

**FULL BOARD MEETING**  
**November 29, 2017**  
**SUMMARY**

**TRUSTEES PRESENT:** Sue Mailman, Linda Cavaoli, Jennifer Davis Carey, Lucille DiLeo, Geraldine Herlihy, John Lafleche, Tammy Murray, Kimberly Roy (5:20), Stephanie Teixeira

**TRUSTEES ABSENT:** Edward Moore, Juan Gomez

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

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

Introductions of all Trustees and new Trustee DiLeo

**2. Calendar shared – no changes**

**3. Upon a motion duly made, the Minutes of the October 11, 2017 Full Board Meeting were approved.**

**4. Standing Committee Reports:**

**A. Audit and Oversight**

*Trustees Cavaoli (Chair), DiLeo, Gomez, Herlihy, and Moore*

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

VP Marini gave an overview of the current budget report. Some areas of clarification were around DCE – the Division of Continuing Education which involves courses and fees associated with Adjunct Faculty. Line 7 – Fees other are for ed service, student id, parking etc. – which are all in line, but down from FY17 due to enrollment down. TEC Receipts are for the Training and Education Center (new name – Workforce Development Center)– all non-credit courses. Steve continued reviewing each line noting increases and decreases. Financial aid doing a better job getting aid to students quicker and more efficiently. Maintenance appropriation is for money from the state, which is on target (3 of 6 allocations so far). Lines 20-22 will be removed – from old Foundation campaign, College Reserves (have borrowed from previously and is paid back, so will be removed) and the Bookstore. Reserves are currently at \$10.5million. Revenue are reported from Corporate Chefs on a monthly basis, profits are reported at the end of the Fiscal Year. Total College revenue is on target.

**Expenditures** – Division budgets reviewed - budgeted less, but spending less – all relatively on target. Academic Affairs may see opportunities to see more returned next semester from adjunct savings and efficiencies from increasing class sizes. President's Office slightly elevated due to payouts to President Carberry. Projects on campus, backfill of offices – spent 75K so far (asbestos abatement), athletic center upgrades, renovations, upgrade HVAC system, child study center – substantial improvement in security system with buzzers, door locks, cameras etc. Some projects may be deferred to save for end of year.

### **Budget Update:**

VP Marini gave an overview of the re-org, strategic spending and staffing decisions noting how they fit in the current and next year's budget. Applying \$850K saved in re-org to next year. With current planned hires there remains roughly a half million margin available in FY19 t. Hiring continues cautiously for FY18 and is within budget. The budget process for FY 19 has begun and President Pedraja wants to incorporate pipeline and unemployment rates and other factors into the enrollment projection for the FY19 budget and beyond to inform the yearly enrollment predication. Will also wait to finalize the FY 19 Budget for the strategic plan to be developed to align budget with strategic projects in support of the plan. Trustee Lafleche inquired about whether there is a process in place that looks at multi-year capital improvements. VP Marini noted yes – the DCAMM process provides for this and an example is the multiyear projects such as the project for the Surprenant building. Of the \$800K this year, QCC has discretion without states permission, but if a major campus project, then yes need state approval. Regarding a question on deferred maintenance items that need to be addressed Steve noted some are more critical than others and all projects are not deferred maintenance but could be office moves, or other types of projects as well, such as projects that are not as critical and can be postponed and done next year. Facilities does have discretionary funding in their budget as well for painting and other minor maintenance items that come up suddenly

Solar canopy – an RFP is being created and will go out early next year

Surprenant – has \$3.5million from Mass Life Sciences for lab renovations and another 3.5 million in DCAMM funds too and will happen next year.

Trustee Lafleche asked if deferred maintenance be carried forward and be used next year and used from year to year. VP Marini stated, it could go could go to reserves and then could be restored to the budget but it is not automatically carried over. At Bay Path, funds for a project stay in a capital account until project complete – it does not work this way at QCC. Does QCC pay the Surprenant vendors for project or the State. The state pays directly. Stephanie asked about impact of classes during Surprenant renovation. Steve explained classes will be moved and covered in other buildings. Courses will not be impacted – majority of work is over summer and there is a contingency plan for fall if carries over.

Trustee Teixeira asked about the ECE Center and upgrades. VP Marini noted we are submitting a proposal to DCAMM to replace the building, but it was noted that several other colleges are also submitting competitive proposals as well. Trustee Cavaioli added that the ECE licensing body has promulgated many new regulations and have to be done to meet licensing requirements. We shared with state that we are concerned there is a threshold on regulations that we may not be able to meet in future. It can be put in consecutive years if not funded this year. The previous legislative bond building approval process has been replaced with a merit based process which requires engineering resources just to apply for the funding.

***Upon a motion duly made, the Trust Fund Report was accepted by the Trustees.***

## **B. Strategic Planning, Education, and Student Success**

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

### **1. Strategic Plan Update with co-chairs Kathy Rentsch & Ingrid Skadberg – Dean**

Rentsch gave an update on the process including workshops, focus groups (26 in service area) including infinity groups – campus officers, maintainers, ESL students. As a result, the Core Team sifted through all discussions and input and came up with the 10 trends they felt are most important and impactful for QCC. Example – adaptable workforce and recognition that skills cut across majors (interdisciplinary work). Process has been important and building the right culture and moving forward in a new way with new leadership. Strong conversations around campus. Dean Skadberg noted that the campus may have had ideas in process, but to get community input has been great. SWOT analysis scheduled this Friday with Core Team and Sub-Committees to weed out goals which will be vetted with the college in December. All College Day designed to develop strategic goals and initiatives for the goals/trends. We are on track to meet schedule. Trustee Lafleche shared the openness to dialogue and tough topics has been great. Kudos to all folks involved and great to see everyone so concerned. At January meeting, the Trustees would like to see the trends and what comes from SWOT analysis. Trustees will be sent the trends prior to meeting to review. The SPESS meets 1/17 and would like more in-depth discussion. Trustees are invited to an event on 12/11/17 to discuss draft goals. Invitation sent post-meeting.

### **2. Enrollment Report: Lillian Ortiz**

Enrollment Projection for budget planning was to be no more than down 4% and we came in 4.2% and 4.6%. Online is 15.2% of population. Trustees inquired about where we are online relative to other campuses. VP Ortiz will find out. She reviewed the report, noting high female percentage and increase in Hispanics, but is hearing about influx of Puerto Ricans to area due to hurricane, so numbers may continue to rise.

Southbridge down significantly – 110 heads. More are coming to Worcester campus than Southbridge. Downtown has 740 students showing growth and expansion. Trustee Lafleche - Do we have a physical space issue? Healthcare Dean Schmohl is looking at

licensing, space, placements and he is looking at strategy to optimize lab space, moving classes and allowing for more use. Trustee Lafleche asked if there are opportunities to add capacity and President Pedraja answered in the affirmative.

Trustee Teixeira inquired about Southbridge high school students coming to QCC's Southbridge campus for classes instead of just at their HS and Dean Rentsch noted it is not occurring yet, but may be beneficial for them to use QCC labs and space to attract them.

**VP Ortiz reviewed several enrollment graphs showing trends.** Chair Mailman noted it would be nice to see what other community colleges are doing in comparison. Luis shared the state did a report but more general and not specific programs. Decline now projected to 2030 and will not stabilize as expected. Most state schools are leveling in enrollment, but are from international and out of state. Hard for CC's to attract these populations, but we do have some potential with partners, such as an alum/guardian help. Plus tap into adult population to just take a course here or there and streamline process and remove barriers. Trustee Roy asked about sabbaticants and country exchanges and those individuals working as a conduit to build relationships. President Pedraja noted there is more opportunity to tap into the local workforce. Conversations have started, pathways for recruitment to start at QCC and then move on. Dr. Pedraja noted our connection to HECCMA and more of a collaborative approach. (Trustee Roy had to depart at 6:15pm)

Trustee Cavaioli asked about other charts and declines in human services. Dr. Pedraja shared he met with Deans and discussed where they could add and offer more programs. Students going to higher paying majors in STEM areas. Trauma informed care per Trustee Cavaioli is very important. President Pedraja also noted he plans to work with psychology department and seek other options, such as substance abuse etc. Aware of challenges and conversations are happening.

3. **Student Petition Policy:** Update of an older policy to the standardized format and update.

The SPESS committee recommended approval.

***Upon a motion duly made, the revised Student Petition Policy was approved as presented.***

### **C. Executive**

*Trustees Mailman, Cavaioli, Lafleche, and Murray*

1. **Budget and Hiring Priorities** – This budget conversation took place during A&O presentation.
2. **Welcome Center** – President Pedraja gave an overview of the opening of the Center in the HLC with more signage and wayfinding to come.

### **5. Other Business**

**Chair Mailman gave congratulations to Chief Ritacco on becoming the first accredited campus police department in the state.**

1. **Clery Report** – Chief Ritacco shared the report noting it reports crime statistics through the Clery Act – a Federal requirement. Has to be submitted by October 1<sup>st</sup>. Discussed challenge of making sure students understand they are campus police officers and not just security. It covers many areas from bystander, sanctions, fire safety, evacuations, etc. Downtown included in non-campus, as well as Senior Center, high schools. Issues in these areas are handled well, with Worcester PD support. Currently 17 officers on QCC staff. QCC uses Securitas Security firm downtown along with a Police Officer. Discussion around sexual assault changes federally, but state keeping it at the same level. Trustee Cavaioli shared updated YWCA info for future reports.

## 2. **DHE News**

- a. **2017 DHE Enrollment Report** - the report was shared showing fluctuations relative to nature of students we serve and those working. Predictions and challenges and decline in high school graduates with no leveling off until 2030. Discussion around UMass and international growth, which may change if stricter immigration laws are put in place. Competition is growing. CC's need to work harder for stability and to retain students who come and succeed. Need to market new populations – retirees, those reinventing themselves, Veterans – need to get more creative and in a broader sense than just the traditional.
- b. **SARA Agreement** – has to do with online courses and offering training to students out of state. Need permissions to offer out of state and this opens the door for more out of state entities to come into MA and allows us to reach out to more students out of state.
- c. **Article** – Santiago article shared about Latinos. Population of Latino students growing but not at the rate of the population. Still behind.

Trustee Teixeira shared insight into why QCC loses Veterans – she investigated and we lose significant population to Worcester State due to testing requirements at QCC. Want to take classes during downtime and online and then they can't get to a secured testing place and since WSU doesn't require testing, they go there instead – testing is not required there. Dr. Pedraja shared that QCC is reviewing policies and he has discussed this with Deans and faculty. Looking at challenge exams instead and conversations are taking place to improve it. Also prior learning assessment for Veterans and those in workforce are important. More CC's launching an effort on this front.

## **President's Report**

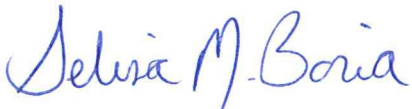
1. **Informational Personnel Items** – standard report on personnel changes, hires, leaves etc.
2. **President's Out-of-State Travel** – no out of state travel
3. **President's Leave Time**- 1 vacation day taken during period.
4. **Ongoing Initiatives:**
  - a. **Harrington Foundation**- Shared new division of giving from the Foundation which benefits Boys and Girls Club, Clark & QCC. Increased our annual gift in perpetuity.

- b. **Campusworks** - A team is currently visiting campus and meeting with multiple groups to assess our needs, processes and make recommendations, potentially incorporating a CRM to better serve our students.
- c. **Pizza with the President** – informal meeting, hear great stories and important opportunity.
- d. **Bookstore Renovation is complete** – looks good.
- e. **Student Success Task Force** – This team is working to identify barriers to help students succeed.
- f. **Welcome Center is up and operational in the Harrington Learning Center.**  
Signage is going up along the loop for wayfinding. Visitor parking will be available. Signs should be installed next week.

**Next full board meeting is January 24, 2018.**

***Upon a motion duly made, and with no further business to be presented to the Board, the meeting was adjourned at 7:15pm.***

**Respectfully submitted,**



**Selina M. Boria  
QCC Board Secretary**