

MEMORANDUM



Date: March 31, 2014
To: The College Community
From: Susan M. Laprade, Secretary, Board of Trustees
Re: Summary of Actions of the Board of Trustees – March 26, 2014

Attendance:

Present:

Trustee DeBoise Luster, Chair
Trustee Cavaoli
Trustee Josephson
Trustee Lawless
Trustee Lopez
Trustee Moore
Trustee Nguyen
Trustee Pierce
Trustee Rodriguez
Trustee Spillane

Absent:

Trustee Castiel

Present from the College were President Gail Carberry; Vice Presidents Patricia Toney, Lillian Ortiz, Dale Allen, and Stephen Marini; Assistant Vice Presidents Jane Shea, Iris Godes, and Debra LaFlash; Deans Leslie Horton, Colleen Doherty, and Kathleen Rentsch, MCCC President Professor Susan McPherson; Dean for Employment and Equity Anita Bowden; Assistant Dean for Administrative Services Faith Symmes; Chief Kevin Ritacco; Detective Stephen DiGiovanni, Assistant Vice President and Secretary to the Board Susan Laprade, and others from the College.

Special Guests: *Commissioner Richard Freeland, Massachusetts Department of Higher Education; Ms. Jennifer Perkins, Director of the Office of Trustee Relations*

Commissioner Freeland introduced Ms. Jennifer Perkins, Director of the Office of Trustee Relations, who was present in the audience. He spoke of the recent conference call regarding the FY 15 budget, mentioning that the Presidents and Board Chairs participated. He stated the community colleges were pleased with the previous year's budget, and that this year's proposed budget from the Governor is not quite as good. The colleges have been writing to their Legislators asking that they support the Commissioner's budget which is for \$20 million for the community colleges plus collective bargaining costs. He also noted that more money from the legislature comes with additional scrutiny, and urged all to spend wisely as the legislators will watch for a return on the investment.

Commissioner Freeland then mentioned the PACE Committee, the statewide Partnership for Collaboration and Efficiencies, a joint effort by the community colleges and state universities to increase efficiencies and increase productivity. He stated he is a fan of the work being done here at Quinsigamond, and noted the campus is led by a forceful, passionate President who is committed to the cause. He mentioned the goal of closing achievement gaps in order to get to a more equitable situation for our students, and that there continues to be too much disparity for our students of color. Dr. Carberry said that enabling everyone to get to a well-paying career is a matter of social and economic justice, and that all students should have the opportunity and be given the time necessary to become successful. She also referred to the recent announcement of the 50 Guardians, alums of the

college, who are being honored during this 50th anniversary year as protectors of the community in their roles as policemen businessmen, librarians, etc.

Commissioner Freeland also discussed the increasingly high percentage of jobs in the Commonwealth that require a college education, and noted that most Massachusetts students are attending school here in Massachusetts, and that it is known as a large knowledge economy area.

The Trustees thanked the Commissioner and the Director for sharing their time with the QCC Board.

The Board of Trustees of Quinsigamond Community College, at its regular meeting held on Wednesday, March 26, 2014 in Room 109 AB in the Harrington Learning Center, took the following actions.

I. Minutes:

Upon Motion duly made, the Board of Trustees voted to approve the Minutes of the meeting of January 29, 2014 as presented.

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

Trustee Cavaioli presented the report of the Committee meeting held on Tuesday, March 18.

1. Trust Fund Reports

Trustee Cavaioli, Vice President Marini and Assistant Vice President Debra LaFlash presented the Trust Fund Report for the period ending February 28, 2014 informing the Trustees that all lines appear to be in order. Trustee Cavaioli noted that Mr. Marini had reported that some of the TEC (Training and Education Center) revenue numbers are down, in part because some courses have now been converted to credit-bearing courses and are therefore not counted as TEC. Further, Mr. Marini had informed the committee that the college's overall revenue is up because the state appropriation this year was much higher, and that everything is tracking to the budget which was based on 170,000 credits.

Upon Motion duly made, the Board of Trustees voted to accept the Trust Fund Report for the Period Ending February 28, 2014 as presented.

2. FY 15 Budget Discussion

Copies of the FY '15 budget scenarios were presented to the Trustees. Mr. Marini informed the Trustees that he and Ms. LaFlash have developed three draft budget scenarios for the FY 15 budget: (a) 2% credit increase, 173,400; (b) level credits, 170,000; 2% decrease in credits, 166,600. Other factors that will affect the FY 15 budget are the ongoing negotiations at the state level for the FY 15 budget; best outcome for QCC will be if the legislature funds the budget proposal endorsed by the Commissioner, adding \$20 M plus collective bargaining costs for community colleges. Mr. Marini stated that the college will have better idea of the projected FY 15 budget prior to the next Board meeting.

Dr. Carberry noted also that the college has done a lot of work on retention efforts, is hopeful that the marketing efforts and excitement about the downtown campus will bring about enrollment growth. She reminded the Trustees, too, that last fall the college changes the date of the scrub, and that this spring we were up about 3% pre-scrub numbers so she is cautiously optimistic about enrollment.

3. Dental Accreditation

Dr. Carberry informed the Trustees that the most recent accreditation report for our dental programs stated our current lab does not allow our dental assisting students enough chairside experience. While we remain accredited, we must update this lab. Our hope had been to move the facility, but plumbing, electricity, etc. is very expensive (\$230,000). There is space in the downtown facility to accommodate the lab, although it will be a tight fit, but the lab must be moved by February 2016. In response to Trustees' questions, Mr. Marini stated that the decision has not yet been made about whether to move the lab or to expand the existing facility; the college is open to moving it if the space is appropriate, though it will likely be less expensive to do the renovations in the current space. Mr. Marini stated that this is a long-range heads up about this issue, and that the college will do what it needs in order to maintain its accreditation.

4. Financial Aid Audit

President Carberry noted that the Financial Aid consultants have had a preliminary discussion with her about the review and that she is awaiting the full report and recommendations. The consultants have met with the financial aid team to determine if the operation is as efficient as it should be, and whether or not technology can be utilized to move the applications through faster. She stated she is looking forward to the full report and that any recommended changes will be provided for in the budget.

5. Update on Financial Aid A-133A Audit

Ms. LaFlash informed the Trustees that this finding was due to the conflicting requirements for work-study payrolls: the State requires that hours be reported on Friday; the Federal regulations state that hours cannot be reported until after they are worked. The college has worked out a solution and the Payroll Office, working with the work-study supervisors, will process the work-study payroll on Monday morning would should rectify the finding. She stated that she has had the opportunity to discuss the proposed solution with Keith Pfeiffer of O'Connor and Drew who said this will adequately correct the issue. They will continue to work with the Financial Aid office to monitor this issue.

6. Review of QCC Procurement Card Policies and Procedures Guide

Trustee Cavaioli reported that at the Committee meeting, Ms. LaFlash informed the Trustees that college credit card holders must sign a copy of the procedures guide every two years indicating they are aware of the responsibilities associated with the use of the card. In addition, she meets every two weeks with her staff to review how the cards are being used and to notify anyone who has violated any of the policies. To date, the violations have been categorized as minor policy breaches, and certainly no gross negligence has occurred. She also noted that these policies are similar to those in place at other community colleges and that the Comptrollers and CFOs meet monthly and compare financial policies and procedures. Ms. LaFlash stated that the credit card holders receive their own bills, but that a copy is also sent to her for review and that transactions are reviewed daily. The credit card limit is \$999, and the college maintains 3 credit cards in the business office that are authorized to \$5,000, but these are for emergency repairs, travel arrangements for groups, etc. . In response to Trustees' questions, Ms. LaFlash reported that rewards, etc. are not earned by the employees, and that all are encouraged to use these cards as frugally as they would use their own.

7. Approval of Tenure Awards

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

Effective July 1, 2014

Jennifer Guzman Gaylor	CAPS Advisor (Academic Counselor)
Martin Muysenberg	CAPS Advisor (Academic Counselor)
Jason Kurland	Senior Financial Aid Counselor
Casey Sullivan	Financial Aid Assistant
Ann Panetta	Coordinator of Disability Services
Mariette Sbat	Biology Lab Technician

Effective September 1, 2014

Philomena D'Alessandro	Assistant Professor of Mathematics
Robert Desilets	Assistant Professor of CIS/Database Specialist
Meghan Martin	Associate Professor of Early Childhood Ed.
Margaret Motyka	Professor of Nurse Education ADN
Ulises Poyser	Associate Professor of Mathematics
Maureen Ricotta	Associate Professor of Nurse Education PNP
Geraldine Russell	Associate Professor of Nurse Education ADN
John Stazinski	Assistant Professor of English

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.

Vice Presidents Patricia Toney and Lillian Ortiz informed the Trustees that they and the area Deans support all of these candidates, that all have met the six year requirement in their current positions, received satisfactory reviews, have participated in college service, and have been recommended by the Unit Personnel Practices Committee (UPPC).

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

8. Other Business:

- **Baseball Field:** Mr. Marini mentioned the college may wish to use some capital money after the spring baseball season to make field improvements along the first base line, and that they will either need to fix this field or look into renting other fields.
- **Parking:** Mr. Marini stated that when construction on the new building begins, the college will lose parking spots to the construction crew, and that eventually additional parking spots will be lost, stretching further the college's ability to provide parking for its students and staff. He said he has been exploring some ideas to address this situation and that he will keep the Trustees informed about this issue.

III. Executive Committee: Trustee Chair Stacey DeBoise Luster

Trustee Chair Stacey DeBoise Luster, Chair of the Executive Committee, requested that the following report be taken out of order as she needed to depart at 7 pm, at which time Vice Chair Miguel Lopez would Chair the Meeting. All agreed. The following report of the Committee meeting held on Tuesday, March 18, was provided.

1. Report from the Special Committee – Campus Police

a. Recommendation to Arm

Recommendation: That the Board of Trustees approve the recommendation of the Trustees' Special Committee – Campus Police and authorize the Quinsigamond Community College Police Department to move forward with the Campus Police Firearm Implementation Proposal as presented.

Implementation of the actual arming of the police is to be carried out as soon as practical with strict adherence to the appropriate policies and procedures, including: training, certifications, testing, and oversight of officers and the firearms issued to them.

Justification: At the meeting of December 4, 2013 the Special Committee – Campus Police was initiated and charged to research and examine information related to the potential arming of the Police Department. Following the Committee's discussions and examination of this issue, the Committee unanimously endorsed the Campus Police Firearm Implementation Proposal. The report of the Committee was presented and discussed with the college community at the All College Forum held on Tuesday, March 4, 2014.

Vice President Stephen Marini provided the report from the Special Committee – Campus Police on the subject of arming of the QCC Campus Police Officers. He noted that Trustees Miguel Lopez and Amy Pierce were members of the Special Committee, as were individuals from the campus who were initially opposed to the idea of arming the officers. The Special Committee, following its examination of the new guidelines, the strong policies which will be in place to support this change, the Chief's vision for leadership of the armed police force, and the recommendation of the Department of Higher Education, voted unanimously to recommend the arming of the QCC Campus Police Officers. Mr. Marini stated that the Special Committee also recommended, as a separate item, that the college contract for some wraparound services to be provided by WellConnect. Although not directly related to the motion to Arm, the Committee believed it to be an important statement about what the College values, and that these services could assist students with stress, etc. and prevent violence.

At the Sub-Committee meeting, Trustee Lopez had raised some concerns about the recommended policies and the recommended equipment; Trustee Lopez said that he and Mr. Marini have since met and Trustee Lopez is now in full support of the motion to arm. Trustee Lopez said that once he saw that all appropriate protocols were in place, he had no hesitation in recommending this motion.

Some of the compelling arguments for Arming, Mr. Marini stated, are that officers are asked to confront others who may be armed, and that in the past the recommended response has been to await assistance from local police, but that more recently a rapid response to any shooting is the recommended response. He also noted the college now operates multiple campuses. In addition, he mentioned this topic was brought before the All College Forum, where he and Chief Ritacco were available to present and answer questions.

During the discussion, Trustees raised the following questions:

- Are the recommended policies similar to those at other campuses? Or have they been tailored to QCC?
- Will only the Chief interview new candidates?
 - No, the Vice President and Human Resources will also interview
- Will all new candidates have passed the training?
 - Yes
- If any current officers do not meet all of the standards, will they be terminated? For example, if an officer failed to pass the psychological test, would termination be possible? If so, it should be stated.
 - The likelihood of anyone not qualifying is very low; however, it is anticipated that the department will be hiring two Dispatchers and it would be possible to reassign these officers to fill these positions and that they would be paid at the same rate.
 - Mr. Daring, Associate Vice President of Human Resources, responded to questions about impact bargaining stating that if the College determined an officer to be unfit, the College would not hesitate to remove that person and would deal with any union issues after.

A Motion was made to allow the College to move forward with the training and evaluation of the officers prior to the vote on the request to arm; the motion was subsequently withdrawn. The question was raised about delaying the vote to the next meeting which will be held in June, and the impact that would have on the ability to get the Officers trained and ready for the Fall semester and the opening of Downtown. Chief Ritacco estimated that all could be certified by mid-May if the Board voted tonight (March 26).

Hearing that it is less than two months to certify the officers, a Motion was made to refer the item back to the Administration for further information, and to schedule a Special Meeting in the next two weeks. Trustees will be polled for availability to attend and will be asked to forward any additional questions on this topic directly to Ms. Laprade, without sharing with other Trustees, to ensure that the answers to all questions will be available at the Special Meeting.

b. WellConnect Proposal:

Mr. Marini noted that the first recommendation contained in the DHE's 2008 Report, Campus Safety and Violence Prevention, was that "*Campus mental health services should be clearly available and easily accessible to students.*" The Committee's recommendation is that the college engage the services of WellConnect to support our students in the areas of time & stress management, legal issues, substance abuse issues, anxiety, emotional distress, etc. These services will be available 24/7. Mr. Marini mentioned that Holyoke Community College has recently contracted with this company for their students, and that they are on the state contract list. Further, he mentioned this is the same company the College uses for its Employee

Assistance Program (EAP), and that they have a local office in Shrewsbury. Trustees raised questions about whether the College could go out to bid for these services, both the EAP and the SAP, in order to negotiate the best price. Mr. Daring noted that the College is currently on a two year contract for the EAP services, but that this idea could definitely be explored when the contract ends. Per the motion, this proposal is for a one-year contract, FY 14 (\$22,923.78) + FY 15 (\$68,771.22), total cost \$91,695 through March 31, 2015 with the option to renew for two consecutive years at the same rate.

Dr. Carberry stated that she supports this proposal noting that what the QCC faculty face in the classrooms can at times be alarming, and that students with mental health issues, aggressive behavior, or suicidal thoughts as well as those feeling the stresses of unemployment, homelessness, etc. can now be referred to and served by professionals. She noted that the cost for the program, to serve all of QCC's students both on the main campus and at satellite locations, is less than the cost of adding additional personnel, and that the 24/7 service would not then be available.

Trustee Cavaioli stated she believes there should always be another comparative bid when the college is considering spending sums such as \$90,000 - \$100,000. A request was made for the Trustees to receive utilization records on a regular basis.

A Motion was made, seconded, and the Trustees voted to approve this item, adding that in the future the College look at the possibility of packaging both the EAP and SAP together to reduce costs as well as looking into and receiving quotes from any other providers who may be eligible to bid on these contracts.

2. DHE Funding Formula Dashboard Indicators:

Dr. Carberry discussed the Draft Dashboard Indicators report created by Dr. Ingrid Skadberg, saying it was created based upon the funding formula and the data sent to the college by the Department of Higher Education. She called attention to Table 5, noting that Black and Hispanic students perform well at QCC on this indicator, the Achieving the Dream six Year Graduation, Transfer and Persistence Rate of first Time, Degree Seeking Students. However, Dr. Carberry noted that there is still significant work to be done, as the Leading State institution has a success rate of 58% for all students, while QCC's is at 42.6% (average for state is 42%). Trustee Rodriguez stated that stabilizing efforts, such as the supports that will be provided by the Student Assistance Program, should help with the college's retention efforts. Dr. Carberry agreed, and said that the college is engaged in a range of programs to address student persistence: Math Modularization, Faculty Student Recovery project, Starfish software. The Trustees requested that information about these efforts be provided to the Trustees at every meeting.

Dr. Carberry then called attention to Table 4, which places QCC in the bottom third of MA community colleges on this measure, noting that the impact would be that if 36 additional students persisted, funding would increase by \$160,000 or more. Dr. Carberry commended Dr. Skadberg for pulling these reports together.

Trustee Josephson asked why the college is losing students and whether or not exit interview information is gathered, and stated that he would like to review those reports at an upcoming meeting. Dr. Carberry responded that Dr. Skadberg is looking into that and that retention and persistence are addressed in the new Strategic Plan. She stated while no one wishes to graduate a mediocre student, the college is looking at courses and requirements to determine whether they are in the best interests of our students.

3. Update Regarding Southbridge:

Dr. Carberry provided an update on the possibility of moving from 5 Optical Drive (9,000 sq. ft.) to the Conference Center location (35,000 sq. ft.), into space now occupied by the Defense Department. She noted that the 35,000 sq.ft being offered is far more than we need, and that she is moving forward with discussions with Fitchburg State University about a partnership/co-branding effort to encourage students with a pathway from QCC to a baccalaureate degree. QCC would provide all of the first and second year instruction, and FSU would provide all of the third and fourth year instruction. Another possibility of an intermediate partnership with Higher Education Partnership (HEP) was suggested by Franklin Realty Company, but that she and president Antonucci are not interested in pursuing that at this time. They plan to meet with Congressman Neal and with the Defense Department to determine the best price. In addition, she mentioned that she and Dr. Dale Allen have met with Secretary Bialecki to request \$2 million for this project. In response to a Trustees' question about whether or not instruction could be provided in churches, etc., and that the middle school is for sale, she indicated that she is hopeful of providing a 21st century learning environment in the Southbridge area and would prefer to wait for the right opportunity if this does not move forward.

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

Trustee Josephson presented the report of the Committee meeting held on Tuesday, March 18.

1. Enrollment Report:

Dr. Lillian Ortiz, Vice President for Strategic Enrollment Development and Student Engagement discussed the enrollment report with the Trustees, noting that the Spring enrollment was up .1% in head count but down 1.7% in credits and FTE. On a positive note, she mentioned that high school applications at this point in time are up by 35 heads over last year. Dr. Ortiz also noted that the communication plan is now being rolled out and that she expects enrollment to rise. Dr. Ortiz then offered, in reference to an earlier question about student exit interviews, that she does receive a formal withdrawal report where students have cited health, family issues, etc. as the main reasons for leaving the college. Trustee Josephson stated he would like to review these formal reports at every meeting.

Dr. Carberry noted that although enrollment was down in Fall, it increased in the Spring which is unusual. She also called attention to the ethnicity section of the report, noting that minority students represented approximately 27% of the enrollment when she started in 2006, but that the percentage has increased to 36%. She informed the Trustees about some new initiatives underway (Brothers & Keepers) aimed at increasing retention for all male students (not only minority males), and that a similar initiative for women students is also underway.

2. DHE Developmental Math Policy

Dr. Carberry introduced Deans Doherty and Horton to discuss the controversial new Developmental Math policy and the college's efforts to respond to implement it at QCC.

Dean Colleen Doherty and Dean Leslie Horton stated they have been working with the representatives from advising, admissions, testing, and Math faculty members, and have developed a pilot program which is still undergoing review. While some details are still being worked out, they are asking Vice President Toney to review the proposed pilot

program prior to its implementation. Currently, the plan is to ensure there is a safety net for students who are struggling under the new Math program.

Dr. Carberry commended the Deans for their hard work on this program. At the Committee meeting, the Deans agreed to report about this program to the Board in January 2015.

3. Grants Development

Vice President Steven Budd discussed the three-year comparison report of grant development activities, noting that there are three months to go in this year so he remains hopeful that the new funding amount will increase. In response to a question about how much of the "new" ask does the college expect to yield, he noted the ration of ask to success is fairly stable and her would therefore anticipate approximately \$2 million.

V. Other Business

- 1. Selection of Recipient of Trustees' Citizen's Award:** Dr. Carberry reported that a few names had been put forward for this year's award, and that she recommends that this year's award be presented to Senator Stephen Brewer for his many years of support for Quinsigamond. She mentioned his support for the location of the Tornado Memorial on our campus as well as his support for the college as a member of the powerful Ways and Means Committee. In light of his upcoming retirement from the Legislature, she stated she is pleased to recommend him to the Board for consideration.

Upon Motion duly made, the Board of Trustees voted to select Senator Stephen Brewer as the recipient of the 2014 Trustees' Citizen's Award.

- 2. Proposed Calendar for 2014-15**

The proposed calendar of Board meetings for 2014-15 was distributed.

- 3. Deferred Maintenance Agreements (Item Added at Meeting)**

Dr. Carberry informed the Trustees that Quinsigamond Community College expects to receive the following Deferred Maintenance funds from the State before the end of this fiscal year, and all work is expected to be completed by June 30, 2014:

- Roofing Project/Campus Wide - \$99,000
- Granite Lintel Repairs – Admin Building \$99,000
- Elevator Upgrades Study - \$25,000

If the college receives any or all of these Interdepartmental Service Agreements (ISAs) from the Office of the State Comptroller, the two larger (\$99,000) projects would need to be sent out for bid, the elevator upgrades study project (\$25,000) would not.

The president requested authorization for the College will utilize the Emergency/Time Sensitive Bid approval process, obtaining the approval of the President, the Board Chair, and the Chair of the Audit and Oversight Committee, in order to ensure the work is completed on time. The report the receipt of funds, the project details, and the bid information will be to the full Board at its next meeting, now scheduled for June 11, 2014.

Upon Motion duly made, the Board of Trustees voted authorize this process.

- b. QCC e-News – December 2013
- 6. For Your Calendar:
 - a. QCC Foundation's Expanded Executive Committee Meeting, Tuesday, February 11, 8:30 a.m., Room 107A
 - b. Corporate Breakfast, Thursday, March 14, 7:30 a.m., Senior Center
 - c. Annual Spelling Bee, Thursday, April 4, 7:00 p.m., Hebert Auditorium
 - d. Dr. Sandra Laney, QCC Guardian, will be honored at the WBDC Breakfast event on April 10 at the Hanover Theatre; all invited to attend.
 - e. Commencement, Thursday, May 22, 4:00 p.m., D.C.U.

VIII. Dates of Next Meetings

Committee Meetings:

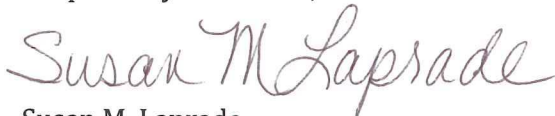
Audit & Oversight Committee: Tuesday, March 18, 5:00 p.m.
Strategic Planning Committee: Tuesday, March 18, 6:00 p.m.
Executive Committee: Wednesday, March 26, 2014, at 4:00 p.m.

Regular Meeting: Wednesday, March 26, 2014, at 5:30 p.m.

IX. Adjournment

With no further items to come before the Board, the meeting was adjourned at 7:35 p.m.

Respectfully submitted,



Susan M. Laprade
Assistant Vice President for Policy and Governance