

**QUINCY COLLEGE  
BOARD OF GOVERNORS**

**PERSONNEL AND PROGRAMS SUBCOMMITTEE**

**MEETING OF MARCH 9, 2009  
Minutes**

The meeting was called to order at 6:45 PM. The member roll was called. The following members of the Personnel and Programs Subcommittee were present at the call of the member roll: Mary Jo Brogna, Subcommittee Chair and Second Vice Chair of the Board of Governors; David Dennis, Chair of the Board of Governors; Jerrell Riggins; Peter Tsaffaras, Esq.; Pedro Viejo-Rodriguez. Jo-Ann Bragg, Subcommittee Vice Chair, was absent at the call of the member roll.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Dr. Patricia Vampatella, Vice President for Academic Affairs; Pushap Kapoor, Vice President for Administration and Enrollment Management; Jennifer Tonneson, Chief Financial Officer/Business Administrator; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors; Dr. Kenneth Bindseil, Dean of Liberal Arts; Dr. Susan Hunter, Dean of Allied Health; Susan Paris, Dean, Science Programs; Gary Wallrapp, Director of Community and Corporate Education; Michelle McNulty, Esq.

Motion by Mr. Tsaffaras that the minutes of the Personnel and Programs Subcommittee's meeting of November 19, 2008, be approved. The motion was seconded by Mr. Riggins. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was Personnel Planning. President Harris presented two (2) personnel proposals for the current fiscal year (please see documentation, attached). The first proposal called for the downgrading of the Plymouth Nursing Coordinator position to a regular faculty position in Nursing in Plymouth. The second proposal called for the establishment of a full-time position of Resource Officer to work at various sites at the Quincy Campus from 2:00 PM to 10:00 PM, and to receive a stipend to oversee intramural athletic programs. President Harris described the positions and explained the rationale for them.

It was the consensus of the Subcommittee that the first proposal (Nursing) would not have to be referred to the Finance and Facilities Subcommittee as the funding for the position is already in the current fiscal year's budget. As the Resource Officer position has not been budgeted for the current fiscal year, that matter will need to be forwarded to the Finance and Facilities Subcommittee for its consideration on March 23, 2009.

Motion by Mr. Riggins that the Personnel and Programs Subcommittee recommend the approval of the downgrading of the Plymouth Nursing Coordinator position to a regular faculty position in Nursing in Plymouth. The motion was seconded by Mr. Dennis. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Viejo-Rodriguez that the Personnel and Programs Subcommittee recommend the approval of the establishment of the full-time Resource Officer position to work at various sites at the Quincy Campus from 2:00 PM to 10:00 PM, and to receive a stipend to oversee intramural

athletic programs. The motion was seconded by Mr. Riggins. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was Program Planning. President Harris explained how programs may be affected by the FY 2010 budget. She then reviewed the four year faculty enhancement plan (please see copy, attached).

Ms. Brogna stated that in the current economy, any faculty hires need to be supported by revenue and enrollment.

President Harris then reviewed the assumptions and priorities underlying the development of the FY 2010 budget (please see copy, attached).

Dean Bindseil then was called upon to make a presentation on improving the Developmental Education Program (please see copy, attached).

Dean Bindseil went on to describe Basic Math students as having greater difficulties than those in Pre-Algebra and Beginning Algebra. He suggested that this accounted for the lack of rise in the success rates of Basis Math students. He expressed his belief that faculty with an expertise in developmental math will positively impact the overall success of the Program.

Mr. Riggins asked whether any particular high schools were contributing to the math problem. President Harris and Dean Bindseil replied that no one school has been identified, and that many students are in their late twenties and thirties and have not taken math in some time.

Mr. Dennis and Ms. Brogna both asked for a cost/benefit analysis of the proposed Developmental Education Program, and Ms. Brogna criticized the proposed Program because the developmental courses are not mandatory.

President Harris also cited a plan to require students who wish to matriculate to enroll in a specific degree program.

Mr. Dennis asked for retention goal numbers (what percentage over what period of years), along with revenue projections based on retention goals, and the cost of the described Program.

Mr. Viejo-Rodriguez expressed concern that if there are too many requirements regarding developmental education, students will enroll in schools other than Quincy College.

Ms. Brogna asked for data on part-time degree seeking students.

Ms. Brogna expressed concern with the FY 2010 budget assumption of no increase in enrollments, given that other community colleges' enrollments are up. President Harris replied that the Finance and Facilities Subcommittee wanted to take a very conservative approach regarding projected revenue.

Ms. Brogna also asked, for each College academic program, for enrollment figures vs. costs.

Mr. Dennis stated that he would vote for the three (3) positions described in the Developmental Education Program plan if it can be proven that this would result in an increase in retention.

Mr. Tsaffaras complimented Dean Bindseil on the presentation. He urged that learning communities become an ongoing College effort and be made a part of the Strategic Plan.

Mr. Wallrapp's report was put over to a future meeting of the Personnel and Programs Subcommittee.

President Harris then reviewed other items to potentially be included in the FY 2010 budget which, if funding is available, will be brought before the Personnel and Programs Subcommittee in April 2009. These include: an Environmental Science Program; proposed staff changes in the International Student Office; increasing the Liberal Arts Administrative Assistant position from .5 to 1.0; increased administrative support for the Nicastro Learning Center; the addition of a Benefits Specialist in the Human Resources Department.

Ms. Brogna stated that any programs that are underperforming in terms of enrollments need to come before the Personnel and Programs Subcommittee.

Mr. Tsaffaras asked whether an administrative person will be hired to assist the Associate Degree in Nursing Program in Plymouth. President Harris replied that if there is someone who is there in the evening to host the venue, at an adjunct stipend, that should be sufficient. Ms. Brogna asked why the Assistant Director of the Plymouth Campus could not perform this function. Mr. Tsaffaras asked if the administrative position referenced by President Harris has been advertised. Dean Hunter stated that it will be staffed by an adjunct instructor at the adjunct rate, and there should be no difficulty in filling the position.

Mr. Tsaffaras then referred to the Resource Officer position and recommended the following amendments to the job description: that "superior organizational....skills" be changed to "demonstrated organizational....skills"; the "special police officer" language should state "appointment" rather than "authority", with a reference to the relevant provisions of the Massachusetts General Laws.

At 8:03 PM, motion by Mr. Dennis that the Personnel and Programs Subcommittee enter into Executive Session for the purpose of discussing labor negotiations, the Subcommittee not to return to open and public session at the conclusion of Executive Session. The motion was seconded by Mr. Riggins. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

**QUINCY COLLEGE  
BOARD OF GOVERNORS**

**PERSONNEL AND PROGRAMS SUBCOMMITTEE**

**MEETING OF APRIL 22, 2009  
Minutes**

The meeting was called to order at 7:05 PM. The member roll was called. The following members of the Personnel and Programs Subcommittee were present at the call of the member roll: Mary Jo Brogna, Subcommittee Chair and Second Vice Chair of the Board of Governors; David Dennis, Chair of the Board of Governors; Peter Tsaffaras, Esq.; Pedro Viejo-Rodriguez. The following members of the Personnel and Programs Subcommittee were absent at the call of the member roll: Jo-Ann Bragg, Subcommittee Vice Chair; Jerrell Riggins.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Dr. Patricia Vampatella, Vice President for Academic Affairs; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors; Dr. Susan Hunter, Dean of Allied Health Programs; Susan Paris, Assistant Dean, Natural Sciences; Dr. Wayne Westcott.

Motion by Mr. Viejo Rodriguez to approve the minutes of the Personnel and Programs Subcommittee's meeting of March 9, 2009. The motion was seconded by Mr. Tsaffaras. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Dennis to approve the minutes of the Personnel and Programs Subcommittee's Executive Session of March 9, 2009. The motion was seconded by Mr. Viejo-Rodriguez. Mr. Tsaffaras pointed out that these minutes reflect ongoing matters and though approved are not yet public. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Dean Paris was then called upon to make a presentation on the proposed Environmental Science Program. She explained the Program, the methodology for calculating anticipated student revenue, and the "new" courses. She also described the basic expectations of employers in the field: knowing how to use instruments; ability to analyze samples; good communication skills. Dean Paris is seeking approval to begin curriculum development. President Harris stated that if the proposal is ultimately approved by the Senate, then it would come back to the Personnel and Programs Subcommittee and the Board of Governors for approval. The approval sought this evening also would allow for the use of development funds in curriculum development.

Ms. Brogna described the proposal as comprehensive but had questions regarding space allocation and personnel. President Harris replied that with planning, space, including lab space, is available. She reported that Saville Hall classrooms were underutilized during this academic year. Dean Paris reported that all but the environmental courses would be offered in both Quincy and Plymouth. Mr. Dennis asked what other area colleges offer this program. Dean Paris replied that most area colleges do, but that this program would focus on more contemporary topics. Dean Paris further stated that there may be grant opportunities, but she needs to further research this issue. Mr. Dennis said that he liked the idea.

Motion by Mr. Dennis that the Personnel and Program Subcommittee accept the Environmental Science Program proposal as is and that it return to the Subcommittee when developed. The motion was seconded by Mr. Tsaffaras. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the proposed position of Resource Staff Officer (please see copy, attached). President Harris reported that this matter was referred to the Personnel and Programs Subcommittee by the Finance and Facilities Subcommittee due to concerns that the position should be a non-unit, confidential position due to the nature of its duties. President Harris then presented and explained the position.

Mr. Tsaffaras reminded President Harris that on several occasions he has asked that the Massachusetts General Laws citation be included in the position description, but that it has not yet been so included. President Harris replied that the correction will be made. Mr. Dennis asked if this position will result in the elimination of any existing positions. President Harris replied that it may eliminate some part-time positions, but not substantially so. President Harris then stated that this position will have no sole supervisory responsibilities and, while it may schedule some part-time staff, those responsibilities will not be substantial. Ms. Brogna recommended that # 4 be removed from the criteria, but Mr. Dennis disagreed, suggesting that assisting in supervising, evaluating, and scheduling should be part of the duties of a position at this level. President Harris agreed to make this the revised # 4. Further, the word "Staff" is to be removed from the title.

Motion by Mr. Tsaffaras that the Personnel and Programs Subcommittee recommend that the position and job description of "Resource Officer" be approved, as amended, reaffirming the previous vote of the Subcommittee. The motion was seconded by Mr. Viejo-Rodriguez. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

President Harris then presented a Cost Per Program analysis (please see copy, attached). She described support costs as including tutoring, library, advising, and life balance. Facilities costs include utilities, water/sewer, and rent. Mr. Dennis pointed out that a \$1 million expenditure was just made on science labs, so the cost for Sciences should be higher than they are in Facilities, but they are not. President Harris replied that the labs are used as much by non-science students as by science students. Ms. Brogna asked that Jennifer Tonneson, Chief Financial Officer/Business Administrator, be present to explain the rationale for the allocations. Mr. Tsaffaras asked that a sheet be provided that sets forth definitions of the various categories.

Ms. Brogna stated that in looking at programs, what should be asked is whether they address a need in the community and then whether they make money, understanding that some programs that are needed will only break even or less.

President Harris then distributed a copy of the Faculty Hiring Plan. At the time of the most recent NEASC visit, the ratio of contract faculty to students was 1:60. The plan was developed so that there would be a faculty member for every program for which there were 2,000 credits. President Harris also described the requirements of faculty levels in Allied Health. There were four (4) increases in faculty in FY 2009, two (2) projected for FY 2010, three (3) for FY 2011, and three (3) for FY 2012. Targeted areas are: Art/Music; five (5) in English; four (4) in Mathematics. Consideration also needs to be given to hiring faculty for a 2 + 2 program should that happen by 2014 or 2015.

Next addressed was the Exercise Science proposal. Dean Hunter called upon Dr. Westcott, who conducted a presentation on the proposal (please see copy, attached). Dean Hunter then explained the proposed budget (please see copy, attached). She said that an additional expense in the first year would be \$19,000.00 for additional equipment. President Harris pointed out that this is supplemental to the existing FY 2010 budget that the CFO felt could be passed in May, as this proposal is profit making or revenue neutral. Dean Hunter added that the faculty member is a new position not included in the FY 2010 budget. Dr. Westcott stated that the \$79,000.00 in equipment is a gift, not a loan, while a cardio machine, testing equipment, and free weights account for the other \$19,000.00.

Dean Hunter explained that the \$18,000.00 paid to the YMCA currently includes part of Dr. Westcott's pay. He also receives an additional \$500.00 per course. Dr. Westcott stated that the YMCA has changed its philosophy to fitness and recreation, and away from research. He further reported that he would continue to be a consultant to the YMCA.

Mr. Tsaffaras asked if Dr. Westcott would become a full-time faculty member and, if so, would he have the same teaching load as other faculty members. Dr. Westcott said that it is his plan to continue with writing, speaking, and research. President Harris stated that if a program becomes defunct, that faculty member loses their job. Mr. Tsaffaras then asked if, after a few years, there is no more research work and the program still exists, how will Dr. Westcott's full course load be made up. Dean Hunter replied that the goal is to have the program sustainable so that adjuncts can supervise the lab and do the research. Mr. Tsaffaras stated that this is the first time in his experience at Quincy College that a program is being built around an individual. President Harris reminded the Subcommittee that the Degree Program in Exercise Science was approved last year. What is new is the research. The program is an attempt to bring in additional revenue to benefit students. Mr. Dennis asked if Quincy College did any other research, and if anyone else has been published. President Harris replied that Dr. Yatin, Dr. Alcalay, and Dr. Hunter all have been published. If there were lab space, Dr. Yatin would eagerly engage in research. President Harris went on to say that Quincy College's research should focus on how people can better care for themselves and how they can learn.

Mr. Dennis asked for information on cost of space, cost of equipment, and other costs associated with the program.

Ms. Brogna asked that the proposal be reviewed by legal counsel regarding liability and insurance coverage concerns. Ms. Brogna also said, regarding program costs, that if they are presented as were the program costs earlier in this meeting, the proposal will not be approved.

Mr. Tsaffaras asked that if the YMCA does not allow Quincy College there in the fall and this proposal is not approved, what will happen to the program. Dean Hunter said that she would find a site. Mr. Tsaffaras asked for a report addressing the following regarding the program: where we are; where we want to go; costs; benefits to the institution; are enrollments going to grow, and why. Ms. Brogna asked that the projections be based on increments of students (revenues). Dean Hunter projected that both degree and certificate students would be attracted to the program.

Ms. Brogna also requested clarity in projections between degree and certificate students, as budget projections are based on degree-seeking students and if students seek a certificate instead, the College loses the second year of revenue. A credit goal needs to be identified and projected.

President Harris reminded the Subcommittee that they had requested enrollment projections for Developmental Education. The Subcommittee agreed to review this information at a later date.

President Harris said that the Subcommittee will be provided with this information ahead of time for their review.

At 9:15 PM, motion by Mr. Tsaffaras that the meeting of the Personnel and Programs Subcommittee be adjourned. The motion was seconded by Mr. Viejo-Rodriguez. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted. The meeting was adjourned.

**QUINCY COLLEGE  
BOARD OF GOVERNORS**

**FINANCE AND FACILITIES  
AND  
PERSONNEL AND PROGRAMS  
SUBCOMMITTEES**

**JOINT MEETING**

**MAY 26, 2009  
Minutes**

The meeting was called to order at 6:30 PM. The member rolls were called. The following members of the Finance and Facilities Subcommittee were present at the call of the member roll: Mark Bertman; Edward Browne, Vice Chair of the Board of Governors; David Dennis, Chair of the Board of Governors; Thomas Feenan, Subcommittee Vice Chair; William Grindlay. The following members of the Finance and Facilities Subcommittee were absent at the call of the member roll: Francis Byrne, Subcommittee Chair; Joanne Condon-Walsh (who participated by telephone).

The following members of the Personnel and Programs Subcommittee were present at the call of the member roll: Jo-Ann Bragg, Subcommittee Vice Chair; Mary Jo Brogna, Subcommittee Chair; David Dennis, Chair of the Board of Governors; Pedro Viejo-Rodriguez. The following members of the Personnel and Programs Subcommittee were absent at the call of the member roll: Jerrell Riggins; Peter Tsaffaras, Esq.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Dr. Patricia Vampatella, Vice President for Academic Affairs; Pushap Kapoor, Vice President for Administration and Enrollment Management; Jennifer Tonneson, Chief Financial Officer/Business Administrator; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors; Dr. Susan Hunter, Dean of Allied Health Programs; Dr. Wayne Westcott.

Motion by Mr. Bertman that the minutes of the Finance and Facilities Subcommittee's meeting of April 16, 2009, be approved. The motion was seconded by Mr. Browne. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Viejo-Rodriguez that the minutes of the Personnel and Programs Subcommittee meeting of April 22, 2009, be approved. The motion was seconded by Mr. Dennis. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Mr. Riggins and Mr. Tsaffaras arrived at 6:35 PM.

A discussion began on the Cost Per Credit Analysis (please see copy, attached).

Mr. Byrne arrived at 6:36 PM.

Ms. Tonneson described the methodology of the analysis. Ms. Brogna suggested that the focus be on programs that are losing more than \$100,000.00. Ms. Bragg and Mr. Browne each pointed out the deficit in the Practical Nursing Program. President Harris stated that the Practical Nursing



Program is a feeder to the Registered Nursing Program (ADN). Dean Hunter estimated that between 10 – 15 % of the enrollments in the ADN Program come from the Practical Nursing Program.

Mr. Tsaffaras asked what the “AH” category included. Vice President Kapoor explained that it includes courses with the ALH prefix, and that are used in various disciplines. Mr. Tsaffaras pointed out that it should not be listed as a major as it is not a major.

Mr. Dennis asked that each major be broken down by course within each major.

Ms. Brogna said that what is missing is the maximum number of students that can be taught in each major in a semester (a capacity). Ms. Bragg asked that break-even points be established within each major.

Mr. Byrne asked if there is available data from other institutions as to what is “normal” (where other institutions make or lose money). Ms. Tonneson replied that, in general, academic programs do not make money. Institutions generally make money from grants, endowments, and appropriations. Proprietary institutions make money from tuition, fees, and interest.

Ms. Brogna stated that she asked for the analysis because, in her time on the Board of Governors, programs and positions have been added but none eliminated. She stated that it is the Board’s responsibility to look at all programs.

Mr. Viejo-Rodriguez asked for the math that went into the allocation of the various costs, including support costs (how those costs were arrived at). Ms. Tonneson agreed to provide this information.

Mr. Tsaffaras asked if any Plymouth campus service costs were attributed to Allied Health. Ms. Tonneson replied that they were not, but instead were reflected in direct costs. All New Temple Hall costs were attributed to Allied Health, as were some Newport Hall costs because of Allied Health students’ use of such things as the library and support services.

Motion by Ms. Bragg that any program that experiences a loss of \$100,000.00 be called before the Board of Governors to explain the loss. The motion was seconded by Mr. Byrne. There was no discussion on the motion.

The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the Exercise Science proposal (please see copy, attached). Ms. Tonneson explained the methodology used in arriving at the revenue and cost projections, then reviewed the fixed and variable costs.

Ms. Brogna pointed out that the math does not work out according to the breakdown in “Wages – Adjunct Research Instruction”. Dr. Westcott explained how those wages were calculated. Ms. Tonneson stated that she will recalculate those figures with Dr. Westcott.

Ms. Bragg questioned, given the current economy, what the market for personal trainer education would be. President Harris replied that the Exercise Science Program is a good starter for four-year degrees in sports medicine. Dr. Westcott reported that he conducted a telephone survey of

area health clubs and, with one exception, all surveyed are holding their own or experiencing an increase in membership.

Mr. Tsaffaras asked why, since this is an existing program, articulation agreements are not in place. President Harris replied that because there are currently no full-time faculty members in the Program, such agreements cannot be properly addressed.

Ms. Brogna asked who would be the primary users of the fitness equipment associated with the Program. Dr. Westcott replied that students would be training on it, and community members referred by hospitals and coming from the community would use the equipment as research subjects. Vice President Kapoor reviewed for Ms. Brogna the information from the College's insurance agent regarding insurance coverage on participants (please see copy, attached). Ms. Brogna asked that the issue of insurance coverage once again be reviewed by legal counsel, but Mr. Feenan stated that the College's general liability policy will cover these activities and their participants.

Mr. Byrne asked if there are revenue opportunities in research. Dr. Westcott replied that there may be grant opportunities. He also stated that the research would be the property of Quincy College.

Ms. Bragg asked how long a new program is given to succeed. President Harris replied that three to five years is the norm. Such factors as enrollments, graduation rates, retention rates, and transfer success are examined to determine if a program is succeeding.

Motion by Mr. Viejo-Rodriguez to approve the Exercise Science proposal and supplementary budget (based on a cohort enrollment of 8). The motion was seconded by Mr. Feenan. There was no discussion on the motion.

The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion. Mr. Browne abstained. The motion was adopted.

The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Viejo-Rodriguez. Mr. Tsaffaras voted in opposition to the motion. Mr. Riggins abstained. The motion was adopted.

Next addressed was the Financial Report (please see copy, attached). Ms. Tonneson presented and explained the Report. She stated that the net income of \$264,503.00 in revenue is healthy given the current economy.

Mr. Grindlay asked if the grant writer is producing as anticipated. Vice President Vampatella reported that three to four proposals have gone out but no responses have yet been received.

Mr. Grindlay asked if unclaimed funds (under the Tailings Account) go to the Commonwealth of Massachusetts. Ms. Tonneson replied that she and Mr. Gupta will research this question for the next meeting.

Mr. Byrne asked what Quincy College is doing to maximize interest earnings. Ms. Tonneson replied that there are accounts among which funds are moved from operational funds. Ms. Tonneson agreed to look into other means of investing, but President Harris stated that the City of Quincy Treasurer is in charge of the College's investments. Mr. Feenan stated that if the College can invest, it should be done with local banks.

Next addressed were budget transfers and appropriations (please see copy of transfer proposals, numbered 1 – 6, and 8, an appropriation proposal for FY 2009, and appropriation proposals for FY 2010). Ms. Tonneson explained the rationale for each proposed transfer.

Regarding Legal Expenses, Ms. Tonneson stated that the duration and frequency of labor negotiations have caused legal expenses to rise. Mr. Browne asked that separation-related expenses be broken out of those legal expenses.

Regarding the FY 2009 appropriation for Worker's Compensation, Ms. Tonneson explained that this concerns a matter that has been settled, and which the City of Quincy has already paid out. Mr. Tsaffaras asked that the Board of Governors be provided with additional information at tomorrow's Board meeting.

Regarding the FY 2010 budget appropriations (student refunds). Ms. Tonneson stated that a line item is needed for each listed category. These are pass-throughs, do not affect Profit and Loss, and are revenue-neutral. The outlays will be at various times.

Motion by Mr. Browne that the Finance and Facilities Subcommittee recommend the revision of the format of the FY 2010 budget to reflect the budget - neutral items regarding student refunds, as presented, over the next fiscal year. The motion was seconded by Ms. Bragg. There was no discussion on the motion. The motion was adopted unanimously on a voice vote by the Finance and Facilities Subcommittee. There were no votes in opposition to the motion, and no abstentions.

Motion by Mr. Browne that the Finance and Facilities Subcommittee recommend the approval of proposed transfers 2 – 6, and 8, as presented as follows:

2. \$23,000.00 from "Building Rental" (70890528) to "Electric" (70890412-520200);
3. \$30,000.00 from "College and Community Development" (70630822-570618) to "Separation Expense" (70580811-570610);
4. \$3,500.00 from "Building Rental – Quincy" (70890528-520701) to "Heat" (70890412-520108);
5. \$5,000.00 from "Building Rental – Quincy" (70890528-520701) to "Telephone" (70890412-530405);
6. \$2,500.00 from "Supplies" (70600230-540200) to "Water/Sewer Quincy" (70890412-560905);
8. \$12,000.00 from "Contingency" (70580811-570612) to "Credit Card Fees" (70890098-510104).

The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Browne; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Byrne that the Finance and Facilities Subcommittee recommend the approval of the proposed FY 2009 appropriation, \$24,000.00 being transferred from "Contingency" (70580811-760612) to "Workman's Comp." (70890220-570600). The motion was seconded by Mr. Feenan. There was no discussion on the motion. The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Mr. Grindlay reminded the Board about purchase orders that should be carried over to FY 2010, to be paid out of the FY 2009 budget. Ms. Tonneson replied that she already has begun this review.

Next addressed were academic policies (please see copies, attached).

President Harris described the procedural history of the proposed policies getting to the Personnel and Programs Subcommittee. Vice President Vampatella addressed the substance of the individual proposed policies.

First addressed was proposed Policy 5.00 (Matriculation Policy). Vice President Vampatella explained the rationale for the policy. She pointed out that the viability deadlines set forth in the policy under "Note" already exist as part of another policy and are not presented for consideration this evening. Mr. Tsaffaras recommended, and President Harris agreed, that the word "calendar" year in the next to the last line of the Matriculation policy be amended to "academic" year.

Ms. Brogna asked for information on the basis for the viability deadlines. Mr. Browne and others agreed with this request. President Harris asked if the viability deadlines for science and computer science courses at Quincy College is consistent with those of other institutions. Vice President Vampatella replied that they are.

Mr. Tsaffaras spoke of the necessity of a matriculation policy in order to track cohorts.

Vice President Vampatella next presented Policy 5-01 (Degree Requirements). The Personnel and Programs Subcommittee determined that 5-01, # 7, be amended to read "Participation in required College-wide or Program specific assessment activities"

The Subcommittee also asked that an explanation of Policy 5-01, # 4 ("A satisfactory record of college citizenship") be provided at next month's meeting.

Motion by Ms. Bragg that the Personnel and Programs Subcommittee recommend the approval of Policy 5-01 (Degree Requirements), as amended above. The motion was seconded by Mr. Viejo-Rodriguez. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Vice President Vampatella next presented proposed policy 5-16 (Academic Amnesty). The Subcommittee determined that its first line be amended to read "academic" year rather than "calendar" year.

Motion by Ms. Brogna that the Personnel and Programs Subcommittee recommend the approval of Policy 5-16 (Academic Amnesty), as amended above. The motion was seconded by Mr. Viejo-Rodriguez. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Vice President Vampatella next presented proposed policy 5-17 (Academic Record Changes). The Subcommittee determined that the policy's first sentence should be stricken, and all references within the policy to "calendar" year should be amended to "academic" year.

Motion by Ms. Bragg that the Personnel and Programs Subcommittee recommend the approval of Policy 5-17 (Academic Record Changes), as amended above. The motion was seconded by Ms. Brogna. There was no discussion on the motion. The following members of the Personnel

and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Viejo-Rodriguez that the Personnel and Programs Subcommittee recommend the approval of Policy 5-00 ( Matriculation Policy) with the following amendments: that the section labeled "Note" not be included; all references within the policy to "calendar" year be amended to read "academic" year. The motion was seconded by Ms. Bragg. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

At 9:07 PM, motion by Mr. Viejo-Rodriguez that the joint meeting of the Finance and Facilities and Personnel and Programs Subcommittees be adjourned. The motion was seconded by Mr. Tsaffaras. There was no discussion on the motion

The following members of the Finance and Facilities Subcommittee voted in favor of the motion: Mr. Bertman; Mr. Browne; Mr. Byrne; Mr. Dennis; Mr. Feenan; Mr. Grindlay. There were no votes in opposition to the motion, and no abstentions.

The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions.

The motion was adopted.

The meeting was adjourned.

**QUINCY COLLEGE  
BOARD OF GOVERNORS**

**PERSONNEL AND PROGRAMS SUBCOMMITTEE**

**MEETING OF SEPTEMBER 23, 2009  
Minutes**

The meeting was called to order at 6:33 PM. The member roll was called. The following members of the Personnel and Programs Subcommittee were present at the call of the member roll: Mary Jo Brogna, Subcommittee Chair and Second Vice Chair of the Board of Governors; David Dennis, Chair of the Board of Governors; Jerrell Riggins; Pedro Viejo-Rodriguez. The following members of the Personnel and Programs Subcommittee were absent at the call of the member roll: Jo-Ann Bragg, Subcommittee Vice Chair; Peter Tsaffaras, Esq.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Dr. Patricia Vampatella, Vice President for Academic Affairs; Pushap Kapoor, Vice President for Administration and Enrollment Management; Jennifer Tonneson, Chief Financial Officer/Business Administrator; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors; Anna Williams-Cote, Esq., Dean of the Plymouth Campus; Jennifer Dunne, Director of Institutional Research; Dr. James Magee, Special Assistant to the President for Institutional Transition; Wesley Ennis, Adjunct Instructor; Dr. Donald Gratz, Member-Elect of the Board of Governors; Kristin Parks, Director of the Associate Degree in Nursing Program.

Mr. Dennis referred to the minutes of the Subcommittee's meeting of May 26, 2009. He inquired about the language in Policy 5.01, # 4 regarding "College citizenship". President Harris read to the Subcommittee the definition of that term and directed Vice President Kapoor to provide copies of the definition to the Board members by September 24, 2009. Regarding Policies 5-16 (Academic Amnesty), 5-17 (Academic Record Changes), and 5-00 (Matriculation Policy), President Harris reported that all references to "calendar year" had been changed to "academic year".

Ms. Brogna referred to the notation on Page 2 of the minutes regarding the math not working out according to the breakdown in "Wages-Adjunct Research Instruction" in the Exercise Science Program proposal. Ms. Tonneson stated that the figures had been corrected and will be forwarded to Board members.

Motion by Mr. Dennis that the Personnel and Programs Subcommittee approve the minutes of the Finance and Facilities and Personnel and Programs Subcommittees' joint meeting of May 26, 2009. The motion was seconded by Mr. Riggins. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion and no abstentions. The motion was adopted.

Motion by Mr., Dennis that the agendas for all future meetings of the Personnel and Programs Subcommittee include a category of "open matters to be addressed from prior meetings". The motion was seconded by Mr. Riggins. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion and no abstentions. The motion was adopted.

Next addressed was the draft Intellectual Property Policy (please see copy, attached). President Harris described the purposes of the policy and the process that led to its development. She stated that the draft serves as a beginning and as a basis for impact bargaining with the QEA, Unit D faculty.

Mr. Viejo-Rodriguez raised the subject of Dr. Wayne Westcott's research at Quincy College. He asked that if the research were to end up in a book, whose property would it be. Vice President Kapoor pointed out the revenue division plan set forth on Page 3 of the draft. Mr. Dennis asked if this was a typical practice and percentage plan at other colleges. Vice President Kapoor replied that he has research on that issue from twenty five other colleges and he will forward that to the members (the members were provided with this material before the end of this meeting). Mr. Gratz stated that the practice and percentages are typical of higher education. He also stated that course syllabi typically are shared-use documents.

Mr. Dennis also questioned the vesting in the Vice President for Academic Affairs the sole discretion of relinquishing the College's possession of intellectual property rights. He asserted that the Board of Governors should have a role in such decisions in furtherance of its fiduciary responsibilities to the College. Mr. Gratz recommended a monetary trigger (a specific dollar amount) that would cause the College's rights to kick in. Mr. Dennis also objected to the lack of Board involvement in the dispute resolution process.

Based on Ms. Brogna's request, President Harris will obtain from the College's legal counsel a synopsis of the draft policy.

Next addressed were the Institutional Research and IRB Policy and Procedures (please see copy, attached). President Harris stated that this draft policy will meet the requirements of any research to be done at Quincy College. Also, a seven member IRB has been established, with President Harris to serve as Chair for the current year.

Mr. Dennis asked for an explanation of the "Belmont Report" (referenced in the policy). Vice President Kapoor summarized the requirements and standards set forth in that report. President Harris stated that the Belmont Report was written to address the rights of those incapable of providing informed consent. Mr. Gratz summarized the informed consent requirements.

Mr. Tsaffaras arrived at 7:00 PM.

Mr. Dennis asked for an explanation of Quincy College's confidentiality policy. Vice President Kapoor described the FERPA requirements but stated that such will not cover research subjects. Ms. Dunne described the confidentiality process to be contained in Dr. Westcott's proposal. Mr. Dennis asked Ms. Dunne to prepare an internal control matrix describing the confidentiality process.

Ms. Brogna asked to whom the IRB should report. President Harris replied that with her chairing the IRB for the current year, the IRB would report to the Board of Governors. It was the consensus of the Subcommittee that the IRB should report to the President. Therefore, President Harris stated that she would not serve on the IRB, that Ms. Dunne would chair the IRB, and the IRB will report to the President.

Motion by Mr. Dennis that the Personnel and Programs Subcommittee recommend approval of the Institutional Research and IRB Policy. The motion was seconded by Mr. Viejo-Rodriguez. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the final draft of the 2009 – 2014 Strategic Plan (please see copy, attached). President Harris presented the history of the development of the document and its relationship to and status of the Strategic Financial Plan. She emphasized the need of having the Plan in place before the NEASC visit of November 1, 2009, but reminded the Subcommittee that the Plan is subject to regular change as needed.

Dr. Magee described NEASC's requirement of the Plan and the purposes that the Plan serves.

Dr. Vampatella described the incremental process of developing capstone courses for each program.

Mr. Tsaffaras asked whether, since the completion of the Strategic Plan, it has been reviewed by the various College constituencies. Dr. Magee replied that it has been reviewed by student focus groups, the President's Cabinet, and the College's Executive Staff.

Motion by Mr. Tsaffaras that the Personnel and Programs Subcommittee recommend the approval of the 2009 – 2014 Strategic Plan, dated September 11, 2009, and entitled "Building the Future". The motion was seconded by Mr. Riggins. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the study of the Associate Degree in Nursing Selective Admission Pilot Project (please see copy, attached). Ms. Dunne explained the ranking process based on the placement test. Ms. Brogna stated that the policy changes the mission of the College. Ms. Dunne replied that in any year, students who meet the entrance requirements are not admitted. This is because of a finite number of seats in the Program. This has not changed with the pilot policy.

President Harris reported that there were, this year, 137 applications for the 88 seats in the full-time program. Mr. Tsaffaras suggested that with such a small number of applicants, perhaps more criteria should be considered in making admission determinations. Alternatives should be provided for those applicants who meet the admissions criteria but who are not accepted into the Program. President Harris described the pilot as a first step toward ensuring success in the Program for those admitted.

Ms. Brogna cited attrition and graduation rates and suggested that the Program admit to factor in attrition. Ms. Parks cited that the Program's enrollment is capped at 88 by the Board of Registration in Nursing. She also stated that for many students who are subject to attrition, this doesn't occur until later in the Program. She further cited a lack of clinical instructors and clinical placements as barriers to increased enrollment.

Ms. Brogna asked that Ms. Parks provide her with the Board of Registration in Nursing documentation regarding an enrollment cap.

President Harris urged that the pilot serve as the basis for long-term solutions to admissions issues related to the ADN Program.

Mr. Tsaffaras urged that if there are identified, long-term, systemic problems in Allied Health programs, the Board should set aside time and act on them quickly. Ms. Brogna stated that funding of the science labs was approved, in part, to support Allied Health programs whose numbers, according to Vice President Kapoor's regular enrollment reports, are declining.

Dean Williams-Cote and Mr. Ennis then made a presentation on the proposed Media, Arts, and Entertainment Program (please see copy, attached). Ms. Brogna asked what the Program would



need for space and capital. Dean Williams-Cote replied that initially, the costs for the Certificate Program would involve only software.

Motion by Mr. Dennis that the Personnel and Programs Subcommittee accept the Media, Arts, and Entertainment Program documentation, and that the Subcommittee be provided by December 2009 with a progress report along with space and capitalization needs for full roll-out. The motion was seconded by Mr. Tsaffaras. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

President Harris then presented a hiring report (please see copy, attached). Mr. Dennis asked about the status of the Allied Health Dean search. President Harris replied that a search committee is being formed and that two applications already have been received. Interviews should begin in several weeks.

Mr. Tsaffaras asked if there is enough space at the Plymouth Campus for the College to do all of what it needs and wants to do. President Harris replied that a study will commence in the spring, with a three year look back, to see what is needed over the next year or two. Dean Williams-Cote reported that the needs assessment is being updated to include this semester's enrollments.

At 8:12 PM, motion by Mr. Riggins that the meeting of the Personnel and Programs Subcommittee be adjourned. The motion was seconded by Mr. Tsaffaras. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Brogna; Mr. Dennis; Mr. Riggins; Mr. Tsaffaras; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted and the meeting was adjourned.

**QUINCY COLLEGE  
BOARD OF GOVERNORS**

**PERSONNEL AND PROGRAMS SUBCOMMITTEE**

**MEETING OF NOVEMBER 19, 2009  
Minutes**

The meeting was called to order at 6:04 PM. The member roll was called. The following members of the Personnel and Programs Subcommittee were present at the call of the member roll: Jo-Ann Bragg, Subcommittee Vice Chair; David Dennis, Chair of the Board of Governors; Donald Gratz; Pedro Viejo-Rodriguez. The following members were absent at the call of the member roll: Mary Jo Brogna, Subcommittee Chair; Jerrell Riggins; Peter Tsaffaras, Esq.

Also present were: Martha Sue Harris, President and Secretary of the Board of Governors; Pushap Kapoor, Vice President for Administration and Enrollment Management; Robert E. Baker, Jr., Esq., Dean of Business and Public Service Programs and Assistant Secretary of the Board of Governors.

In the absence of Ms. Brogna, the meeting was chaired by Ms. Bragg.

First addressed was the position of Director of Institutional Research (please see position description, attached). Ms. Bragg discussed the nature and importance of the position, then pointed out several changes to the position description, as follows: on page 1, the addition of supervisory responsibilities; on page 2, the inclusion within this position's duties, service as Chair of the Institutional Review Board. Ms. Bragg further reported that survey work as well as reports to the Department of Education and the New England Association of Schools and Colleges (NEASC), all responsibilities of this position, have grown considerably.

President Harris reported that her research from other institutions on salaries for this position indicate that the median salary is \$75,000.00. The proposed range for this position is \$65,000.00 - \$75,000.00.

Mr. Gratz said that the proposed salary range makes sense.

Mr. Dennis asked how much people at the same level as this position at Quincy College are paid. President Harris replied that other directors, with Bachelor's degrees, make in the \$60 thousands. Mr. Dennis then asked if any other directors are required to have Master's degrees. President Harris replied that they are not.

Ms. Bragg asked why the Allied Health salary line is the source of the increased funding for this position. President Harris replied that there are two (2) positions in Allied Health that have been unfilled since the beginning of the fiscal year. President Harris further reported that the College will fall behind on its reporting requirements if this position is not filled by January 2010. Lorri Mayer, Executive Director of Human Resources, will explore recruiting alternatives if the position is not filled by January 2010.

Motion by Mr. Dennis that the Personnel and Programs Subcommittee recommend approval of the position description for Director of Institutional Research. The motion was seconded by Mr. Gratz. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Mr. Dennis; Mr. Gratz; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

At 6:17 PM, motion by Mr. Dennis that the meeting of the Personnel and Programs Subcommittee be adjourned. The motion was seconded by Mr. Gratz. There was no discussion on the motion. The following members of the Personnel and Programs Subcommittee voted in favor of the motion: Ms. Bragg; Mr. Dennis; Mr. Gratz; Mr. Viejo-Rodriguez. There were no votes in opposition to the motion, and no abstentions. The motion was adopted and the meeting was adjourned.