

**FULL BOARD MEETING**  
**August 23, 2017**  
**SUMMARY**

- TRUSTEES PRESENT:** Sue Mailman, Linda Cavaioli, Jennifer Davis Carey, Juan Gomez, Geri Herlihy, Miguel Lopez, Tammy Murray, Kimberly Roy, Stephanie Teixeira
- TRUSTEES ABSENT:** Edward Moore
- OTHERS PRESENT:** President Pedraja, VP Steve Marini, Assistant VP Deb LaFlash, VP Lillian Ortiz, Interim VP Nancy Schoenfeld, Dean Kathy Rentsch, Dean Pat Schmohl, Professor Betsy Zuegg, Professor Susan McPherson, Professor Margaret Wong, Interim Director of HR Beth Austin, Selina Boria, Board Secretary
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**1. Meeting commenced at 5:30pm by Chair Mailman**

**2. New Trustee Introductions** – Chair Mailman introduced two newly appointed Trustees

**Kimberly Roy** was appointed to fill the seat vacated by Kristina Spillane. Ms. Roy shared her background, noting she is from Sutton, MA, and is grateful to serve on a community college board. For the past 6 years, she has served as the communications director for Sheriff Evangelidis.

**Jennifer Davis Carey, Ed.D.** was appointed to fill the seat previously held by Matilde Castiel, Ph.D. Dr. Davis Carey shared her background and noted she has worked with many others on the Board in other roles, and is pleased to be here and advance QCC's mission. Dr. Davis Carey is the Executive Director of the Worcester Education Collaborative and noted she is also working on the Strategic Plan with WPS.

All other Trustees and guests in attendance introduced themselves to the President and new Trustees.

**3. Welcome by President Pedraja** – President Pedraja gave an overview of his first month in office noting the College is working on new initiatives and the strategic plan and he has been out and about in the community making his way around Worcester. He shared he is looking forward to his time here and working with the community. He has felt very welcomed and made to feel a part of the community. President Pedraja's ultimate goal is student success. "Success of our students is success of the community. We are a catalyst."

**4. 17-18 Meeting Calendar** – Informational item, no changes.

5. **Approval of Minutes of the meeting of June 21, 2017.** The minutes of the June 21, 2017 Regular Board meeting were shared with the Trustees for approval. They were previously emailed to all members following the meeting and any corrections were made at that time.

*Upon a motion duly made, the minutes of the June 21, 2017 regular meeting were approved. Note: Trustee Lafleche abstained due to absence at the June meeting.*

6. **STANDING COMMITTEE REPORTS:**

6a. **Audit & Oversight Committee Report:**

**No Meeting to report**

6b. **Strategic Planning, Student Success and Education**

**No Meeting to report**

6c. **Executive Committee Report**

i. **Strategic Planning Process:**

President Pedraja discussed the launching of a new strategic plan for QCC. The Board and President's Executive team will provide oversight of the process. The plan will be drafted by constituency groups lead by a core group – the Strategic Planning Core Team lead by co-chairs Ingrid Skadberg and Kathy Rentsch. The first meeting is Friday, August 25, 2017 to kick-off the planning process. Trustee Lafleche will represent the Trustees on the Core Team. Student participation will be included as well. This group will set the timeline and tone for the process and plan. Dr. Pedraja shared the state (BHE) has set guidelines with 3 touch points. 1<sup>st</sup> – kick-off (a campus cohort convenes with Strategic Planning Committee staff and Commissioner), the 2<sup>nd</sup> meeting involves presentation by campus of work-in-progress and the SPC provides feedback. The BHE will provide feedback and determine if the plan is on track and assure guidelines and goals are tied to the mission. QCC Board will then provide approval. The 3<sup>rd</sup> touch point involves the formal submission and SPC Review, Action and Approval and then ultimate approval by the full BHE.

Dr. Pedraja shared the overall process will be collaborative to determine strengths, weaknesses, opportunities and threats, which will include subcommittees and focus groups. It was also shared that the WPS and the City of Worcester are working on their strategic plans simultaneously and we will work with them for alignment. This next strategic plan will help QCC

move forward into the next decade and give guidance as we help transform the College and community.

Trustee Cavaioli requested if the college has tracked and has a report of the current strategic plan and what was accomplished? Yes – Institutional Research has been tracking progress. A high level summary has been requested for the next meeting.

**ii. Sabbaticals:**

Applications and recommendations for approval were shared with the Trustees for the two applicants – **Flo Lucci & Steve Rayshick**.

***Upon a motion duly made, the Trustees approved sabbatical leaves for both applicants – Flo Lucci & Steve Rayshick for the Spring 2018 Semester.***

As a follow up, there was a question about whether a Fulbright Scholarship covers the costs and salary of a Professor. It was shared the grant covers some expenses, but not all.

- iii. Food Service, Catering & Vending RFP & Bid:** The College went out to bid to outsource the cafeteria function. Two bids were received- one by **Regent Catering** which was deemed unfavorable due to inability to provide audited financial statements, a limited proposal, limited proposed menu, high other higher education contracts in MA and date of availability was not provided. The second bid was from **Corporate Chefs**. Corporate Chefs currently services North Shore, Middlesex and Mass Bay community colleges with positive recommendations. Any profit over 4% achieved by Corporate Chefs will be split with the College. Other benefits include lower costs to students, many healthy, trendy options, organic options and potential expansion ideas for café in HLC. Some other options may include a 10% discount if students purchase a card, plus there is the potential for financial aid options for students. VP Marini shared the Pacheco Law does not apply in this case. The new vendor is not required to hire current full time employees, but it is in the contract to consider current full time employees for employment.

Trustee Cavaioli inquired about the potential new vendor entering into a partnership with QCC's HRM program. VP Marini shared this is something that can be discussed further with the new vendor and the HRM Program Coordinator.

***Upon a motion duly made, the Trustees approved the awarding of a contract to Corporate Chefs of Haverhill, MA to operate Food Service, Catering and Vending for the College.***

As a side note, Trustee Gomez requested to have a discussion in the future about the cost of books to students and expenses and see if there is an

alternative to defer this cost. VP Marini noted that rental options through Follett are very affordable options. President Pedraja also noted that Follett does have many options as well to make books cost effective. This item will be put on A&O for future discussion.

Trustee Roy inquired about whether the new food caterer also going to service other campus areas, such as downtown or Alternatives. Mr. Marini noted that, yes they will be available for downtown, but not in the Blackstone or Southbridge areas at this time.

**iv. Security Services RFP & Bid:**

VP Marini requested on behalf of the College, the Trustees approve the awarding of a bid for security services at the Southbridge and downtown locations to **Securitas Security Services** of Westborough, MA. Securitas Security Services came in as the low bidder out of 3 bids – US Security Associates and Central Security.

***Upon a motion duly made, the Trustees approved the awarding of a contract to Securitas Security Services of Westborough, MA for security services at the Southbridge and the downtown campus locations.***

**v. Parking Renewal Downtown**

VP Marini shared this informational item – the current agreement with WBDC for parking downtown is up for renewal. Currently QCC pays \$420K, but will go to \$480K. It has previously been budgeted for FY18. Other options have been researched but are very expensive. Plus WBDC provides good service and convenience to QCC. It is the primary lot behind the Hanover.

**7. OTHER BUSINESS:**

- a. Budget Update:** VP Marini shared the preliminary unaudited year-end report for FY17, noting the College received 97.7% of revenue, expenses maintained at 93.9% of budget. Chart included in Board materials. The net unrestricted amount totaled \$2.3Million, which means the College did not have to draw on reserves and achieved a balanced budget with a 2<sup>nd</sup> year of cuts in budget. Mr. Marini noted this has been done with strategic cuts across the board. In addition, bookstore transition brought in revenue and the College reduced costs. Mr. Marini also noted there is the possibility of moving about \$600K to reserves once audit complete and books closed. In contrast to many other CC's who have moved to no reserves or spent reserves. Mr. Marini noted the success of the FY17 budget was due to collaborative effort campus-wide. It was also noted with the upper level management re-organization this year, QCC will be saving even more. He thanked college community for all their hard work. The Trustees requested a copy of the memo sent to the campus about the re-organization. Ms. Boria forwarded the email to all Trustees after the meeting.

Trustee Lafleche inquired about the Southbridge growth model – is there money in FY18 budget? VP Marini noted the installation of the computer lab (CSET) has been completed and next year will begin RFP for expansion project as Southbridge lease comes to an end. It may not show as a growth model, but an expense item. Trustee Cavaoli noted this should be looked at in the strategic planning process.

**b. Enrollment Update:** VP Ortiz shared that at present, the numbers look good. Dr. Ortiz reviewed the enrollment grid as of 8/21/17 which shows headcount down 1.59% or 107 heads for year to date change. At this same point last year, enrollment was showing down 7.1%. It was noted much work and processes in place which attribute to improvement. The final report will be available in October after freeze and drop. Over 1200 students seen during One Stop. Recovery project – 415 people recovered who had not registered. Due to support of re-engineering, 977 students were packaged in batch form (1 day).

**Facts shared by Dr. Ortiz:**

- Working more effectively/efficiently – 2017 as compared to 2016 we are down 107 heads, 2 years ago we were down 547 heads a difference of 440. Credits we are down 1.29% in credits vs 2 years ago we were down 7.12% a difference of 6%.
- One-stop students weeks of July 31- 4 and August 7- Duplicated over 2,000 788 admissions and 1,177 registered at advising= 1965 not counting financial aid
- Recovery project began July 24 – 415 people have been recovered through the advising office. It runs through Add/drop until we freeze -September 13  
Historical facts that support the financial aid re-engineering investment
- Last week financial aid batch packaged 977 in one day- that is historical -
- 76% of all awarded students both new and returning are registered.-
- Improvement in Student academic progress process we usually have over 350 students in the cue and we presently have 14 in the cue. Huge progress.
- Counselors and FA staff individually called over 1603 students in late June and July to encourage applications, offer assistance, and help students to complete their files earlier.
- Reduced phone and in-person wait times for staff assistance utilizing IPAD sign in and by opening the Financial Aid Help Center.

**Funnel report-**

New student enrollment

Accepted	Accepted Valid Enrolled	Difference	Yield Rate (Valid Enrolled/Accepted)
3130	1639	1491	52%

We need this to be at about 2000 new valid enrolled. Last year we enrolled 1634 by August 22 and by September 2220. 2015 2327 were enrolled.

2016 Possible we can enroll 586 more students. 2220

2015 2219 by September 2015 500-600 newly enrolled

Trustee Gomez shared a situation with a **homeless**, registered student – 19 years old and on the streets. He inquired about finding a partnership to provide housing for students like this. It was shared that Worcester State has offered in the past, but many issues with liability. Student should see QCC counselor for guidance and resources. Plus Trustee Cavaoli shared there are many housing services in community to help. Student needs to reach out to our Counselor (Tina Wells) or VP Ortiz for assistance.

**Chair Mailman inquired about enrollment statewide**–VP Ortiz shared statewide everyone is down. Not sure where we are going to fall – statewide varies up to 8% down at this point. Another that impacts FTE and why it may be down is due to higher part-timers. VP Ortiz also shared conversation with Worcester State impacting QCC’s enrollment as they are “eating our cheese” as their requirements have changed, they no longer require SAT’s, and they are offering more developmental courses. They have become more of a competition for us.

## **8. PRESIDENT’S REPORT:**

President Pedraja thanked the executive team for their hard work and what they do to keep enrollment numbers up.

**a. Informational Personnel Items:** Dr. Pedraja highlighted some key positions that have been hired recently – new Dean of Social Sciences, Marketing Manager, and Dean of Students. Other changes include Barbara Zawalich (New Registrar), Beth Austin (Interim Executive Director of HR). These changes offer opportunities for savings.

**b. Out of State Travel:**

No out of state travel

**c. President’s Leave Report:**

President’s report on time off. Only half a personal day used to date.

**d. Educational Sites Update:** Dr. Pedraja gave an update on other QCC campus sites as well as updates on campus initiatives. The CSET lab is in place in Southbridge, and laboratory improvements are complete. In Blackstone, President Pedraja met with Alternatives and Chamber on new projects. Potential name for Blackstone - Education HUB since we are one of multiple partners in Educational Hub. For Alternatives, now that QCC has invested in computers and furniture – how do we grow and use the location strategically? Shared idea of creating places where students can study near their homes with wifi (for example – Alternatives). Hub for

the community. Could this location potentially open to other college students outside QCC – maybe pay a fee or use café for study groups, hubs, etc? Another example – hold trainings on interview skills, how to you enroll in college, help community understand resources, tutoring, advising – expand opportunities and connect with community. Keep QCC present and out in the community. Trustee Teixeira added the possibility of showcasing arts programs in areas.

**Other initiatives to share** – Undercover Boss: President Pedraja’s shared some feedback from his wife’s experience with registering for an online course. She faced challenges, which have since been addressed with the Enrollment Management team. Some needed changes include streamlining the application, making it more accessible online, and making student experiences more customer friendly. There has already been implementation of some steps and will continue to expand and explore. It is a work in process. QCC’s new CTO, Charles Maxson and Josh Martin are working together quickly to implement rudimentary changes for improvement. Also working to make website more customer friendly. Humanize it. E-team photos are in the process of being taken and uploaded on the site. President Pedraja also wants faculty and staff to have opportunity to participate too.

Dr. Pedraja noted the College is working on a **Welcome Center** to make campus more friendly and accessible and give students a starting point in the HLC with staff. This will include improved wayfinding to get to the Welcome Center with parking and signage. His goal is to open by November 2017.

President Pedraja shared he met with WPS Superintendent about a grant process for dual enrollment to facilitate the way students can transition from HS to college. Low income, first generation students are a primary focus. The plan is to work together to move project forward so even if no grant, QCC & WPS will continue with collaboration. President Pedraja and Superintendent Binienda discussed having 1000 students in the program and the Superintendent even suggested going as high as 1500. Shoot for the moon – Student success primary focus. Student Trustee Teixeira inquired about if a student is dual enrolled, will they graduate with an Associates Degree or some credits. She made this inquiry because she has heard that some other colleges came to QCC and questioned accepting credits – many said they won’t accept dual enrollment credits. Some schools won’t accept without HS degree. Working with WSU on accepting all credits. Many of the public universities like WSU and UMass are working on it, and the BHE is in support as well.

Dr. Pedraja shared the development of a **Student Success Task Force**, which will be cross-departmental, and include faculty as well. One part of this is to boost the early alert program and to work strategically with the Strategic Planning Core Team.

- e. **Trustee Connection:** President Pedraja sought feedback on this bi-weekly publication to Trustees – it was shared they thought it was outstanding and they

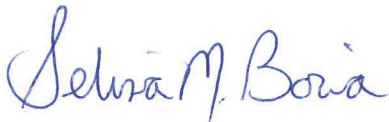
enjoy receiving it. Dr. Pedraja noted that if any Trustees ever have any thoughts, ideas, suggestions, change in frequency, etc., please share.

- f. **All College Day Update-** All Trustees are invited to attend this all faculty/staff event on Tuesday, September 5, 2017. This will be Dr. Pedraja's first presentation to all faculty and staff of the college. It offers an opportunity to share ideas for strategic plan and to address some questions.

**Next full board meeting is October 11, 2017.**

**With no further business to be presented to the Board, the meeting was adjourned at 6:45pm.**

**Respectfully submitted,**



**Selina M. Boria**  
**QCC Board Secretary**