

**FULL BOARD MEETING**  
**June 16, 2021**  
**SUMMARY OF ACTIONS**

**TRUSTEES PRESENT:** Sue Mailman, Jennifer Davis Carey, Geri Herlihy, Juan Gomez, Kimberly Roy, Alex Zequeira, Tara Rudolph

**TRUSTEES REMOTE:** John Lafleche, Linda Cavaoli

**TRUSTEES ABSENT:** Tammy Murray, Lucille DiLeo

**OTHERS PRESENT In-Person:** President Pedraja, VP Steve Marini, VP Lillian Ortiz, VP Jim Keane, AVP Kathy Rentsch, AVP Viviana Abreu-Hernandez, AVP Deb LaFlash, Selina Boria, Board Secretary

**OTHERS PRESENT Remotely:** Dean Pat Schmohl, Dean Benjamin Benton, Dean Brady Hammond, Dean Ken Dwyer, Dean Melissa Fama, Susan McPherson, Meghan Martin, Henry Ritter, Sheryl Ficorilli, Anne Shore, Karen Grant, Kristie Proctor

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**Meeting commenced in person and remote at 5:00pm by Chair Mailman and attendance noted.**

The Board of Trustees of Quinsigamond Community College, at its regular meeting held in person and virtually via Zoom (due to COVID-19 Pandemic) on Wednesday, June 16, 2021, took the following actions:

**Consent Agenda:** *The purpose of the Consent Agenda is to expedite business by grouping routine agenda items together to be dealt with by one Board motion without discussion. Any member of the Board or staff may ask that any item on the Consent Agenda be removed and placed later on the agenda for full discussion. Such requests will be automatically respected.*

*If any item is not removed from the Consent Agenda, the action on the agenda is approved/accepted by single Board action adopting the Consent Agenda.*

1. Minutes from the April 14, 2021 Regular Board Meeting (approve)
2. Informational Personnel Items (accept)
3. President's Out-of-State Travel (accept)
4. President's Leave Time (accept)

***Upon a motion duly made and vote by roll call, the Consent Agenda was approved as presented.***

**STANDING COMMITTEE REPORTS:**

**A. Audit and Oversight (April 9, 2021)**

*Trustees Cavaoli (Chair), DiLeo, Gomez, Herlihy, and Zequeira*

- 1. Trust Fund Budget Report for the Current Period FY21-** VP Marini gave an overview noting budget is in align with the decline in enrollment. Several lines in the

report were discussed relative to revenue and expenditures. The College is at 95% of revenue and 82% of expenditures and this is without any use of reserves to date for the SIS Implementation. Reserve at the end of the year will be \$13.4million, which includes the addition of \$1.7 at the close of FY21. Chair Mailman asked about student engagement and connection and contact with campus due to pandemic and remote operations and VP Marini noted how much we have learned over the year and what we can continue doing remotely moving forward. President Pedraja noted there was a savings with no athletics, but those are returning for Fall 21. There was a hold on hiring a Director of Student Life for FY21 due to pandemic, noting the position was recently recruited and hired. Steve noted operations will be normalizing. What is future of police academy? QCC received approval for a full-time academy (curriculum), but will be part-time at night. Where did student laptops come from – was it restricted revenue? Yes (HEERF COVID Funds), along with Foundation funds.

***Upon a motion duly made and a vote by roll call, the Trustees accepted the Trust Fund Report for the current period, as presented.***

**2. Federal Funding – COVID Relief-** VP Marini reviewed the Institutional Expense Report broken down in categories relative to direct COVID funds received and expended. Includes CARES, GEER, CRRSSA, ARPA. Committed totals and opportunity for spending included in report. June 30, 2023 is deadline to spend. \$1million is being set aside for Workforce Recovery. Revenue shortfalls covered at \$1.4 million. Luis discussed idea of imbedding college counselors in the high schools. Relative to student debt, \$2.667million covers all students who have debt held at the college and qualified for relief under HEERF funds. Student notification letters to go out the week of 6/21. What are criteria? Had to be enrolled in the COVID period (when pandemic announced 3/2020). No limit on socioeconomic ability, whether self-pay, need based, eligible for other aid, etc. What was covered by the college and what is outstanding? Did it cover all debt? Yes, the college recovered all funds outstanding during the period, with the exception of external financial aid, loans, etc. still pending. The Board would like student demographics of who received funds, whether under the student debt, student support/awards and other monetary support. It was asked if the federal government is looking for this data as proof of where money went. Currently, they have not requested other than their criteria of being a student enrolled during the COVID period. Approximately 675 students received aid at an average of \$1570, 52% students of color, 50% female. Did this wipe out debt for graduates? Yes, for those who graduated during the COVID period. Board wants re-enrollment figures of this population as a return on investment.

**3. Auditorium Project-** To begin in about 8 months to address all ADA requirements and issues. DCAAM suggested additional project of dressing rooms, sound proof rehearsal and instruction rooms, which is an additional \$700K from the college to implement these costs.

***Upon a motion duly made and a vote by roll call, the Trustees approved the additional spending of \$700K out of reserves to cover the costs of the additional renovations and upgrades.***

## **B. Strategic Planning, Education, and Student Success** (April 9, 2021)

*Trustees Lafleche (Chair), Davis Carey, Murray, Roy*

- 1. Enrollment Update** – VP Ortiz gave an overview of the Fall 2021 enrollment, currently at 2.2% down in headcount and 1.6% in Credits (FTE). Majority are returning students. Enrollment services will be returning to in-person beginning July 6<sup>th</sup>, with continuing services through Zoom rooms. Dr. Ortiz gave a Becker enrollment update and noted they are enrolling and doing well and kudos to Pat Schmohl and Academic Affairs. Female to male comparisons were discussed and Dr. Pedraja noted the College lost 33% of Latino males from same period last year. It is a national issue and K-12 issue. Trustee Zequeira requested a report on the areas of study majority of males are going to. Trustee Gomez offered to speak to students/male population as an alumni.
- 2. Policy Revision- IT Acceptable Use Policy** - Revisions and updates to the policy were shared with the Trustees, noting it was updated to meet changing IT environment.

***Upon a motion duly made and a vote by roll call, the Trustees approved the IT Acceptable Use Policy as revised.***

- 3. Student Survey** – President Pedraja gave a brief overview of the survey initiative by Student Trustee Tara Rudolph. Results showed students leaned more toward a synchronous modality vs. returning in person. Tara reported there were 429 respondents, no unexpected complaints – internet issues, Zoom connections, problems with Blackboard. For positives – night students could participate more, students with disabilities were able to participate in clubs and student life, cut down on travel, learned more about how to use technology. Safety/health was still a concern to students at the time of the survey, so enrollment in in-person classes may change more with the vaccine being more prevalent. Tara would like to follow up midway through fall semester with the survey again to see differences. VP Keane highlighted that 33% of respondents were from healthcare and overall more onboarding of students on technology needs to take place. Student online orientation will take place in the fall. QCC has tripled remote coaches to support students. All asynchronous remote courses have been completely removed from the schedule moving forward. True online courses will continue. Online synchronous will continue – for healthcare and science, lectures will be synchronous online, but will be on campus together for lab experiences and hands-on pieces. Additional pipelines being looked at, especially for adult learners.

## **C. Executive** (June 3, 2021)

*Trustees Mailman, Cavaoli, Lafleche, and Murray*

- 1. Campus Re-organization:** As of July 1, 2021, Viviana Abreu-Hernandez will be promoted to a Vice President and the institutional communications department will move to External Affairs, with the exception of the Student Solutions Station (Call Center) which will stay in enrollment management under Michelle Tufau Afriyie who is being promoted from an Assistant VP to an Associate VP and

joining the Executive Team. All direct reports to the President will become the new President's Cabinet (look at big pictures, set agendas for Eteam, look at strategic investments and decisions). This includes all VP's. In addition, the recruitment for an Assistant Dean of Healthcare is taking place. The three separate tutoring centers have been moved under the Dean of Library to make more of an academic commons and better flow of services. New position posted for an Assistant VP in AA for accreditation, advising, assessment. Advising moving to a case management model. Trustees requested an updated Org Chart. VP Marini gave brief overview of his area, noting hiring of the Executive Director of HR and a restructuring in the department.

2. **Return to Campus Operations** – working to return to full in-person services is August 2<sup>nd</sup>, with many returning July 6<sup>th</sup>. The College holding a Town Hall meeting on June 29<sup>th</sup> to go over the return to grow back to a full presence on campus. The mask mandate will be removed at the end of the Summer 1 semester with a request for those not vaccinated or immunocompromised to wear masks. Trustees invited to attend Town Hall. Vaccamillion campaign rolled out by the Governor shared by Trustee Roy.
3. **President's Evaluation** – Not compete yet and will be shared with Trustees when all results in.

#### 4. **Other Business**

1. **Foundation Report**- AVP Abreu-Hernandez gave an overview of report created by Foundation President Linda Maykel. Challenges this year with inability to hold in-person events. The QCC Student Emergency Aid Fund raised \$105K within 12 months. Dr. Abreu-Hernandez highlighted parts of the report.
2. **Change of Rank** – Both the 2020 and 2021 Change of Rank charts were shared with Trustees.

*Upon a motion duly made and a vote by roll call, the Trustees accepted the Change of Rank Reports for 2020 and 2021 as presented.*

#### 5. **Student Trustee Report (Student Advisor – Tara Rudolph)**

No additional report. She noted many students tip their hats to the faculty and staff for their work and support during the pandemic. Many went above and beyond. Trustee Roy asked if the next student survey can be incentivized in future (bookstore credit, etc.).

#### 6. **President's Report**

- Luis recognized all the amazing work that faculty, staff, and administration have done during this period. Asked Board for a round of applause for all the hard work of the College. Also, thanked the College for support of Becker students and accommodating them.
- QCC was announced this week as a recipient of \$25million for the renovation of the Athletic Center and addition of new IQ Center – amazing accomplishment of the team at QCC working on the project and presentation of the proposal. Will be transformative for the college to add robotics, advanced manufacturing, a professional kitchen, student life, etc.

- The debt forgiveness program has received strong press and support locally and nationally.
- Luis noted he will be the new Chair of HECCMA for the 21-22 year.
- For goals next year, he wants QCC to be a leader in post-pandemic recovery and to continue a focus on student success expanding beyond QCC and focusing on jobs and the workforce with living wages (graduate support). Also stressed importance of national exposure and being an innovative leader post-pandemic.
- Equity assessment by Inclusivity Education has been completed and the Executive Team is meeting with consultant next week for an overview and next steps and the Board will take a deeper dive at retreat in September.

Trustee Roy recognized loss of WPD Officer Familia. She noted if Foundation interested in sponsoring a scholarship, it would be a great gesture. Luis noted the college did supply 100 boxed lunches for the funeral and the children of the deceased officer will receive full tuition and fee coverage if they attend the College (all HECCMA colleges agreed and support this initiative).

Jennifer Davis Carey brought up idea of building a more robust alumni network to support the College and each other. Viviana gave an update on initiatives in the work relative to alumni and former students beyond graduates.

Governor and Lt. Governor will be at Worcester State on Friday to announce a partnership around Early College. Event includes a panel discussion and begins at 12:30pm- open to the public.

***Upon a motion duly made, the Trustees voted to adjourn at 7:00pm.***

**Upcoming Meetings:**

**BOARD RETREAT – Friday, September 10<sup>th</sup> from 3 to 6pm**

**Executive Committee – Wednesday, August 18, 2021 and September 22, 2021 at 4:00pm**

**Audit & Oversight Committee – Wednesday, September 29, 2021 at 4:00pm**

**Strategic Planning, Education and Student Success Committee – Wednesday, September 29, 2021 at 5:00pm**

**Regular Board Meeting – Thursday, October 7, 2021 at 5:00pm**

Respectfully submitted,

*Selina M. Boria*

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**QCC Board Secretary**