

FULL BOARD MEETING

January 24, 2018

SUMMARY

TRUSTEES PRESENT: Sue Mailman, Linda Cavaioli, Geraldine Herlihy, John Lafleche, Tammy Murray, Kimberly Roy, Stephanie Teixeira, Lucille DiLeo via conference call

TRUSTEES ABSENT: Jennifer Davis Carey, Edward Moore, Juan Gomez

OTHERS PRESENT: President Pedraja, VP Steve Marini, VP Lillian Ortiz, Interim VP Nancy Schoenfeld, Assistant VP Deb LaFlash, Interim Executive Director of HR Beth Austin, Asst. VP Kathy Rentsch, Dean Ingrid Skadberg, Chief Kevin Ritacco, Professor Betsy Zuegg, Professor Susan McPherson, Selina Boria, Board Secretary

1. Meeting commenced at 5:10pm by Chair Mailman

Trustee DiLeo participated via conference call

2. Calendar shared – no changes

3. Minutes of the November 29, 2018 Meeting: *Upon a motion duly made, and a vote by roll call, the Minutes of the November 29, 2018 Full Board Meeting were approved.*

4. Standing Committee Reports:

A. Audit and Oversight

Trustees Cavaioli (Chair), DiLeo, Gomez, Herlihy, and Moore

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

Chair Cavaioli gave an overview of the budget noting 53% of income has been received by the College and 49% of expenses have been paid out at the half way point of the year. Program fees slightly above. Net tuition down due to lower enrollment. She reiterated that collective bargaining was covered the 1st year of contract but is not covered by the State subsequent years. For expenditures, Chair Cavaioli gave an overview of cost centers and percentages paid out of each to date. VP Marini noted we are on target, but it's a tight year.

Upon a motion duly made, and a vote by roll call, the Trust Fund Report was accepted by the Trustees.

2. FY19 Budget

VP Marini and Asst. VP LaFlash gave an overview of the process and assumptions for planning. The budget scenarios will be prepared with a target of a 4% decline in

credits, no fee increases and a level funded appropriation from the State. This will leave the College at a \$2million deficit. VP Marini shared this may require a double digit cut in our cost centers. He plans to work close with cost center heads to reduce line items by about \$1million. He noted he is also looking at all contracts including IT and service levels. This includes VP Marini taking on a stronger role in the IT sector. He is looking to have a savings of about \$350K in the IT area. Dental lab upgrades and investment will have to be incorporated as well. Dr. Pedraja noted the formation of a committee to work on strategies for potential dental funding and tapping possible local foundations for capital investments in the form of donations. At this point the College needs to make a commitment to make the upgrades for incoming classes. The Trustees want a comparison to other community colleges as far as fees and also different view of budget report which shows salaries and expenses overall plus department break downs. Important to keep fees flat so no additional impact to students.

President Pedraja shared the various factors and trends the College will consider in budget planning for the future. Dr. Pedraja shared that he asked VP Marini to look at enrollment before the recession bubble came when the College was at 6500 students. He noted this exercise will help the College prepare for this potential enrollment number again. Trustee Roy shared fundraising options she has found successful – crowd-source fundraising (add one line to an application form – campus enrichment fund). For campus projects, she suggested using the Sheriff’s office for inmates to paint, landscape, spread mulch, clear brush, and move furniture all for free). To request, submit a letter to the Sheriff’s Office. Trustee Lafleche shared that he has used the inmate program at Bay Path and it has been a huge success.

3. Sabbaticals

The College will do more review and research of budgetary impact and requested the Trustees move the Sabbatical vote to the March meeting. Trustees were in agreement to postpone the discussion and vote. The College has until May 1st to notify applicants.

B. Strategic Planning, Education, and Student Success

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

1. Enrollment Update – Dean of Enrollment Management, Michelle Tufau

Dean Tufau shared that as of today, the College is 350 heads down compared to last year and as far as credits, we are budgeted to hit 60,000 credits and we are at 62,000 credits. Michelle believes once the final add drop is complete Thurs 1/25, we will come in at a 4% decline which was the target. Board Chair Mailman requested the enrollment numbers by program for the full year, to be presented at the March meeting. Trustees want to see the growing and declining programs. Michelle shared some good news, noting that Financial Aid only has 100 left in the Q and all are registered. There is no backlog compared to previous years which have been near the 1000’s.

2. Approval of New Option – Interim VP Nancy Schoenfeld

Liberal Arts Sociology Option – This proposed option is in line with the statewide pathway and transfer programs. Students can go to the state website and plug in QCC and see all MassTransfer options.

Upon a motion duly made and a vote by roll call, the Liberal Arts Sociology Option Program was approved.

3. Strategic Plan Update with co-chairs Kathy Rentsch & Ingrid Skadberg –

Dean Skadberg shared the results of all the work of the fall and the trends, SWOT analysis and resulting goals. She shared the next part of the process is the development of strategies and measurable objectives. The Core Team will take 1 goal each in partner and comb through information gathered at the All College Day meetings. This info will form draft strategies. Kathy shared her group looked for repeating themes and language from the campus feedback, as it is important to use language from the college community. In mid-February, they intend to use 1 week to present the different goals in various campus locations for input and feedback. The target date is March 6th to go to the Forum for presentation of this data. The College Vision and Mission are unchanged (recommitted to them). Trustee Cavaioli inquired about where the Board comes in for the approval process? Feedback will be shared in March with the College and Board, followed by approval by the Board at the June meeting. Simultaneously, the draft plan will be vet and feedback sought with the BHE at Touchpoint 2. Ultimate BHE approval will take place in the Fall of 2018. Trustee Lafleche who is on the Core Team shared the Board shared that he feels the Trustees have had multiple opportunities to share feedback and input along the way as well. Trustee Teixeira shared her perspective of the excitement from the College about their involvement.

President Pedraja noted once the plan is in place it will guide us in our budget and decision making to be sure in alignment. Trustee Roy inquired about the weakness in the SWOT analysis about not being able to fully register online – Dean Tufau addressed the issue and Dr. Pedraja shared this is an area we are currently addressing and working with CampusWorks to remedy. Most colleges are fully online with registration and payment etc. Implementing a CRM on campus is something President Pedraja pointed out as an important tool to guide us into the future.

Dean Skadberg read through goals, noting the order has changed and wording is still under consideration.

C. Executive

Trustees Mailman, Cavaioli, Lafleche, and Murray

5. Other Business

LEAP Project – Assistant VP Rentsch gave the history and overview and the initial idea of ITAC, former VP Dale Allen and QCC in the statewide and national conversations with manufacturing institutes. QCC is connected to the AIM Photonics Institute (based out of SUNY Albany with tentacles in MA). Original idea was to build a center in Southbridge around photonics. (Partnering with a cluster of optics companies using light.) Original concept was not financially feasible as a stand-alone facility, so QCC took the opportunity to spend the \$3million granted to QCC to partner with WPI. WPI has many R&D labs and partners for lab usage and was excited to partner in this shared use facility. Ms. Rentsch noted that WPI President Laurie Leshin acknowledged that this partnership would not have been established if former President Carberry had not reached out to WPI initially.

The recent announcement was about the partnership and use of money granted 2 years ago and collectively working on specifications of the facility and equipment list. DOD with our faculty and WPI faculty went line by line on the equipment, took 14 months and now WPI will begin purchasing equipment and outfitting the lab. For us, it will be an academic and training facility, shared undergrad work and workforce development. WPI will do more R&D and work with employers using labs.

6. President's Report

1. **Informational Personnel Items** – standard report distributed with personnel changes, hires, leaves etc.
2. **President's Out-of-State Travel** – no out of state travel
3. **President's Leave Time**- No vacation or personal days taken during this period.
4. **Ongoing Initiatives:**
 - Early College designation and planning grant announcement made. (\$10K) Partner with WSU and WPS to expand Early College over a series of years and expand to more students. Faculty have been enlisted to assist with planning. HS's do preliminary work in 9th grade, some courses offered in later years in HS's (some already done) to work toward a certificate, academic or workforce and last part, they take classes at QCC while in the high school. Important to have wrap around services, ESL, at-risk etc. About 22 schools state-wide received funding, but we were one of few to get the \$10K.
 - Student Success Task Force – President Pedraja noted the preliminary report by the task force was shared with him with key suggestions around customer service and short term changes vs long term changes from Advising to Customer experience.
 - Visit to Assabet to see site
 - South County Chamber of Commerce Annual Meeting – enjoyed expanding out to other parts of service area
 - Mentorship Program – Article in paper has drummed up interest in the community.

- Community Based Learning Centers – access to space and wi-fi in various locations in community for students. Can also offer community based services – parents academy, admissions sessions etc. Main South – housing authority, Catholic Charities and the downtown location to start
- Legislature – Feb. 2nd meeting to push for more initiatives such as matching donations to Foundation from the State
- ACCT – Legislative Summit – Washington DC. Luis, Sue and Stephanie attending
- Reminder about the Statewide Trustee Conference on March 1st.

Final Notes: Trustee Cavaioli gave kudos to President Pedraja on his speech at the MLK Breakfast, as well as the inspirational words from Congressman McGovern. The Board acknowledged all legislative participants for their participation. Ms. Boria sent video link to Trustees.

Ms. Cavaioli also reminded Trustees that the Board is seeking 100% participation in giving to the Foundation. Currently at 50%. For the March meeting have a report, as well as how many Guardians have given.

Next full board meeting is March 28, 2018.

Upon a motion duly made, and with no further business to be presented to the Board, the meeting was adjourned at 6:20pm.

Respectfully submitted,



Selina M. Boria
QCC Board Secretary