

**MEMORANDUM**

Date: October 13, 2009

To: The College Community

From: Susan M. Laprade, Secretary  
Board of Trustees

Re: Summary of Actions of the Board of Trustees - October 8, 2009

*The Board of Trustees of Quinsigamond Community College, at its meeting of October 8, 2009, took the following actions:*

*The College Audit Report Was Presented First:*

1. **Audit Report:** President Carberry introduced Mr. Dave Dilulis and Mr. Keith Pfeifer of O'Connor and Drew PC of Quincy, MA , who presented the audit report for the period ending June 30, 2009. Mr. Dilulis thanked the Trustees for adjusting their meeting date to accommodate the need to complete the filing of the 'Audit by October 15th. Mr. Dilulis then informed the Trustees that their firm audits more than half of the state and community colleges in Massachusetts, and stated the Trustees should be very proud of the Comptroller, Ms. Joyce Cravedi, and the QCC business office staff for this highly successful audit report. The audit resulted in the issuance of an unqualified opinion, with no material weaknesses and no deficiencies, indicating that the college's records are very solid. He mentioned that in 2012 GASB 54 will break down the balance sheet even further.

Mr. Dilulis then highlighted items of interest in the report, noting that everything and all numbers matched up and repeating that QCC has a great financial staff with whom the trustees should be proud.

*Upon Motion duly made, the Board of Trustees accepted the Audit Report for the period ending June 30, 2009.*

2. Approved the minutes of previous meetings as follows:
  - a. approved the minutes of September 9, 2009 and
  - b. amended, then approved as amended, the minutes of June 24, 2009 by striking "an additional" from item #6, paragraph 2, to now read "Mr. Emmons informed the Trustees that the proposed budget includes \$600,000 in financial aid, which will be adjusted if it is determined this is not enough." Following this correction, the minutes of the meeting of June 24, 2009 were approved.

3. **Trust Fund Reports:** Mr. Todd Emmons, Vice President for Administrative Services, then presented the regular monthly reports for the period ending June 30, 2009 for the college's trust funds: educational services, grants, financial aid, bookstore, and cafeteria. Mr. Emmons noted that the college's state appropriation was \$1.2 million less than it had been the previous year, but the college employed strategies including cautious spending, judicious hirings, and marshaling available resources to apply to highest priority projects. Mr. Emmons informed the trustees that the college recently received information indicating that QCC will soon have another 9C reversion from the current year's budget, likely in the amount of \$300,000 or more, and that, because all of these funds will come from payroll accounts, the total impact on the college will be 30% more (benefits) than the quoted amount of the reversion. Mr. Emmons then pointed out that the net cafeteria revenue change of nearly \$70,000 is a real tribute to the manager of that area, Ms. Faith Symmes. Mr. Emmons also noted the generous contributions made by the QCC Foundation this past year.

*Upon Motion duly made, the Board of Trustees accepted the Trust Fund Report for the period ending June 30, 2009.*

In response to a question about the impact to the college of an early retirement incentive, Mr. Emmons and Ms. Cravedi noted that the benefits for those who are eligible to retire now are held as short term liabilities (currently \$1.7 M), and those not yet able to retire are held as long term liabilities. The last time an incentive was offered the payout was made over a 4-year period, and the one prior to that was paid out over 3 years.

4. **North Wing Update:** Mr. Emmons reported he had met with five people from DCAM and they have settled on the completion of a \$2.4 million project which will yield for the college a usable space of 9,000 square feet with HVAC available. Although Mr. Emmons did ask for an elevator for the North Wing, it has been determined by DCAM that this is a free-standing building and would be subject to many more restrictions if the elevator request was to be granted. He then reported that HKT has been selected as the architect, and that the bidding process will take 2 months, followed by 8 months for construction. Mr. Emmons stated that the space will be a good, clean, well-lit space and usable for the college. Dr. Carberry mentioned that this is the project for which the college had been promised \$15M several years ago, but that the funding did not materialize. Pointing out that every time the college's enrollment grows, the college needs to spend money on leases, Dr. Carberry stated the college has no other choice but to accept this offer of usable space. Mr. Emmons also mentioned the possibility of QCC receiving bond approval funding of \$2.3M for a badly needed shipping/receiving building sometime in the future.
5. **9C Reversion Update:** Mr. Emmons reported that the college is expecting a \$314,000 - or higher - cut in its budget, and that the college is prepared to address this issue.
6. **Update Regarding Federal Stimulus Money/Projects:** Mr. Emmons reported on the phenomenal amount of paperwork that must be completed and monitored in

order to access ARRA (Federal Stimulus) funds, and noted that the new \$400K parking lot is being completed with these monies.

7. **Enrollment:** Mr. Stephen Sullivan, Vice President for Enrollment and Student Services, noted that enrollment in all categories is very, very strong: Fall head count enrollment is 8349, credit enrollment is 79,268, and FTE enrollment is 5285, and that these figures are the highest ever for QCC. Over the past 3 years, the college's FTE enrollment has grown by 30%, and our Distance Learning enrollment is now 2772. Southbridge site enrollment is 744. Mr. Sullivan also pointed out that this enrollment increase has had an impact on all areas of the college, e.g. financial aid applications increased dramatically, and disability services has grown by 26%. In response to a question about the large number of undeclared students, Mr. Sullivan pointed out that these students are invited to attend the various programmatic enrollment events and are encouraged to select a program.
8. **Site Exploration:** Mr. Dale Allen, Vice President for Community Engagement, reported on the college's efforts to alleviate the space constraints on the main campus. He mentioned that the relocation of the Auto Tech program, currently housed at Blackstone Valley, is the most important issue at the moment and that the RFP with DCAM will be issued within 30 days. Working along with the program coordinator, the specifications developed will be written to require that the site be close to one of the existing campuses (Worcester or Southbridge). Mr. Allen stated that he believes the cost will be less than the market rate. In response to a question about how many students are served, Mr. Allen responded that there are about 25 per year and that there is a wait list; a new facility might allow for growth. In addition, Mr. Allen mentioned that the goal is for the college to become a training facility for vehicles using alternative fuels, etc.

Mr. Allen then mentioned other college initiatives: continued desire to locate a Health Care facility in the downtown area, the high cost, low visibility, and parking fees related to the current Training and Education Center suggest that it makes sense to explore whether or not the college could co-locate with another agency such as the Worcester Community Action Council to lessen the financial burden; collaborating with Clark University and/or the Worcester Boys and Girls Club for a facility in Main South to provide additional training in green technology, a concept supported by Congressman McGovern. He mentioned the college is also exploring opportunities in Marlboro (partnering with the Chinese delegation in the former Verizon facility) and in Blackstone Valley (which serves 11 towns, and from which area we already enroll 800 students) which we think might have some viability but about which we are not yet certain. Mr. Allen mentioned that he and Dr. Carberry had visited the Blackstone site to test its feasibility and 2 senators, 2 state representatives, and 50 business leaders were present at that meeting.

President Carberry then explained that because many in the area have witnessed the successful launch of the Southbridge facility, other communities are all asking the college to think about locating in their areas. Dr. Carberry noted that we cannot rely on the state for funding and that the college needs to be certain it can handle all we have in place before launching a new initiative.

9. **New Academic Programs Update:** Ms. Patricia Toney, Vice President for Academic Affairs, reported that final approval has been received from the Board of Higher Education for the Associate Degree Program in Computer Science, which is the only such program in Central Massachusetts, which prepares students to transfer to careers such as data base administrators. She mentioned this program was the result of the successful collaboration between Professors Robert Desilets, Rafael Vicente, and Kenneth Wong. The program allows student to complete two years at QCC and transfer as sophomores to WPI. Further, noting that labs for computer science are very expensive, Vice President Toney mentioned they have been able to create a virtual lab and financial aid supports the students' purchase of laptops for the program.

Vice President Toney also mentioned that the college has partnered with Northern Essex Community college to offer a Sleep Technology program. This program takes advantage of the on-line learning and general education here at QCC, and the clinical component is offered at Northern Essex on Saturdays.

10. **H1N1 Continuity Plan:** Vice President Toney informed the Trustees that in anticipation of the arrival of the H1N1 virus to our area, she and the academic affairs area have developed a continuity of instruction plan. Because there is no way to know if/how hard the college will be hit by this virus, the plan was created to ensure that students will have access to instruction, classroom, tutoring, etc. Among the issues addressed in the plan are the need to identify partners who could cover for instructors who are absent and developing a pool of substitutes.
11. **Culture Change and Projected Deliverables:** President Carberry mentioned that the college is undergoing a review of its Governance process, and that a large group composed of faculty, staff, and students are now reviewing best practices from other institutions in an effort to improve Governance at QCC. At the last meeting of the Trustees, Dr. Carberry noted that the Board had approved the hiring of a very capable consultant, Dr. Kathy Obear, who was in attendance at the meeting, and that the college community has been excited and energized with the work being accomplished under her direction, most notably the "lessons learned" initiatives described below.
12. **"Lessons Learned:"** Dr. Obear has done some extensive work with the Executive Team, and is undertaking a "lessons learned" exercise with the Southbridge Operations Team to discuss what they learned when lifting a major initiative and will also conduct a similar exercise with the Non Unit Managers around the topic of the huge enrollment growth. Dr. Carberry noted that this is not a small task, and that it is in fact a very helpful, meaningful project and that she does anticipate it will require more work because the college is now in the process of developing a series of cross functional teams to support the Strategic Plan and noted that this is the planning to plan semester. Also supportive of the Plan is the current search to fill research positions and the data base administrator, so that the college will have the benefit of data to support its decisions. When asked what the end game is for this culture change consulting effort, Dr. Carberry responded that she anticipates continuing this effort in the Spring and would like to hold the conversation later in the year.

13. Chairman Andersen confirmed the following Committee appointments:
- Appointment to the Audit and Oversight Committee: Trustee Josephson
  - Appointment to the Strategic Planning Committee: Trustee Lopez, Trustee Peppel, Trustee Daoust, and Trustee Salomon
  - Appointments to the Presidential Evaluation Committee: Trustee Andersen, Trustee LaMantia, Trustee Jones, Trustee Peppel
14. Received informational items fo the following nature:
- Informational Personnel Actions
  - Copy of President Carberry's Call to Action for the Design and Implementation of Proactive, Integrated Persistence Programs.
  - Copy of President Carberry's QCC The Way forward: A Path to a New Prosperity.
  - Informational Newsclippings regarding QCC
  - Invitations:
  - **TUESDAY (CORRECTION) Thursday, October 20, 4:00 p.m.** - Massachusetts Community Colleges Trustees Association Meeting, 4:00 p.m., Quinsigamond Community College, Rooms 109 A&B, Harrington Learning Center
15. Set the date of the next meeting
- a. For Committees: November 18 at 5:00 (Audit and Oversight) and at 6:00 (Strategic Planning)
  - b. For Regular Board Meeting: December 2, 2009 at 5:30 p.m.
16. Received proposed calendar of meetings for 2009-10.
17. With no further items to come before the Board, the meeting was adjourned at 7:32 p.m.