

## **BOARD OF TRUSTEES RETREAT**

**September 12, 2018**

### **MEETING SUMMARY**

**Board Members Present:** Susan Mailman, Chairperson, Linda Cavaioli, John Lafleche, Geri Herlihy, Juan Gomez, Lucille DiLeo, Kimberly Roy, Benjamin Aryeh

**Board Members Absent:** Tammy Murray, Vice Chairperson, Jennifer Davis Carey, Edward Moore

**Others Present:** President Luis Pedraja, VP Steve Marini, VP Lillian Ortiz, VP Nancy Schoenfeld, Assistant VP Deb LaFlash, Assistant VP Kathy Rentsch, Dean Ingrid Skadberg, DHE Director of Trustee Relations Matt Noyes, Executive Assistant to the President Selina Boria

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**The Retreat began with a tour at 3:30pm of the Southbridge Campus by President Pedraja and Assistant VP Victor Somma.**

**TRUSTEE OVERVIEW AND RESPONSIBILITIES:** DHE Director of Trustee Relations, Matt Noyes

Mr. Noyes gave an overview of trusteeship and trustee relations. He distributed packets – Higher Ed Authority Overview for Massachusetts Board of Higher Ed, UMass Board of Trustees and Community College and State University Trustees. He discussed the role of the BHE as a point of coordination of governance in public Higher Ed. He reviewed jurisdiction, tuition and fees. Mr. Noyes reviewed the system level strategic framework – the Big 3 Statewide Priorities: More accessible & affordable, close gaps in student opportunities and achievements, and improve completion rates. Examples of Big 3 engagement – Early College, 100 Males, MassTransfer, Commonwealth Commitment, online learning and assessment, and MassGrant Plus. There was discussion about MassGrant and who will be receiving funds and how much, such as number of students and dollar amount from the state. Statewide, an additional \$7million will be disbursed.

Mr. Noyes highlighted upcoming **Trustee Professional Development** opportunities: January 29<sup>th</sup> – New Trustee Orientation at MassBay, March 28<sup>th</sup> – Annual Trustee Conference in Westborough. The new performance measurement tool will be distributed at the conference and additionally there will be sessions for Board Liaisons.

### **COLLEGE BUSINESS:**

#### **1. Bid Updates**

- a. **Dental Clinic** – informational item notifying group that Patterson Dental was the sole bidder.

- b. **Campus-wide Lock Replacement** – informational item notifying group of 3 bidders with the award going to Builders System Inc., Auburn, MA. Note – DCAM has fully funded the project and funds will not be needed out of Reserves or own college capital.
- c. **ADA Compliance** – This request is for approval of exterior site accessibility work and walkways. Proposals received from 3 companies with Empire Design and Construction the low bidder, but requires Board approval since project over \$300K. (\$365K)

***Upon a motion duly made, the Board of Trustees approved the awarding of the ADA Exterior Site Accessibility project to Empire Design & Construction.***

## **2. Budget Update**

- a. **FY18** – VP Marini reported that with all revenue and expenses reported, the budget is balanced and \$96,248 will be returned to Free Cash/Reserves.
- b. **FY19** – VP Marini gave an update of the current budget, which covers 16.7% of the fiscal year. Total revenue received is 47.1% of projected revenue, which includes tuition and fees. He noted that budget from the State was higher than expected due to the inclusion of a supplemental budget for collective bargaining.

***Upon a motion duly made, the Board of Trustees accepted the Trustee Report as presented.***

## **3. QCC/WSU Comparisons**

VP Marini gave an overview of the Comparison per Credit Chart distributed to Trustees. It was noted that QCC is only more expensive compared to 1 three credit course taken at WSU in 'Continuing Ed' (night courses). When more than three credits taken at QCC vs. WSU, QCC is less expensive. Trustee Lafleche inquired about looking at fees for students who only take 1 course and crafting fees so that when 1 three credit course is taken, it will be cheaper. This will be looked into by VP Marini.

## **4. Sabbaticals**

VP Schoenfeld reviewed the 2 applications for sabbatical. **Professor Charlene Mara** submit a proposal for half a year leave at full salary and **Professor Patricia Hutchinson's** is requesting a full year leave at half workload and full salary. VP Marini noted that \$30K has been budgeted per semester for the cost of sabbaticals.

***Upon a motion duly made, the Board of Trustees approved sabbaticals for Professor Charlene Mara (1/2 year, full salary) and Professor Patricia Hutchinson (full year, ½ workload, full salary).***

## **5. Enrollment Report**

VP Ortiz presented a brief update of enrollment to date noting the College is within the target of a 3% decline with the headcount at 1.2% and FTE at 2.4%. The freeze date is October 1<sup>st</sup>, which is when final numbers will be recorded.

## **PRESIDENT AND BOARD EVALUATION RESULTS**

The Trustees reviewed the results. Trustee Lafleche noted it would be helpful for the Board members to look at areas of 'Don't Know'. Accreditation was discussed as an item they request more information. VP Schoenfeld noted the College just completed its 5 year Self-Study and this will be presented to the SPESS Committee in October. Another topic addressed was the reduction of diversity on the Board over the past couple of years by the Governor. The Board will be cognizant of future recommendations for appointment. The letter and summary to the Commissioner were reviewed and Matt Noyes was asked about the approved max merit increase from the Commissioner and he noted it has not been established yet.

**Evaluation Instruments** – the group agree that the instruments are too granular and some items no longer relevant. Trustee Cavaioli shared it was an old template created to align with the Vision Project. The group agrees it needs to be assessed, as there is no statewide template for all community colleges to follow. The SPESS committee will evaluate the instruments and propose edits that better align with the College Strategic Plan and the Statewide 'Big 3'.

***Upon a motion duly made, the Board of Trustees approved the evaluation letter and summary to the Commissioner and the recommendation of President Pedraja to receive full merit increase as set by the State.***

***\*Board members took a dinner break from 5:30pm to 6:00pm. Trustee Gomez had to depart at this time and Trustee Roy arrived.***

## **2018-2023 STRATEGIC PLAN**

Assistant VP Rentsch reviewed the 5 goals and the three documents associated with the plan – the Strategic Plan, the Operational Plan (internal work plan to meet goals) and the Metrics.

Dean Skadberg walked the Trustees through each Goal and its associated Metrics. There are 8 Metrics for Goal 1 and the Trustees questioned the demographics chart associated with Metric 6 and the cohort from 2015 is not same as cohort reported in 2018. Ingrid noted it is a snapshot of our demographic and not an exact figure over the 3 year period.

Goals 1 and 2 have two combines Metrics. Goal 2 has two Metrics. Goal 3 is captured more qualitatively (via surveys, social media, web users etc.) and has two Metrics. Goal 4 has one Metric and President Pedraja requested an asterisk be added to note a leveling off of hiring and the measurements will come more from assuming regular attrition rates and replacements. Goal 5 has five Metrics. It was noted the chart for Metric 5 had an NA for Foundation grants. Dr. Pedraja requested figures and chart are reviewed further and correct figures included for donors, grants, federal grants, etc.

Trustee Lafleche gave kudos to the committee and College for all the work and commitment put into the development of the Strategic Plan. All Trustees expressed their congratulations and appreciation.

***Upon a motion duly made, the Board of Trustees approved the 2018-2023 Strategic Plan which will be forwarded to the Commissioner, Board of Higher Education and Secretary Peyser for final review and approval.***

## **GOAL SETTING**

President Pedraja will present goals to the Board at the October board meeting. The goals will come out of prioritizing strategic initiatives set by the Trustees. Priorities highlighted by the Trustees include: innovative and focused on the workforce (focused offerings and getting students to the workforce); Trustee Roy shared innovative work with Corrections and would like to see more continued; Trustee Aryeh requested more large corporations come to QCC for job fairs similar to what the 4 year colleges have (Trustee Lafleche added idea of collaborating with other schools who host large fairs and allowing our students to attend); Trustee Roy shared she would like students to learn to navigate INDEED and have support in creating a LinkedIn account for students in all programs (Dr. Pedraja added having students better build resumès and self-marketing); Trustee Mailman noted Goal 5 is very important and need to use our alumni base (need to be more pro-active); Trustee Cavaioli addressed Diversity (on the Board and with Staff).

**With no further business to be presented to the Committee, the Retreat was adjourned at 7:40pm.**

**Respectfully submitted,**



**Selina M. Boria  
QCC Board Secretary**