

FULL BOARD MEETING
March 28, 2018
SUMMARY

- TRUSTEES PRESENT:** Sue Mailman, Linda Cavaoli, Lucille DiLeo, Juan Gomez, Geraldine Herlihy, John Lafleche, Tammy Murray, Kimberly Roy, Stephanie Teixeira,
- TRUSTEES ABSENT:** Jennifer Davis Carey, Edward Moore, Kimberly Roy
- OTHERS PRESENT:** President Pedraja, VP Steve Marini, Interim VP Nancy Schoenfeld, Assistant VP Deb LaFlash, Interim Executive Director of HR Beth Austin, Asst. VP Kathy Rentsch, Dean Ingrid Skadberg, Dean Leslie Horton, Dean Pat Schmohl, Dean Michelle Tufau Afriyie, Beth Fullerton, Professors Betsy Zuegg, Susan McPherson, Jane Gauthier, Jennifer McKeon, Kathy Frederickson, Lisa Cook; Mrs. Juan Gomez; Selina Boria, Board Secretary; Lisa DiGiusto from O'Connor and Drew; Matthew Noyes, DHE
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1. **Meeting commenced at 5:00pm by Chair Mailman**
DHE Director of Trustee and Government Relations, Matt Noyes joined the meeting at 5:25pm.
2. **Board Meeting Calendar: CHANGES:** An **Executive Committee** meeting has been added to Monday, April 23rd at 4:30pm. A **Strategic Planning meeting** has been added on Monday, May 14th for all Trustees. **June 6th Committee meetings have moved to June 5th.**
3. **Minutes of the November 29, 2018 Meeting**
Upon a motion duly made, the Minutes of the January 24, 2018 Full Board Meeting were approved.
4. **Standing Committee Reports:**
 - A. **Audit and Oversight**
Trustees Cavaoli (Chair), DiLeo, Gomez, Herlihy, and Moore
 1. **A-133 Single Audit Report** ~ Lisa DiGiusto from O'Connor & Drew
Ms. DiGiusto reviewed the report which was an audit of the student financial aid cluster. There were two findings, but it was noted that neither one is typical. The first one involved a student who was not enrolled full time and received aid in error. The student transferred into an audit class for personal enrichment for 2 credits which isn't eligible for FA, since not applied to GPA. It was noted he doesn't have to pay it back, it will just get applied to students loan repayment amount. The second finding is about ISIR, which is a program that mirrors a parent's tax return and spits out an award and the amount of students living in the household. There was a change to 1 students household that was not update in the system. Details of both findings can be found in the report on

file in the President's Office. The final pages of the report show corrective action has been taken and management's correction action plan.

* Linda and others gave kudos to the team for not having a repeat finding from the previous year and for the great work of the College, Steve's team and the Financial Aid team for their exceptional work which is reflected in this audit.

Upon a motion duly made, the Board voted to accept the report as presented.

2. Trust Fund Budget Report for Current Period ~ VP Steve Marini and Assistant VP Deb LaFlash

VP Marini gave a brief overview of the FY18 budget. The report reflects 67% of the year. Total revenue received is at 90.6% and expenditures are just up a small amount vs. last year at 63%, but overall still in good shape.

Upon a motion duly made, the Trustees voted to accept the Trust Fund Report as presented.

3. FY19 Budget

Trustee Cavaioli noted the new financial pie charts are very beneficial for understanding expenditures in each cost center. The A&O is making a recommendation based on these drivers which impact the budget: enrollment, state appropriation (1% increase per Governor's budget), and student fees. The various scenarios show a balanced budget along with strategic investments and contingencies. The A&O recommendation is to accept a budget with a projected decline in enrollment of 3%, plus a \$2 per credit increase in fees. Steve reviewed the projections from the other colleges. Projections vary from 6% to flat. QCC IRAP helped track trends to determine the enrollment projection of a 3% decline. Luis stressed issue of retention vs. getting new students in. He addressed challenges the College is addressing around student support services and the plans for a Student Success Center (a One Stop Enrollment Center). Trustee Teixeira asked about what the other schools have done previously as far as fees. Steve noted several have done small increases yearly, while those making a large fee increase next year have not made an increase recently which is resulting in a large jump now, some as high as an increase of \$10 per credit. QCC is among the lowest of planned increases.

Trustee Lafleche thanked Trustee Cavaioli for her work and expertise and work of the A&O to establish this recommended budget, especially with only a 1% increase from the state when expenses don't hold at a 1% increase. The 3% is aggressive but challenges the College to meet it with enrollment.

Trustee Teixeira inquired about the fee increase and student bills that have already gone out. How does this get handled? Ms. Cavaioli noted, students get notified right away of the increase and added expense. This is the earliest the BOT has actually approved a budget. So far, 1700 students at 14,000 credits are currently enrolled already and will be notified of the fee change.

Upon a motion duly made to approve the budget as presented with a projected 3% decline in enrollment, a 1% increase from state appropriation, a 15% cut in cost centers and a \$2 fee increase per credit, Chair Mailman called for a roll call vote.

Trustee Teixeira voted Nay and all others approved the budget as proposed.

4. Dental Lab

VP Marini noted there is a need to make this significant strategic investment for our students and for the College to maintain accreditation. The amount requested is \$650,000 to be paid out of College Reserves and not the operating budget.

Upon a motion duly made, the Trustees approved the Dental Lab upgrade expense, to be paid out of College Reserves.

5. Door Locks

The College is requesting \$189,000 as a one-time expense to be paid out of College Reserves to install door locks on all classrooms and meeting spaces. Mr. Lafleche inquired about handicap accessibility and VP Marini assured it has been considered in the planning.

Upon a motion duly made, the Trustees approved the expense of \$189,000 for door locks, to be paid out of College Reserves.

Trustee Cavaioli had to excuse herself at 5:40pm

B. Strategic Planning, Education, and Student Success

Trustees Lafleche (Chair), Davis Carey, Murray, Roy, and Teixeira

1. Enrollment Update ~ Michelle Tufau Afriyie, Dean of Enrollment Management

Michelle presented the Spring '18 enrollment report and shared that Spring came in at a 3.7% decline in credits from the previous spring, but is within the College's projected 4% decline for the budget.

Questions were raised on the Healthcare Associate chart and the leveling off of the enrollment. Dean Pat Schmohl is looking into the slow trend down and he noted most programs are contingent upon clinical placements, which is a challenge. Some sites have been eliminated, such as Harrington, which does create a reduction in placements. Overall all healthcare programs have been holding steady. Some students leave a Healthcare program and go to General Studies Healthcare. Hospitals are moving toward Bachelors prepared students, which makes it more difficult for placements of AS students. Our partnership WSU and the 3 + 1 program helps us. 90 credits are earned at QCC and the last year at WSU. Some reason for losing clinical sites - Harrington Hospital closed their maternity unit and Milford Hospital only accepts BS program students.

Upon a motion duly made, the Spring '18 enrollment report was accepted.

2. Strategic Plan~ Assistant VP Kathy Rentsch

Ms. Rentsch highlighted the work so far by the team and faculty and staff, beginning with all College Day in January, the creation of goals and 4 to 5 strategies under each goal. Sample objectives have been created and in hands of E-team. These objectives were created by the Core Team with recommended project managers to drive groups to come up with the strategies, action items and metrics. Trustee Murray inquired about where retention falls - Ms. Rentsch shared it is under Goal 1 and Student Success. 1.2 and 1.3 are likely (however,

it was noted that the word 'retention' not listed anywhere.) Trustees requested the documents sent to them about 1 week prior to the May 14th meeting to review and come prepared with questions. Sue reiterated 'Retention' is a big word and should have more high level attention.

3. Emeritus Approval

The following candidates were presented for Emeritus status to be awarded at Commencement. All candidates are recommended for approval by the Emeritus Committee, the VP and President.

Professor Carol Murphy, Accounting/Business Administration

Professor Linda LeFave, Radiologic Technology

Professor Eileen Potvin, Mathematics

Upon a motion duly made, the Trustees approved the awarding of Emeritus status and the three candidates presented.

4. Tenure Approval

It was noted that all employees recommended for Tenure have met the criteria in accordance with Article 11.03 of the MCCC/MTA Contract. Criteria met for each candidate per contracts.

College Members recommended for Tenure: Tamara Strouth, Dawn Kiritsis, Jenna Glazer, M. Beth Fullerton, Meghan McCrillis, Benjamin Benton, Jessica Crowley, Maryann Kania, Linda Lovejoy-Smith, Katherine Soal, Byron Thomas, Teresa Varriale Gonzalez, Jane Joyce Kirsten Daigneault

Upon a motion duly made, the above mentioned members of the College were approved for Tenure.

5. Personal Care Attendant Policy

This proposed policy was updated by the Student Services Council and went through the Governance System. It is in reference to students who may require a personal care attendant on campus.

Upon a motion duly made, the Personal Care Attendant Policy was approved.

C. Executive

Trustees Mailman, Cavaioli, Lafleche, and Murray

- 1. President Evaluation** - Chair Mailman noted the evaluation materials will go out in June for a final approval for the fall to go to the BHE. The Board will also conduct a Board self-evaluation.
- 2. Sabbaticals**- The approval of sabbaticals was previously tabled from the January meeting. The Executive Committee revisited the recommended candidates and budgetary requirements are recommend approval.

Sabbatical applicants: Professors Cheryl Finn, Kathy Frederickson and Lisa Cook
Upon a motion duly made, all three candidates recommended for Sabbaticals were approved.

- 3. Trustee Citizen's Award** - The Executive Committee recommends Lt. Miguel Lopez, former College Trustee and Vice Chair. They want to recognize him for all the work he has done and continues to do for the College.

Upon a motion duly made, Lt. Miguel Lopez was approved to receive the Trustees' Citizen's Award to be recognized at Commencement.

5. Other Business

- 1. Sabbatical Presentation** ~ Professor Timothy LaFontaine (Postponed to June Meeting)
- 2. Board Giving** - With fiscal year ending in June, Chair Mailman is requesting all Trustees make a donation to the Foundation so we have 100% Trustee giving. The dollar amount does not matter, just the giving. She noted it is important to have full Board participation when going for Grants and other asks to express that the College has 100% participation. Endowment is near \$5million. Foundation President Moe Boisvert is also looking to get more named scholarships and Karen Rucks has the information.
- 3. Conflict of Interest** - Annual distribution and all Trustees requested to turn in the signed acknowledgement.

6. President's Report

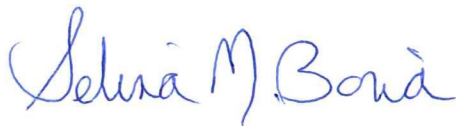
- 1. Informational Personnel Items** - standard report distributed with personnel changes, hires, leaves etc.
- 2. President's Out-of-State Travel** - Dr. Pedraja attended the ACCT Conference in DC with Chair Mailman and Student Trustee Teixeira. Many meetings with leaders, both Senators and local Congressman. Ms. Mailman shared Secretary Acosta's presentation was impactful about Labor and Workforce. Stephanie and Luis met with Congressman McGovern and he was concerned with what QCC needs and they expressed campus food insecurities. He has requested we pair with a western MA school for an agriculture program. Stephanie working to build up political support and infrastructure for a bigger greenhouse and a program on campus. Potential for a budget line item at the state level if we move forward. Luis has spoken with MWCC and idea of partnerships on this project to strengthen and support each other. Stephanie was asked to sit on the National ACCT Student Board.
- 3. President's Leave Time**- 4 personal days used.
- 4. Ongoing Initiatives:**
 - Luis highlighted the statewide trustees conference and meeting of Trustees and Presidents across the state. He shared he is going to another summit in DC about Latino Student Success - only MA President attending. Meet with more legislatures and as part of the conference, establish a national agenda for increased Latino student success.

- **Launching a new website** - will go live Monday, April 2nd - a new look. Functionality and new menus and improved image.
- Recently met with **St. Vincent's Hospital** and potential partnerships. Need more Case Managers. We are looking at developing a program for training Case Managers.
- **Alignment USA** initiative update. Team created with many local partners - WPS, YWCA, WSU etc. In 2 weeks their CEO will be here to make the initial presentation and determine if it will work here - began in Nashville. A model city for education and alignment of resources. If we join, we will be the first in New England.
- Update on **Early College** and a planning grant proposal we are awaiting approval. Still moving forward. Tammy - who teaches? College faculty teach or those who have been vetted through the faculty and meet requirements. Goal is to have 2000 students enrolled in Early College over 5 years.
- **MWCC, FSU and WSU** meeting held to continue collaboration and partnerships and admission pooling. Involves joint admission to the 4 years who don't automatically get accepted, but can start there and transition over when a set becomes available. Also exploring the idea of pooling resources for under enrolled programs.

Next full board meeting is Monday, May 14, 2018 to review the Strategic Plan.

Upon a motion duly made, and with no further business to be presented to the Board, the meeting was adjourned at 6:25pm.

Respectfully submitted,



Selina M. Boria
QCC Board Secretary