



MEMORANDUM

Date: April 3, 2013
To: The College Community
From: Susan M. Laprade, Secretary, Board of Trustees
Re: Summary of Actions of the Board of Trustees – March 27, 2013

Attendance:

Present:

*Trustee DeBoise Luster , Chair
Trustee Biernacki
Trustee Castiel
Trustee Josephson
Trustee Lawless
Trustee Lopez
Trustee Moore (by phone)
Trustee Rodriguez*

Absent:

*Trustee Nguyen
Trustee Cavaoli
Trustee Spillane*

Also present from the College were President Gail Carberry, Vice Presidents Patricia Toney, Dale Allen, and Stephen Marini; Interim Vice President Steven Budd; Associate Vice President William Daring; Assistant Vice Presidents Jane Shea, Nancy Schoenfeld, and Debra LaFlash; Dean Kathleen Rentsch; MCCC President Professor Susan McPherson; Professors Margaret Wong and Jean McLean; and Assistant Vice President and Secretary to the Board Susan Laprade.

The Board of Trustees of Quinsigamond Community College, at its regular meeting held on Wednesday, March 27, 2013, in Room 107A in the Administration Building at the College, took the following actions.

Upon Motion duly Made, the Board of Trustees voted to permit the remote participation by Board Members in accordance with the requirements of 940 CMR 29.10 and Section 20 of the Open Meeting Law, MGL Chapter 30A. This vote will apply to all subsequent meetings of the Board and its committees. Trustee Edward Moore participated in this meeting via telephone conferencing equipment.

- 1. Minutes:** Upon Motion duly made and seconded, the Minutes of the Meeting of December 5, 2012 were approved as presented.

2. Standing Committee Reports

2.A. Audit and Oversight Committee: Trustee Rosalie Lawless, Committee Member

Trustee Rosalie Lawless, Member of the Audit and Oversight Committee, provided the following report of the Committee meeting held on Wednesday, March 20, 2013.

2.A.1. Trust Fund Report for Period Ending January 31, 2013

Trustee Lawless reported that the Committee has reviewed with Vice President Marini and Comptroller LaFlash the content of the current budget report, through January 31, 2013, and found that there were no anomalies to report. They did make note of the following:

- Line 7 – **Fees** - \$2.5 million in additional revenue is due to the increase in the facilities fee
- Line 13 – **Net Tuition** – includes Intersession and Spring revenue, but does not yet include Spring 2013 financial aid
- Line 15 – **State Maintenance** – Does not yet reflect the expected 1% decrease (~\$130K) because of the upcoming 1% 9C reversion
- Line 17 – **Administrative Overhead** – has increased over last year due to money received from the Department of Labor (DOL) grant
- Line 20 – **Bookstore** – is down, but within budget. Also, it does not include Spring revenue from financial aid, and the majority of funds come from financial aid; the financial aid income will appear on next report
- Line 27 – **Administrative Services** – expenditures are lower this year due to some efficiencies and the fact that the downtown lease money is in this account and will not be spent until next year
- Line 33 – **Capital Adaptation and Renewal** – most of the money has been spent on projects such as the chapel renovations, the backfill projects, the Children’s School, the CSET Lab.

Trustee Lawless also stated that Mr. Marini had informed the Committee that other, future projects, such as the asbestos abatement in the Surprenant building which will be paid in large part by the State; once that project is completed, he would like to complete the air conditioning for the Surprenant building.

In addition, regarding *Restricted Revenue*: *Mr. Marini noted the following*:

- Line 42 – Financial Aid – does not include Spring 2013 (just through Fall 2012)
- Line 49 - all ARRA money has been spent
- Line 55 – money for the Lab ventilation project (budgeted last year) was carried forward in line 55

Mr. Marini agreed to provide some additional details and definitions in future reports to make them more readily understandable

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

2.A.2. Update on Status of the State Budget

Trustee Lawless summarized the committee's conversation on this topic as follows: Dr. Carberry informed the Trustees that, following an agreement among all of the community college presidents to support the budget formula proposal (11 campuses would gain, 4 would be held harmless), she had received a call from the Commissioner informing her that a new proposal brought forward by two of the presidents calls for a 15% upper limit cap on state appropriation increases to campuses. Such a cap, if implemented, would result in a \$2 Million reduction in the appropriation due QCC under the new formula. She informed the Trustees that two of the presidents had approached Representative Dempsey (chair of the House Ways & Means committee) with this new proposal. She read the Trustees the letter she had sent to Commissioner Freeland relative to the new proposal expressing her dissatisfaction with the new proposal and again making note of the 30% fringe factor that impacts QCC even further (e.g., a \$4.7 M difference is actually a \$6.1M difference when the 30% fringe is added in). She informed the Commissioner that it is the students at QCC who are forced to pay additional costs because the college has been so significantly underfunded. Dr. Carberry stated she would continue to press forward for a resolution that is fair to QCC.

Dr. Carberry stated that the Commissioner had contacted her to respond to her letter and agreed with her position. Dr. Carberry mentioned that others may continue to lobby, but for the moment the recommendation has been revised and that the 8 campuses who stood to gain the most have been asked to pro-rate their increases in order to share with the campuses who fared less well. Dr. Carberry informed the Commissioner that if this is the best agreement that can be reached, she would agree to it. The result would be a \$3.39M increase for QCC (less than the original \$4.4M but better than the \$2M that had been proposed.) She also noted that the \$3.3M will in effect be increased by 30% (fringe factor) that QCC must currently pay.

Trustee Lawless commended the President on her outstanding letter and noting that this budget proposal would not have happened without her diligent leadership.

2.A.3. NEASC Accreditation Update

Vice President Patricia Toney provided the update regarding the New England Association of Schools and Colleges' upcoming visit for the college's ten year accreditation review. She informed the Trustee that this site visit occurs every ten years and involved in-depth review of the college by a team of professionals from other colleges (not from Massachusetts). Quinsigamond's site visit will take place from November 3 – 6, and Dr. Grace Sawyer Jones of Three Rivers Community College in CT will serve as Chair of our site visit team. She stated that QCC has had numerous people working together to write the Self-Study report and that she plans to submit that report by the end of April. Within the report, the college has the opportunity to showcase its strengths and identify its challenges. The team will review the report,

visit the campus, and provide the college with feedback. The first meeting with the Team Chair will take place on Tuesday, April 23.

2.A.4. Downtown Campus Design Update

Trustee Lawless stated that at the Committee meeting, Mr. Marini informed the Trustees that the demolition work has begun at the T&G building and that he expects DCAM to sign off on the working drawings next week. He said they have been working with an architectural firm (Richardson, Gorman, and Lewis) and that some weight assessments still need to occur. He then mentioned that the project manager at DCAM has commented that he has never seen a team work so well together, Mr. Marini credited the teamwork of Administrative Services and Academic Affairs as well as Enrollment and Student Services for this compliment. He noted that it is truly like new construction, since everything is new except the exterior walls.

Mr. Marini then said that he had met with the team today to review a few minor details and that the project is progressing and is now at the working drawing phase.

2.A.5. Approval of Tenure Awards

Recommendation: That the Board of Trustees award Tenure to the following members of the college community:

Effective July 1, 2013

Michelle McCrillis	Senior Enrollment Counselor
Martha Upton	Learning Manager Math Lab, Coordinator Learning Resources

Effective September 1, 2013

Margaret Ahearn	Professor of Nursing ADN Transition
Sharron Gillies	Professor of Energy Utility Technology
Timothy LaFountaine	Associate Professor of Developmental English
Roger Meservey	Professor of Biology
Donald Morin	Associate Professor of Automotive Technology

Justification: These employees have met the criteria for Tenure in accordance with Article 11.03 of the MCCC/MTA Contract, and are recommended for tenure by the Unit Personnel Practices Committee, the appropriate area Dean, the appropriate area Vice President, and the President.

Trustee Lawless informed the Board that Dr. Carberry has reviewed the list of Tenure candidates at the Committee meeting and stated that all on the list are more than deserving of Tenure and that she recommends them not only without reservation but also with glee. Trustee Lawless also said that the only two recommendations available to the Committee are Tenure or a one year terminal appointment. Generally,

performance decisions are made and handled within the first three years of employment, and it is rare that someone not be granted Tenure.

Upon Motion duly made and seconded, the Board of Trustees voted to approve this item.

2.A.6. Approval of Bid: Exterior Egress Stairs at the Children’s School

Recommendation: That the Board of Trustees approve the following award of the bid for Alterations for Exterior Egress Stairs at the Child Development Center to Builders Systems, Inc. 135 Southbridge Street, P.O. Box 635, Auburn, MA 01501 for the low bid in the amount of \$27,560.00.

Justification: Following Massachusetts General Laws, Chapter 149 an invitation to bid was mailed to 7 vendors. A total of four bids were received on February 14, 2013.

Mr. Marini stated that the reconfiguration of the interior of the building requires that a new set of stairs be added for code compliance. The recommended bidder is the lowest bidder and is local. Construction is set to take place during the summer.

Upon Motion duly made and seconded, the Board of Trustees voted to approve this item.

2.A.7 Approval of Changes to Athletic Center Membership Fees

Recommendation: That the Board of Trustees approve the following proposed Fee Structure for the Quinsigamond Athletic Center Membership effective April 1, 2013:

ATHLETIC CENTER FEE STRUCTURE			
Plan	Description	Current	Proposed
1.	Child(ren) under 26 years of age of QCC Employee / Retiree/ Board Member / Student	\$150	\$0
2.	Spouse of QCC Employee/ Retiree/ Board Member/ Student	\$150	\$0
3.	QCC Alumni	\$150	\$100
4.	QCC Employee / Retiree/ Board Member / Student	\$0	
5.	Consortium Student	\$150	
6.	Senior Citizen/ State & Municipal Retirees	\$150	
6.	Individual (15 and over)	\$150	
7.	Family (2 adults and up to 2 children)	\$300	
8.	Monthly membership (per month)	\$ 20	

Further, as a Pilot Program, through December 31, 2013, the Athletic Center Membership fee for public safety personnel (Police, Fire, EMT, etc.) will be waived. Assessment of the impact of

this program will take place in December of this year and a recommendation regarding the continuation of, or any proposed change to, this program will be presented at the January 2014 Board meeting.

Justification: The proposed revisions to the fees for Athletic Center Memberships will simplify the fee structure while keeping the membership costs well below current market rates.

Trustee Lawless stated that these changes are being proposed in order to retain membership as the Center managers are finding that many go elsewhere in order to work out with the spouses/children. In addition, the President is recommending as a pilot program that facilities be open free of charge to public safety personnel (Police, Fire, EMT, etc.) to support the health and safety of those members of our community who work in these fields. The program will run through December 31, 2013, at which time it will be reassessed and a final recommendation regarding the program will be made at the January 2014 meeting.

Trustee Lawless stated the Committee recommended these changes and asked that it be promoted as a good opportunity to improve the health & wellness of the students and staff. Classes are also offered free of charge; brochure distributed.

Upon Motion duly mad and seconded, the Board of Trustees voted to approve this item.

2.A .8 Notice of Revision to Hours at the Children's School

Recommendation: That the Board of Trustees endorse the standardization of hours of operation at the QCC Children's School to 7:15 a.m. – 5:15 p.m. daily. Further, that the per diem charge will be standardized to \$45.26 per day, as currently reflected through the MWF operation schedule. These changes will become effective Fall 2013.

Justification: The standardized charges for the Children's School will allow parents the option to enroll their children for the longer day each day of the week. The changes are as follows:

New Schedule for 2013-

- HOURS TO BE STANDARDIZED (7:15-5:15) EVERY DAY
- DAILY RATE: \$45.46 PER DAY
 - M-F = \$227.30
 - MWF = \$136.38
 - T/R = \$ 90.92
- *Note: Previously, the Tuesday/Thursday Class ran from 8:30 – 3:30 (cost was \$34.74 per day, \$69.48 per week; change is \$21.44 per week)*

Dr. Carberry explained that this item is being implemented in order to standardize the hours at the Children's School to 7:15 – 5:15 daily. The increased hours allows our students more contact time with the children and the increased revenue from the extended hours will largely pay for the staffing needed to cover these hours. The increase for the Tuesday/Thursday group will be \$10.72 per day, and Dr. Carberry noted that she is willing to assist any QCC student who finds this increase burdensome.

Upon Motion duly made and seconded, the Board of Trustees endorsed this item.

2.A.9 Approval of Recommendation re: Strategic Planning Consultant

Recommendation: That the Board of Trustees authorize the award of a contract to provide consulting services to update and extend the College's Strategic Plan, to Elaine K. Smith of GID Consulting Services. The total amount of the contract will not exceed \$12,500.00.

Justification: Numerous, important changes at the College over the last three years, including the need to incorporate the plans for the new downtown campus location, make it necessary for significant revision to the existing Strategic Plan.

Trustee Lawless reported that the Committee had reviewed this recommendation and recommended it for the approval of the Board. Dr. Carberry stated that the Strategic Plan, which was developed prior to the plans for the downtown campus, the performance-based funding and its impact on our budget, and the Commissioner's Vision Project, is now in need of revision. She recommended that the college hire the previous Strategic Planning Consultant, Elaine K. Smith, who is extremely knowledgeable about our campus as well as state funding procedures, and had worked at the Board of Higher Education for years. Dr. Carberry asked that the contract to be to assess the remaining years and add three more years to the plan. She relayed to the Trustees the conversation she had with the consultant relative to the impact of the x grade on the performance points (i.e., for the college, an F is better than an X, because the F is a completed grade and would earn either 1 or 2 points, depending upon the class) and noted how important this information is when making decisions. In response to a question about whether there are sufficient funds in the budget to cover the costs of these consultants (Strategic Planning and Marketing), the President responded that there are.

Upon Motion duly made, the Board of Trustees voted to approve this item.

2.A.10 Approval of Recommendation re: Marketing Consultant

Recommendation: That the Board of Trustees authorize the award of a contract to provide consulting services to update and extend the College's Strategic Plan, to Elaine K. Smith of GID Consulting Services. The total amount of the contract will not exceed \$12,500.00.

Justification: Numerous, important changes at the College over the last three years, including the need to incorporate the plans for the new downtown campus location, make it necessary for significant revision to the existing Strategic Plan.

Trustee Lawless stated that Dr. Carberry had informed the Committee that the enrollment for Spring had dipped slightly and that she requested the Trustees' approval to hire a marketing consultant to assist with enrollment marketing. Dr. Carberry then noted the college had intentionally cut back on the marketing budget in recent years and, now, given the dip in enrollment and the opening of the new downtown campus, along with the college's need to create a presence in the social media world, led her to this recommendation. Dr. Carberry informed the Trustees that the QCC Foundation has recently hired the marketing firm of Smith & Jones to assist with the capital campaign. The college is also seeking a marketing consultant to assist with its enrollment marketing, and she informed the Trustees that Mr. Marini is looking into whether or not the college can also hire Smith & Jones in order to ensure a uniform, coordinated marketing program. In any case, the final choice of a consultant would be required to coordinate the colleges marketing effort with that of the Foundation's.

Upon Motion duly made and seconded, the Trustees voted to approve this recommendation and asked to be kept informed about this topic.

2.A.11 Tabled: Acceptance of System-wide Policy on Service Animals

Trustee Lawless mentioned that this system-wide policy is still undergoing review and discussion and that the topic has been tabled and will be forwarded once the final recommendation is developed.

2.B. 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 Wednesday, March 20, 2013.

2.B.1 Final Spring 2013 Enrollment Report plus Enrollment Planning Update *(combined these reports)*

Trustee Josephson invited Dr. Steven Budd, the Interim VP, to discuss the final Spring 2013 enrollment report with the Trustees. Dr. Budd noted the slight enrollment dip (1.3% head count, 1.5% credits and FTE). Dr. Budd stated that the college has been looking at targeting markets, particularly since the 18-22 year old population is declining. He mentioned the idea of marketing our distance education programs, something QCC has not done in the past. Another emerging market is our Gateway programs, and he stated the college has established an office of Veterans Affairs and will target market this group as well, and has a staff member already visiting area military bases to see how we can address their needs.

Dr. Budd then stated he agrees that the college needs to bring in a marketing consultant to assess our strategies. He noted that QCC is the only college in the state without a social media presence, and acknowledged that QCC would need someone with expertise in this area to ensure proper safeguards are in place. He said he would be interested in reviewing the RFP and that the college intends to hire a group that can integrate with the Smith & Jones marketing plan.

In response to a Trustee question about how many students are retained in the Gateway and Twelfth Year programs, Dr. Carberry stated that it is too early for meaningful data. She also informed the Trustees that in exchange for offering the courses, the college generally develops an in-kind agreement for use of facilities at the high schools (such as labs) which we refer to as a “trade agreement.”

2.B.2 Capital Campaign Update

Trustee Josephson referred to the Executive Summary report prepared by Janet Nolan of JNB associates, stating that the full report is available for Trustees by contacting him. He mentioned to the Trustees that the Foundation has hired Smith & Jones to kick off the campaign for the 50th anniversary which will begin shortly, and mentioned they are looking to identify “Heroes at Quinsigamond” to be celebrated. The college is being asked to contribute \$189,000 to cover the administrative costs, and the total administrative costs for the campaign, shared by the college and the Foundation, amount to 14.5% of goal, which is within the industry standard for this undertaking. He also noted that JNB Associates are paid entirely by the Foundation.

Mr. Josephson announced that it will be important that 100% of the members of the Board of Trustees contribute to the campaign, as donors will expect this to be the case.

Motion: That the Board of Trustees endorses the QCC Foundation’s capital campaign efforts; and, further, that the Board of Trustees extends its appreciation and gratitude to the QCC Foundation for its commitment and generosity in undertaking this effort.

Upon Motion duly made and seconded, the Board of Trustees voted to approve this item.

Trustee Josephson then mentioned the recent hospitalization of QCC Foundation Chair Larry Morrison and asked that get well wishes be sent to him from the Board of Trustees; all agreed.

2.B.3 Strategic Planning Update *was provided during Audit & Oversight report.*

2.B.4 Vice President for Strategic Enrollment Development and Student Engagement

Copies of the posting for this position were distributed with the Board materials, and the report was delivered during the “Executive Committee” portion of the meeting.

2.B. 5 Recommendations: Preliminary Approval of Two New Certificates

Dr. Carberry informed the Trustees that there are two new certificate programs the college would like to offer in Fall, 2013 that are in line with the workforce development efforts of the DOL Grant. Vice President Patricia Toney stated that in order to publish these certificate offerings in the Fall catalog, they must be approved by the Board. These two certificates are scheduled to be reviewed by the Division and by the Learning Council within the month and no substantive changes are expected.

- 1) Recommendation:** That the Board of Trustees grant preliminary approval to the **Accounts Payable/Accounts Receivable Certificate** effective Fall, 2013.

Justification: The proposed **Accounts Payable/Accounts Receivable Certificate** is designed to prepare students for entry-level Accounts Payable and Accounts Receivable jobs in a variety of business settings and to move seamlessly into the Bookkeeping Certificate program.

This Certificate has been reviewed and recommended by the Vice-President of Academic Affairs, and the President. The Certificate is scheduled to be reviewed and approved by the Business and Technology Division on March 28, 2013, and by the Learning Council at its next meeting, April 9, 2013. The college is requesting preliminary approval for this Certificate in order that it may be advertised appropriately in the College Catalog.

- 2) Recommendation:** That the Board of Trustees approve the **Full Charge Bookkeeper Certificate** effective Fall, 2013.

Justification: The proposed **Full Charge Bookkeeper Certificate** is designed to prepare students for entry-level full charge bookkeeper positions in a variety of business settings and to move seamlessly into the Associate in Science in Business Administration.

This Certificate has been reviewed and recommended by the Vice-President of Academic Affairs, and the President. The Certificate is scheduled to be reviewed and approved by the Business and Technology Division on March 28, 2013, and by the Learning Council at its next meeting, April 9, 2013. The college is requesting preliminary approval for this Certificate in order that it may be advertised appropriately in the College Catalog.

During the discussion, Vice President Toney stated that each of these certificates would be approximately one year in length and would allow students to either enter the workforce and return to complete an Associate Degree or to simply remain at QCC and complete the Associate Degree. In response to Trustee's question about the course offerings for these certificates, vice President Toney stated that the recommendations had been prepared by the program coordinator and would be sufficient for students to attain an entry level position in these fields.

Upon Motion duly made and seconded, the Board of Trustees voted to approve these items (Vote: 7-1).

2.C. 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, March 27, 2013.

2.C. 1 Proposed Board Calendar for 2013-14: The Committee reviewed the proposed calendar and voted to recommend this item to the Trustees for approval.

2.C. 2 Presidential Evaluation Instrument: Trustee Chair Luster stated that the Committee had reviewed the updated Presidential Evaluation instrument and that the final version will be distributed to the Trustees at the next meeting.

2.C. 3 Board Self-Assessment Instrument: Trustee Chair Luster stated that the Committee had reviewed the Board Self-Assessment instrument and that the final version will be distributed to the Trustees at the next meeting.

2.C. 4 Update: Strategic Enrollment Development and Student Engagement VP Search: Copies of the posting for this position were distributed with the Board materials. Mr. William Daring informed the Board that the Screening Committee is being assembled and will soon be in place, and that they hope to hold interviews during May. Anyone interested in nominating candidates for this position should contact ACCT, who will in turn contact the nominees.

2.C.5 Approval of Trustees' Award Recipient: Dr. Gail Carberry informed the Trustees that the recommended recipient for this year's award is Mr. William Teuber, the CEO of EMC, and noted that EMC has been a strong supporter of the College and has made a significant contribution this year. The Trustees voted to recommend this item to the Trustees for approval.

2.C.6 Proposed Revisions to Trustee By-Laws: Trustee Chair Luster informed the Trustees that the Executive Committee had met to review the by-laws and to ensure they reflect the current board practices and the provisions of the new MG Laws regarding Trustees. Final edits are being made and she expects the new document will be ready for review and first approval at the next meeting.

3. Other Business

3.1 Selection Trustees' Citizen's Award: Dr. Gail Carberry informed the Trustees that the recommended recipient for this year's award is Mr. William Teuber, the CEO of EMC, and noted that EMC has been a strong supporter of the College and has made a significant contribution this year. The Trustees voted to approve that this award be presented to Mr. Teuber at this year's Commencement ceremony.

3.2 Proposed Board Calendar for 2013-14: The Trustees reviewed the proposed Calendar of Board meetings and voted to approve this Calendar.

3.3 Added Item: A copy of the March 26, 2013 Memorandum from Commissioner Freeland relative to the Office of Trustee Relations: Summary of Feedback and Next Steps was distributed.

4. **President's Report**

4.1 Informational Personnel Actions: Informational items were distributed; Dr. Carberry noted that Assistant Vice President Nancy Schoenfeld, reported as New, should be recorded as a Replacement.

4.2 Grant Report: Vice President Dale Allen distributed copies of the Grant Development Activities, Three Year Comparison Report, noting that the college has received \$528,560 in new funding this year, has \$1.1M in pending applications, and \$12.4M in the development stage where they are researching or working on exploring new opportunities that meet the college's needs and align with our Strategic Plan.

4.3 Recent Newsclippings Regarding QCC were distributed.

4.4 A copy of **President's Report 2012** was distributed.

4.5 For your calendar:

Honors and Awards Ceremony and Reception, Monday, May 13, 2013, at ~~Mechanics Hall~~ Correction: DCU Commencement, Thursday, May 23, at 4 pm, Athletic Field

In addition, Dr. Carberry noted that there are many happy activities centered around commencement (nursing pinnings, etc.) and invited the Trustees to attend if they are available to do so.

5. **Dates of Next Meetings**

Committee Meetings:

Audit & Oversight Committee: Wednesday, June 5, 2013, 5:00 p.m., Room 107A
Strategic Planning Committee: Wednesday, June 5, 2013, 6:00 p.m., Room 107A
Executive Committee: Wednesday, June 12, at 4:00 p.m., Room 123A

Regular Meeting: Wednesday, June 12 at 5:30 p.m.

6. **Adjournment**

With no further items to come before the Board, the meeting was adjourned at 7:28 p.m.