F. Modification: No alteration or modification of any term of this Agreement shall be valid unless made in writing, signed by the parties and approved as to form by the Attorney General or designee.
- G. Termination: This Agreement shall continue until terminated. It may be terminated by either party only at the end of a State fiscal biennium, upon written notice to the other party given at least ninety (90) days in advance. However this Agreement or a successor overall agreement with the College shall be necessary for the Foundation to operate.
- H. Expiration: This Agreement shall expire on June 30, 2005.

IN WITNESS WHEREOF, this Agreement has been executed by and on behalf of the parties on this _____ day of _____, 2003.


THE EVERGREEN STATE COLLEGE FOUNDATION

THE EVERGREEN STATE COLLEGE

By

By

 President and Chair
 The Evergreen State College Foundation



 Chair, The Evergreen State College
 Board of Trustees

Approved as to form:

_____ day of _____, 2003.

 Assistant Attorney General

IV. Foundation Expenses Assumed by College

Allowed (paid for by the State budget)	Disallowed (must be paid for from the Foundation budget)
<ul style="list-style-type: none"> • Consumable Office Supplies • Telephone Service (telephone, cell phones, facsimile transmissions, calling cards) • Postage & Stamps • Office Machines and Electronic Equipment (computers, printers, fax machines, copy machines, audio-visual, telephones) • Printing, Duplication, Photocopying • Design Services • Publications • Travel & Per Diem Associated with Fund Raising • Annual Fund Programmatic Expenses (printing, postage telephones, telephone service, student employee expenses) • Food & Meals for Business Meetings - - That Would Otherwise Fit Within the Light Meals & Refreshment Policy (board meetings, board and staff retreats) • Audio-Visual Services • Part-Time Professional and/or Staff Services – including contracted personnel services • Office and Warehouse Space • Utilities • Office Furniture (desks, file cabinets) 	<ul style="list-style-type: none"> • Auditor Expenses • Legal Expenses • Tips • Holiday Cards (printing, postage) • Food & Meals for Social Situations (recognition events, banquets) • Tickets (concerts, sports, museums) • Food & Meals for Annual Fund Callers • Gifts (for donors and/or staff)

In order for the college to assume these expenses, the amounts should be expensed against 424070. (This is a pass through account to 148505 (college account).