

MEMORANDUM

Date: August 30, 2013
To: The College Community
From: Susan M. Laprade, Secretary, Board of Trustees
Re: Summary of Actions of the Board of Trustees – August 28, 2013



Attendance:

Present:

Trustee DeBoise Luster, Chair
Trustee Castiel
Trustee Cavaioli
Trustee Josephson
Trustee Nguyen
Trustee Pierce
Trustee Spillane

Absent:

Trustee Lawless
Trustee Lopez
Trustee Moore
Trustee Rodriguez

Also present from the Department of Higher Education was Ms. Jennifer Perkins, Executive Director of the Office of Trustee Relations. Present from the College were President Gail Carberry; Vice Presidents Patricia Toney and Stephen Marini; Interim Vice President Steven Budd; Associate Vice President William Daring; Assistant Vice Presidents Jane Shea and Debra LaFlash; Deans Kathleen Rentsch and Clarence Ates; MCCC President Professor Susan McPherson; Professors Margaret Wong and Jean McLean; Campus Police Chief Kevin Ritacco; Assistant Vice President and Secretary to the Board Susan Laprade. Also present was Dr. Lillian Ortiz, candidate for the position of Vice President for Strategic Enrollment Management and Student Engagement.

The Board of Trustees of Quinsigamond Community College, at its regular meeting held on Wednesday, August 28, 2013, in Room 107A in the Administration Building at the College, took the following actions.

I. Minutes: Upon Motion duly made and seconded, the Minutes of the Regular Meeting of June 12, 2013 were approved as presented.

II. Audit and Oversight Committee: Trustee Linda Cavaioli, Committee Chair

Trustee Linda Cavaioli, Chair of the Audit and Oversight Committee, provided the following report of the Committee meeting held on Monday, August 26, 2013.

1. FY '13 Trust Fund Report for Period Ending June 30, 2013

Trustee Cavaioli stated that the Committee had met with Mr. Marini and Ms. LaFlash in attendance and reviewed the details of the FY '13 Trust Fund Report and the Committee is recommending that the report be accepted. She noted that the report is the preliminary

year-end report, with 98.5% of expenditures recorded, but that the final close-out budget will be available for the October meeting. She called attention to the bottom line, Line 36, noting that there remains \$1.7 million that the college will need for the new location in downtown Worcester. She then called attention to the following budget lines:

- Line 6 – **Fees** - Mr. Marini noted that this line is slightly up because we have more students taking fewer credits, and every student pays fees
- Line 12 – **Institutional Financial Aid** – has increased this year
- Line 13 – **Net Tuition** – Includes all charges this year but may change slightly in the final report
- Line 16 – **Other Appropriations** – includes Vision Project funding and Workforce Training
- Line 27 – **Administrative Services** – includes funds budget for the downtown lease
- Line 33 – **Capital Adaptation and Renewal** – includes funds for emergencies and opportunities during the year; underfunded in FY 13
- Line 36 - **Net Unrestricted Funds** – at present is \$1.7 million, although the accounts are not yet closed out for the year. Final report will be presented in October.

In response to a Trustee's question about whether or not the report contained any items of concern, Mr. Marini responded that it does not.

Upon Motion duly made and seconded, the Board of Trustees voted to accept the FY '13 Trust Fund Report for the period ending June 30, 2013.

2. FY 14 Trust Fund Report:

Trustee Cavaoli stated that the Committee had met with Mr. Marini and Ms. LaFlash in attendance and reviewed the details of the FY '14 Trust Fund Report through July 31, 2013 and the Committee is recommending that the report be accepted. She reminded the Trustees that the board had approved a preliminary two-month budget for FY '14 at its June meeting, and that this report represents expenditures against that budget. She stated that Mr. Marini and Ms. LaFlash had noted that they are seeing a similar trend to last year, i.e., that the college has more students taking fewer credits.

Upon Motion duly made and seconded, the Board of Trustees voted to accept the FY '14 Trust Fund Report for the period ending July 31, 2013.

3. Approval of College Operating Budget for FY 14

Recommendation: That the Board of Trustees approve the College's Operating Budget for FY 2014 in the amount of \$62,479,664. This budget is based upon the expected receipt of a state appropriation in the amount of \$14,398,374 plus the funding formula appropriation in the amount of \$3,353,379 and the projected enrollment of 170,000 credits.

Justification: This budget is based upon the college's best estimates relative to state appropriation and other projected revenue, and addresses the known relevant staffing, academic, capital, operational, and mission critical needs.

Trustee Cavaioli informed the Board that the college had presented the Committee with three possible budget scenarios, and is recommending budget scenario A. This budget is based on a projected credit sales of 170,000 and no increase in student fees.

Trustee Cavaioli made special note of Line 23, Funding Formula, in the amount of \$3,353,379, which was the result of a multi-year hard fought discussion with the state to right size the college's budget, and she commended Dr. Carberry for her leadership on this issue. She then informed the trustees that collective bargaining increases have been budgeted within the departmental line items, and Mr. Marini noted that he has also budgeted 4.5% for merit increases.

Trustee Cavaioli called attention to Line 28, which is the allocation which will be made available from the QCC Foundation to cover the costs of moving and outfitting the downtown campus, and noted that this amount would then be reimbursed to the Foundation. She also noted that the college has requested an additional \$200,000 for the Capital Asset and Renewal (Line 45, now \$754,976) in order to ensure that sufficient funds are available to cover emergency capital expenses as well as to take advantage of capital opportunities that may arise during the year.

Dr. Carberry stated that she agrees with the proposed conservative budget based upon 170,000 credits. She then discussed the change in student insurance costs, informing the Trustees that the students have experienced a significant increase in the cost of health insurance (previous year, \$1049, current year, \$1603). Students who are taking 9 or more credits must carry health insurance and may therefore opt to take fewer credits to avoid this requirement.

Upon Motion duly made and seconded, the Board of Trustees voted to approve the College Operating Budget for FY 14 (budget scenario A) based upon 170,000 credits.

4. Approval of Award of Bid: Bid#QCC04252013-JM Enrollment Analysis, Marketing and Advertising Services

Recommendation: That the Board of Trustees approve the following award of bid for the QCC Enrollment Analysis, Marketing and Advertising Services to Davis Advertising, 1331 Grafton Street, Worcester, MA 01604. At present, the College will commit to a one year contract with an option to renew at the sole discretion of QCC. The total contract for FY 2014 will not exceed \$300,000.

Justification: Following Massachusetts Procurement of Goods and Services 801 CMR 21.00 and the college's Procurement Policies and Procedures an invitation to bid was sent to 34 vendors. A total of four bids were received in the Purchasing Office on April 25, 2013. Davis Advertising was the sole qualified and lowest bidder based on their hourly rate.

Trustee Cavaioli noted that four bids had been received and two bidders had been invited to the campus to present to the Committee. One of the bidders declined the invitation, and Davis Advertising, a local bidder with an excellent reputation, is recommended. She also noted that Davis Advertising was the low bidder, and was substantially lower than the firm currently involved in marketing projects for the QCC Foundation.

Dr. Budd informed the Trustees that the college is specifically interested in the firm's assistance with strategic target marketing to pockets of individuals in the community who can benefit from the college's services. Also, the firm will assist in developing a social media presence for the college (twitter, facebook, etc.) to reach the younger population. The college has budgeted \$300,000 for the first year, and has the option to renew over the next 5 years. In response to a question about who is responsible to ensure that the marketing programs of the Foundation and the College align, Dr. Budd stated that there is a marketing committee in place which meets monthly and is led by Ms. Jeannie Hebert of the Foundation Board and Dr. Budd on behalf of the College, and that they will be charged with ensuring this alignment.

Upon Motion duly made and seconded, the Board of Trustees voted to award the Bid for Marketing and Advertising Services to Davis Advertising of Worcester.

5. Sabbatical Leave – Spring 2014

Recommendation: That the Board of Trustees grant Sabbatical Leave to the following employees commencing Spring semester, 2014:

- *Ellen Andrews, Professor of Nurse Education*
- *Arpi Payaslian, Professor of English*

Justification: These sabbatical leave recommendations have been reviewed and recommended by the Sabbatical Leave Committee, the appropriate area Deans, the Vice President for Academic Affairs, and the President.

Vice President Patricia Toney endorsed the two sabbatical leave requests, and provided a brief synopsis of each of the projects:

Professor Ellen Andrews will work to develop an innovative approach to identify nursing students at risk of failing and establishing a program to promote nursing student success. Vice President Toney noted that the nursing class tends to lose approximately 25% of its students and that Professor Andrews will research the success rates at our sister institutions and will explore best practices. Dr. Carberry noted that because QCC has adopted rolling admissions for entry to its high demand programs, all students wait in the same queue, valedictorians and others as long as they have met the prerequisites. Dr. Carberry said the college is extremely proud of the diversity of its graduates, and is pleased to endorse this leave request to allow the faculty member to explore best practices.

Professor Arpi Payaslian will explore academically focused liberal arts programs throughout the state with the intent to develop majors that will attract and retain liberal arts students at QCC.

In response to a Trustee's question about when the Board might be able to review the results of the previous Spring's sabbaticals, Vice President Toney informed the Board that the faculty members, per contract, have 90 days post-sabbatical to submit their reports, and agreed to provide an Executive Summary of these reports to the Board at a future meeting.

Dr. Carberry informed the Board that three sabbatical requests had been submitted, but that two were from faculty members in the nursing program; the two recommended were ranked

1 and 2 by the committee, and the third applicant has been encouraged to resubmit in a future round.

Trustee Chair Luster stated that she is pleased to see that both applications relate to student retention.

Upon Motion duly made and seconded, the Board of Trustees voted to approve the Sabbatical Leave requests for Spring 2014.

III. Strategic Planning Committee: Trustee Ronald Josephson, Committee Chair

Trustee Ronald Josephson, Chair of the Strategic Planning Committee, provided the following report of the Committee meeting held on Monday, August 26, 2013.

1. Enrollment Reports: Fall, Summer 2, and Summer 1 2013

Trustee Josephson invited Vice President Steven Budd to present the Enrollment Reports. Dr. Budd presented the reports dated August 22, noting that the daily numbers have improved slightly over the past week and that the decline in headcount is about 3.6%. He accounted for the dip in enrollment anecdotally saying that students may be adding work hours now that the economy is improving and also the rise in student insurance rates may be having an impact. He then described some new initiatives the college is working on to improve enrollments, specifically the newly created Veterans Office and his contacts with the Ability Based Long Experience (ABLE) program targeting older people who are out of working and looking to secure educational credentials.

Dr. Budd reported that Summer 2 enrollments were slightly up and Summer 1 slightly down. In response to a question about how our numbers compare with other community colleges in the state, he said that his colleagues have mentioned they are on par or slightly declining, and that the final freeze numbers will be available in early September.

Dr. Budd also stated that the new marketing firm approved by the Board this evening will be able to assist the college in target marketing, etc. In response to a question about whether the college is currently confident in its marketing date, the president responded that she is not at the moment and that the new strategic plan has identified this as something the college needs to address. To that end, the college will secure the assistance of an individual who will help us set in place reports geared to assessing our data more regularly. Also, Dr. Carberry noted that a major charge to the new Vice President is to assess the external markets, inner city, etc.

Upon Motion duly made and seconded, the Board of Trustees voted to accept the Enrollment Reports for Fall, Summer 2, and Summer 1 2013.

2. Capital Campaign and 50th Anniversary Events

Trustee Josephson stated that the Committee had reviewed the plans for the 50th anniversary celebration with Dr. Dale Allen, Vice President for Community Engagement. The anniversary Celebration will be held on Monday, September 30, at 5:30 p.m. in the Athletic Center and he encouraged all Trustees to attend.

Regarding the Capital Campaign, Trustee Josephson, who is also a member of the QCC Foundation Board, noted that the campaign is off to a good start and that Susan Mailman, the CEO of Coghlin Electric, has agreed to Chair the Campaign. Trustee Josephson stated that it is

important that all Trustees contribute to the campaign at whatever level they are able to give, and that 3 or 5 year commitments are possible. Solicitation envelopes will be provided to the Trustees at the next meeting.

Trustee Josephson then asked the Board members to consider joining the QCC Foundation Board members to purchase an ad in the Worcester Business Journal which he estimated would cost approximately \$35 each. The Board decided that this is a worthy effort, but that the solicitation for the ad should be made as a personal donation by Trustees as they are able.

3. Strategic Plan

Dr. Carberry reported that the FY 2014-FY 2017 Strategic Plan revision has been completed in draft form and will be shared with the college community for review and comment next week when classes resume. Once it has been released to the campus, the President will also share the draft version with the Trustees. Dr. Carberry stated that she intends to hold a collegewide meeting to discuss the plan on September 19.

IV. Executive Committee: Trustee Chair Stacey DeBoise Luster

Trustee Chair Stacey DeBoise Luster, Chair of the Executive Committee, provided the following report of the Committee meeting held on Wednesday, August 28, 2013.

1. Approval of Recommendation: Vice President for Strategic Enrollment Development and Student Engagement

Recommendation: That the Board of Trustees approve the President's recommendation to appoint Dr. Lillian Ortiz to serve as Vice President for Strategic Enrollment Development and Student Engagement effective September 9, 2013.

Justification: Following a national search, with the assistance of the search firm ACCT, seven candidates were interviewed and three very qualified semi-finalists were invited for a full visit at the campus.

Dr. Ortiz has a strong background and solid reputation for her work in engaging the communities in which she has worked. She has over a dozen years of experience at the cabinet level, having reported directly to two presidents in Connecticut. Most recently, Dr. Ortiz served as the Dean of Students at Naugatuck Valley Community College. Her resume is attached.

Trustee Chair Luster reported that several Trustees had had the opportunity earlier in the summer to meet Dr. Ortiz at the open campus meetings, and that she had also met with Dr. Carberry and Dr. Ortiz and that she and the Executive committee feel confident in recommending the appointment of Dr. Ortiz to serve in this position.

Upon Motion duly made and seconded, the Board of Trustees voted to appoint Dr. Lillian Ortiz to serve as the Vice President for Strategic Enrollment Development and Student Engagement effective September 9, 2013.

Dr. Ortiz introduced herself to the Trustees, thanking them for their confidence in her ability to lead this area of the college. She noted that she believes the dip in enrollment mentioned

earlier in the meeting may be a regional or national problem, and that she clearly understands that this will be an issue to be tackled. She thanked the Board again for their endorsement of her appointment, and stated she is looking forward to joining the campus on September 9.

Each of the Trustees then introduced themselves and welcomed Dr. Ortiz to QCC.

- 2. Presidential Evaluation:** Trustee Chair Luster announced that the Board has completed a lengthy evaluation process for Dr. Carberry for the period of July 1, 2012 through June 30, 2013. She commended the Trustees for their work developing the instrument as well as for their thoughtful completion of the evaluation. She distributed a draft letter which had been reviewed and approved by the Executive Committee addressed to Commissioner Freeland summarizing the results of the evaluation materials and requesting that Dr. Carberry be awarded, once available, the maximum amount of merit increase for this time period (likely in the range of 3.5%). Trustee Chair Luster asked that any Trustees who have grammatical corrections to please forward them to Ms. Laprade; then asked that the Board endorse the substance of the letter. With no objections, the letter will be finalized and mailed.

Trustee Luster then informed the Trustees that several times over several years the Commissioner has been made aware of the salary inequity issue that persists regarding Dr. Carberry's salary in relation to her peers. She noted that Dr. Carberry, who is operating the third largest campus in the Commonwealth and who has seven years as a sitting president, continues to be compensated at a much lower rate than any of her peers, including new hires. Trustee Luster informed the Trustees that she is concerned and dissatisfied with this situation and that this gap continues to grow over time as percentage increases are applied. Trustee Chair Luster stated that this continued oversight reflects poorly on the College and that she and Dr. Carberry will therefore prepare a separate letter to address this salary inequity issue and will request an appointment with the Commissioner to discuss and resolve this matter.

Dr. Carberry then thanked the Board for its attention to this year's evaluation process, noting that she found the instrument to be particularly well thought out and comprehensive. She thanked the Trustees for the many kind comments and for their timeliness in completing the evaluation. Dr. Carberry then commented that a President is only as good as the people on her team, and that she has an Executive Team that is solid and extremely capable, as well as a strong and dedicated faculty and staff.

- 3. Board Self-Assessment Instrument:** Trustee Chair Luster stated that the Executive Committee has reviewed the Board Self-Evaluation instrument and plans to discuss the results in detail at a Board Retreat to be held on September 25 prior to the Board Committee meetings. She again thanked the Trustees for their thorough responses to the instrument.

V. Other Business

- 1. Appointment of Student Trustee Amy Pierce to serve as a member of the Strategic Planning Committee**

Trustee Luster introduced newly sworn in Student Trustee Amy Pierce and stated that she and Amy would discuss the committee assignment prior to the next meeting.

2. **Presidential Evaluation for the period July 1, 2012-June 30, 2013.**

Discussed in the Executive Committee report.

VII. President's Report

1. **Informational Personnel Actions:** Dr. Carberry noted that this month's actions include the hiring of two new faculty (not replacements) and that she expects to hire other new faculty members this year. In addition, she noted that there is one new non-unit person on the report who is working with Mr. Marini overseeing financial compliance for the college. Dr. Carberry also mentioned that the college is experiencing some salary compression issues that will need to be discussed and addressed in the future.

2. **Updates:**

1. **NEASC Accreditation:** Vice President Patricia Toney reported that the self-study portion of the NEASC report is nearly finished and that a copy will be sent to the Trustees in late September. She informed the Trustees that the purpose of the self study is to describe, appraise, and project the college's progress relative to 11 standards and is a very comprehensive view of the college. She informed the Trustees that the site visit will be held on November 3-6 and will open with a dinner meeting on Sunday, November 3, at the Senior Center with a dinner hosted by our Hospitality Management students. The site visit Team has been identified and they are all from New England but not from Massachusetts.

Dr. Carberry noted the Team will be given free reign to meet with people on campus relative to the report and will present their findings orally prior to departing on the 6th. Following that, a written report will be delivered to the President to which she may respond to correct any factual errors. Once completed, the college hopes to achieve another ten year reaccreditation, with progress report to be delivered in five years.

2. **Smoke-Free Campus:** Distributed copy of the brochures announcing the smoke-free campus as of September 3, and announced that workshops will be provided to assist those trying to quit smoking.

3. **Progress on Downtown Campus:** Dr. Carberry reported that the most recent information indicates the college will be able to take the keys by June 2014.

4. **Progress on Science-Technology Building:** Vice President Marini informed the Trustees that the building is on schedule and they expect to break ground in May 2014. He noted that DCAM (Sci-Tech and downtown) and the WBDC (downtown) have applauded the great work done by our faculty and Deans on these projects.

3. Recent News about QCC

1. E-News for June 2013: distributed
2. E-News for July 2013: distributed
3. **Manufacturing Institute Press Release praising QCC's Manufacturing Technology Program:** distributed
4. **Profile of QCC and Mass MEP by the USDOL in the CareerOne Stop Users' Showcase:** distributed

Dr. Carberry praised Dean Kathleen Rentsch and the talented Manufacturing faculty members for earning the recognition of the Manufacturing Institute and the MassMEP.

Dr. Carberry then commented on a recent news article which listed QCC as a poor value. She informed the Trustees that the article relied on erroneous data contained in a previous IPEDS report which has since been corrected, and noted that had the correct figure been used the college would have scored in the Good – close to Excellent – category. She stated that the source of the error was a residence factor that is not an issue for our students because we are not a residential college. Although unfortunate, Dr. Carberry assured the Board members that the error has been corrected.

4. For your calendar:

- **QCC Foundation Golf Classic – Monday, September 16 at Cyprian Keyes**
- **50th Anniversary Celebration – Monday, September 30 - *details to follow***
- **Trustees Conference: November 7th** – Trustee Chair Luster introduced Ms. Jennifer Perkins, the Executive Director of the Office of Trustee Relations at the Board of Higher Education. They confirmed that the Trustees Conference for all community college, state university, and UMass Trustees will be held in Worcester at the UMass campus on November 7th. This is a half-day conference followed by dinner, and all are encouraged to attend.

VIII. Dates of Next Meetings

Committee Meetings:

Audit & Oversight Committee: Wednesday, September 25, 2013, 5:00 p.m

Strategic Planning Committee: Wednesday, September 25, 6:00 p.m

Executive Committee: Wednesday, October 9, 2013, at 4:00 p.m.

Regular Meeting: Wednesday, October 9, 2013, at 5:30 p.m. , in Room 109A of the

IX. Adjournment

With no further items to come before the Board, the meeting was adjourned at 7:10 p.m.