

FULL BOARD MEETING
October 11, 2017
SUMMARY

- TRUSTEES PRESENT:** Sue Mailman, Linda Cavaioli, Jennifer Davis Carey, Lucille DiLeo, Geraldine Herlihy, Juan Gomez, Tammy Murray, Kimberly Roy, Stephanie Teixeira, John Lafleche
- TRUSTEES ABSENT:** Edward Moore
- OTHERS PRESENT:** President Pedraja, VP Steve Marini, Assistant VP Deb LaFlash, Interim VP Nancy Schoenfeld, Interim Executive Director of HR Beth Austin, Dean Kathy Rentsch, Dean Pat Schmohl, Professor Betsy Zuegg, Professor Susan McPherson, Professor Jean Kennedy, Dean Ingrid Skadberg, Dean Michelle Tufau Afriyie, Kirsten Patey-Hurd, Beth Fullerton, Tiger Swan, Ann Panetta, Terri Rodriguez, Selina Boria, Board Secretary

1. Meeting commenced at 5:30pm by Chair Mailman

A. Audit and Oversight

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

- 1. Auditor's Report with Lisa DiGiusto from O'Connor and Drew:** Ms. DiGiusto reviewed the required communications. The auditors tested 80 transactions and found no internal control issues. Following this meeting and if the audit is accepted by the Trustees, a management representative letter will be signed off and final audit report presented back to the college, approximately in December.

Financial Statements – Ms. DiGiusto reviewed the financial statements page section by section, stressing all opinions were independent and unmodified. It was shared that pages 3 to 16 present a good overview of fiscal '17. Other areas pointed out included the statement of net position, and accounts and grants receiveable, highlighting a decrease primarily due to change of management of the bookstore to Follett. It was noted that O'Connor and Drew do not audit the QCC Foundation –information is pulled from a separate audit report (McCarthy/Hargrave).

Upon a motion duly made, the audit report presented by O'Connor and Drew was accepted by the Trustees.

- 2. 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 (through 9/19/17 – 17% of the year). Areas highlighted included revenues, fees, receipts, waivers, state appropriation, Follett, and other sources. The line item designated to the Foundation is at 0, as it was there from last fiscal year which included transfers for QuEST building, furniture and equipment.

For expenditures, Trustees were reminded that each cost center was cut by 5% this year, noting the cuts to each cost center total nearly 1/3 of each cost center budget over the past 3 years. Auxiliary services was highlighted as it shows a decline due to transfer of cafeteria and bookstore. The President's Office line item is high for this period due to Gail Carberry buyouts. Trustee Roy inquired the decline in other fees, which was explained that a decrease in enrollment, would have a decrease in fees receivable. Trustee Teixeira inquired about the enrollment freeze and whether it will impact numbers. VP Marini noted it will be reflected in the November report.

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

3. **Cafeteria – Corporate Chefs:** VP Steve Marini shared feedback to date has been positive with food quality and options. Lines have been long, but are being dealt with. It was also noted that our contract is not exclusive and campus groups can use external vendors if they choose, however it does benefit the College to consider and use Corporate Chefs first. QCC earns 50% for everything earned over the initial 4% earned by Corporate Chefs. Trustee Teixeira shared her student perspective – noting all feedback has been favorable. One complaint was about shorter hours and start time for lunch which conflicts with students and class schedules. Mr. Marini noted they are contracted to maintain same hours and he will look into it.
4. **Book costs and student savings:** VP Steve Marini reviewed bookstore numbers student savings. Follett offers more used book and rental options. Used books saved students \$30K on average. 25% less than new books. There is a higher discount on rentals as well. \$100K saved in aggregate by students over previous year. Additionally, faculty responded well too and ordering earlier and books available sooner. Trustee Teixeira shared that usage is easier, especially if using financial aid. She noted you can just use your student # and not fill out lots of paperwork and also shelves are more organized and easier for students to find.

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** – Ms. Rentsch shared the process officially kicked off, with many volunteers and campus faculty and staff support. There is a core team of 14 people driving the process and 4 sub-teams. Sub-teams will be holding focus groups at various campus locations with various stakeholders. She noted they will be meeting with reps from the WPS and WSU strategic planning teams. She highlighted two recent workshops that brought folks together to review internal data and external scanning and trends. Trustee Murray inquired about WSU increasing enrollment by 25% - this will be looked into, as many believed it was not that high.
2. **Summary of current Strategic Plan:** Ingrid Skadberg, Dean of Institutional Research and Planning reviewed the status of goals and objectives from QCC's current plan created in 2013. It was an ambitious plan with over 100 objectives. In order to track progress, IRAP conducted a

survey to determine completion of goals. The included pie charts reported 1/3 of objectives are complete, 1/3 have made major progress and 1/3 made moderate or minor progress.

3. **Enrollment Report: Dean of Enrollment Management, Michelle Tufau Afriyie:** Michelle responded about WSU's question by Trustee Murray, noting the change of SAT requirement (test optional) and financial aid leveraging has led to WSU's increase and a dip into QCC enrollment. She will check figures, but believes their enrollment increase was closer to 5% than 25%. President Pedraja noted however that we are acquiring more reverse transfers from WSU, as they may start there, but many return to QCC. Enrollment for QCC is currently down 4.23% in headcount and 4.31% according to the September report. The freeze numbers and charts are being developed for November. Ms. Tufau shared positive news from financial aid, noting on QCC's disbursement date over \$15million was disbursed - \$3million more than this date last year. QCC awarded 5360 total awards, 4292 are registered and 3708 disbursed today - 86%. This is much improved from last year and financial aid is seeing a 72% reduction in students stuck in the process.
4. **Sabbatical Report: Professor Jean Kennedy presented her sabbatical on Mindfulness Meditation and Contemplative Education in Higher Education.** Professor Kennedy gave an overview noting courses and seminars attended, books read etc. She stressed the importance of managing toxic stress and daily stresses. She shared the development of Mindfulness at QCC out of her research such as Mobile Mindfulness (cart), presentations at the faculty retreat, lunch sessions etc. There is a mindfulness committee on campus to promote more campus involvement and Professor Kennedy shared brief proposal for a Mindfulness Center on Campus. To close, Ms. Kennedy brought the group through a brief mindfulness session.

C. Executive

Trustees Mailman, Cavaoli, Lafleche, and Murray

1. **Administrative Emeritus:** The Executive Committee recommended that the Board of Trustees confer the honorary title of Administrative Emeritus/a upon the following administrative members following their retirement from the College:

William Daring, VP of Human Resources

Jane Shea, Assistant VP of Academic Affairs

Maria Addison, Dean of Career and Academic Advising

Tara Fitzgerald-Jenkins, Associate Dean of Enrollment and Student Services/Registrar

Anita Bowden, Dean of Employment and Equity

Don Hall, Executive Director of Facilities

Upon a motion duly made, the Trustees approved the awarding of Administrative Emeritus on the above mentioned retirees.

2. **Organizational Chart** – This up to date snapshot of the leadership of the college, which is reflective of current retirements and changes, was shared with the Trustees.
3. **Naming downtown space**- The Worcester City Hospital School of Nursing Alumni Association is dissolving and has donated \$83,000 to the QCC Foundation and in honor of them, it is requested the Trustees approve the naming of Rooms 238D and 242D in the Healthcare and Workforce Development Center.

Upon a motion duly made, the Trustees approved the naming of Classroom/Nursing Lab 238D/242D in the Healthcare and Workforce Development Center after the Worcester City Hospital School of Nursing Alumni Association.

4. **Presidential Goals** – President Pedraja presented his goals, which were shared with the Executive Committee earlier. Dr. Pedraja presented five goals and five objectives – Mitigate Enrollment Decline, Strengthen Student Success, Develop Strategic Plan, Increase Community Engagement and Ensure Long-Term Sustainability of College Resources. Some are non-measurable, but projects and processes being implemented. This will be updated and accomplishments shared in May for the presidential evaluation process. Dr. Pedraja highlighted that goal 4 involved increased and improved community engagement, improved internal processes, and strategic and productive grant cultivation. All will involve improved internal communication and efficiencies.

1. Print Goals for BOT book.

Other Business

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- only ½ a personal day taken during period.**
4. **Bellwether Nominations**- 2 nominations for Brothers and Keepers and the Drone Certificate Program. QCC will submit required paperwork and follow through. Will know if finalists and if need to attend ceremony in FL.
5. **MassTransfer (expanded programming)**- Handout shared with Trustees with expansion of programs statewide with 44 programs statewide. Good opportunity for students.
6. **Ongoing Initiatives:**

Cafeteria

November 6th – inauguration of Welcome Center: students face challenge of where to go on campus. Will have better wayfinding from entrance, channel them to the Welcome Center in the HLC – part of information desk manned with staff to support students and supply information. Funnel visitors and students to support and make us more friendly.

Admissions – online form improvement. Currently don't capture information or way to follow-up. Will pilot Hubspot by Hobsons – a marketing interface which will allow us to capture information and improve follow-up and connecting with prospective students. Improve follow-up gap with automatic email responses and other tailored feedback. Plus will be revising admissions forms to be more user friendly and mobile friendly (currently not).

Campusworks – LP gave overview of consulting firm to evaluate our processes. Client resource management, (currently have piece meal systems that don't communicate) phone management, systems review. Have a lengthy 3 year proposal (half million), but want to look more short term to improve student experiences with shorter faces, more affordable and more deliverables – workshop/focus group with students, call management, initial CRM. Idea is look how we process information and look at systems which will work for us long range. More affordable at about 75K.

Community Engagement – moderator for School Committee debate along with Jennifer Davis Carey, asked to join United Way Board, LEI Board, city strategic plan group

Alignment USA – align city resources to support youth of the city (schools, chamber, YWCA, QCC, City Manger's officer, WSU). Some have interest, some want to wait until city and WPS have strategic plans in place. Important we align ourselves to have all the tools to succeed. Luis keeping in the lead.

ACCT National Legislative Summit – Trustees invited to attend in February. Good opportunity to interact with legislature. Last year Gail and John attended.

November 30th – Luis and Leigh hosting a holiday get-together for Board members and Foundation members.

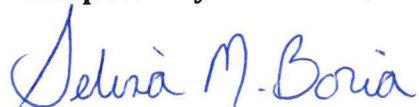
Governor announced that the Skills Capital Grant awards – we received with Worcester Voc Tech to fund \$431,900 for HVAC. Blackstone also received a sizable grant as well to work with initiatives with the Chamber – will help our partnership.

Survey trustees about moving the Full Board meeting to 5:00pm for future meetings. *(Post meeting – all Trustees were surveyed via email and confirm they approve moving future meetings to 5:00pm)*

Next full board meeting is November 29, 2017.

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