

**QUINCY COLLEGE
BOARD OF GOVERNORS**

PERSONNEL AND PROGRAMS COMMITTEE

MEETING OF FEBRUARY 4, 2013

Minutes

The meeting of the Personnel and Programs Committee, held in the Hart Board Room, Room 706N, 7th Floor, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 5:02 PM. The member roll was called. The following members of the Personnel and Programs Committee were present at the call of the member roll: Mary Jo Brogna, Committee Chair and Vice Chair of the Board of Governors; Maureen Glynn Carroll, Esq., Second Vice Chair of the Board of Governors; Gregory Hanley; Joseph Shea. Absent at the call of the member roll were: William Boozang; Reverend James Hawker; Carolyn O'Toole.

Also present were: Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Robert E. Baker, Jr., J.D., Assistant to the President and Assistant Secretary of the Board of Governors; Michelle McNulty, Esq., Murphy, Lamere, and Murphy.

At 5:03 PM, motion by Ms. Carroll that, pursuant to the provisions of Massachusetts General Laws, Chapter 30A, Section 21(a)(1), the Personnel and Programs Committee enter into Executive Session for the purpose of continuing consideration of complaints or charges against a public officer, employee, staff member, or individual and to consider process and procedure related to such complaints or charges, including possible investigatory steps and/or discipline or dismissal relating to such complaints or charges against such public officer, employee, staff member, or individual, and pursuant to Purpose 7 under Massachusetts General Laws, Chapter 30A, Section 21(a)(7), to comply with or act under the authority of a Massachusetts General Law by receiving legal advice from counsel protected from disclosure under Massachusetts General Laws, Chapter 4, Section 7, Clause 26, Chapter 30A, Section 21(a)(1), and Chapter 30A, Section 22(f). The motion was seconded by Mr. Shea. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Ms. Brogna; Ms. Carroll; Mr. Hanley; Mr. Shea. There

were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Open and public session resumed at 5:51 PM. The member roll was called. The following members of the Personnel and Programs Committee were present at the call of the member roll: Mr. Boozang; Ms. Brogna; Ms. Carroll; Mr. Hanley; Mr. Shea. The following members of the Personnel and Programs Committee were absent at the call of the member roll: Reverend Hewker; Ms. O'Toole.

Also present were: Christopher Bell, member of the Board of Governors; President Tsaffaras; Mr. Baker.

Motion by Mr. Shee that the Personnel and Programs Committee approve the minutes of its meeting of July 26, 2012, as presented. The motion was seconded by Mr. Boozang. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. Carroll; Mr. Shea. There were no votes in opposition to the motion. Mr. Hanley abstained. The motion was adopted.

Next addressed was the proposed Academic Calendar for 2013 – 2014. President Tsaffaras reviewed for the members of the Committee the proposed Academic Calendar and the process by which it was developed.

Motion by Mr. Hanley that the Personnel and Programs Committee recommend that the Board of Governors approve the proposed Academic Calendar for 2013 – 2014, as presented. The motion was seconded by Ms. Carroll. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. Carroll; Mr. Hanley; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the Presidential evaluation process. Ms. Brogna stated that the established Presidential goals will be the basis for the evaluation. President Tsaffaras reminded the members of the Committee that his contract calls for mutual agreement on the evaluation instrument, so when the Presidential Evaluation Subcommittee is established, he will meet with its members to arrive upon an appropriate instrument. Ms. Brogna appointed the following members of the Personnel and Programs Committee to the Presidential Evaluation Subcommittee: Mr. Boozang (Subcommittee Chair); Ms. Carroll; Ms. O'Toole.

Ms. Brogna then discussed the need for future meetings of the Personnel and Programs Committee. It was determined to schedule two (2) such meetings to address three (3) proposed new academic programs, and other matters needing the Committee's attention. Mrs. Brugman, Executive Assistant to the President, will poll the members of the Committee on their availability on various Wednesday evenings prior to the March 2013 meeting of the Board of Governors.

No matters were addressed under "Old Business".

Under "New Business", President Tsaffaras reminded members of the material he had forwarded to the members of the Board of Governors regarding his compliance with the Commonwealth of Massachusetts Ethics Commission's requirements regarding the hiring of his nephew to the position of Grant Administrator for the Bio-Tech Grant, and the independent process that led to this selection.

At 6:12 PM, motion by Mr. Shea that the meeting of the Personnel and Programs Committee be adjourned. The motion was seconded by Mr. Hanley. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. Cerroll; Mr. Henley; Mr. Shea. 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 COMMITTEE

MEETING OF FEBRUARY 20, 2013

Minutes

The meeting of the Personnel and Programs Committee, held in the Hart Board Room, 7th Floor, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 5:30 PM. The member roll was called. The following members of the Personnel and Programs Committee were present at the call of the member roll: William Boozang; Mary Jo Brogna, Committee Chair and Vice Chair of the Board of Governors; Gregory Henley; Joseph Shea. Absent at the call of the member roll were: Maureen Glynn Carroll, Esq., Second Vice Chair of the Board of Governors; Reverend James Hawker; Carolyn O'Toole.

Also present were: Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Anna Willems, J.D., Vice President for Academic Affairs; Mary Scott, J.D., Vice President for Human Resources; Robert E. Baker, Jr., J.D., Assistant to the President and Assistant Secretary of the Board of Governors; Laura Corine, Ph.D., Dean of Natural and Health Sciences; Sendra Smales, J.D., Dean of Professional Programs; Paula Smith, Associate Vice President for Enrollment Services and Registrar; Linda Menard, Instructor of Science; Sabrina Kosik, Instructor of Human Services.

Motion by Mr. Shea that the Personnel and Programs Committee approve the minutes of its meeting of February 4, 2013, as presented. The motion was seconded by Mr. Hanley. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Mr. Hanley; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the Articulation Agreement with Wheelock College. President Tsaffaras provided an update on articulation agreements in general and then called upon Ms. Kosik, who described the substance of the Articulation Agreement In Social Work with Wheelock College, as well as Quincy College's mentoring program with

Wheellock College. Ms. Kosik also described the prospective Social Work Track in Human Services at Quincy College, as well as the existing Human Services curriculum.

Ms. Brogna asked that at a future meeting of the Board of Governors, a one (1) page summary of all Quincy College articulation agreements be presented.

Next addressed were the Computer Science Program Review Recommendations. President Tsaffaras explained the origin of the recommendations and that, below each recommendation, its status is indicated. Dean Smeles gave a brief description of the Program Review process. Dean Smales then distributed the curricula for the revised Computer Science concentrations and reviewed for the members of the Personnel and Programs Committee the content of each concentration. Ms. Brogna stated that in future, when presenting proposed new programs, enrollment histories and enrollment projections are to be provided in order to consider the elimination of underperforming programs, given Quincy College's current limited space.

Next addressed was the Bio-Tech Grant. President Tsaffaras reminded the members that Quincy College is the only college in Massachusetts to receive a \$3 million bio-tech grant. He continued that the Grant calls for a bio-tech lab (at an approximate cost of \$.5 million), as well as two (2) faculty positions which, although Quincy College positions, will be funded for their first three (3) years by the Grant. At the end of that three (3) year period, the need for the positions will be evaluated. Ms. Brogna reminded President Tsaffaras that the Personnel and Programs Committee should approve new positions before they are posted.

Dr. Corina then presented an overview of the Bio-Tech Grant, including a PowerPoint presentation. Ms. Brogna stated that there should be some indication on the job description/posting for each of the Bio-Tech Grant faculty positions that the positions are grant-funded and subject to the existence of the Bio-Tech Grant. Mr. Hanley asked whether it would be acceptable under the Grant that if a member of the Board of Governors were able to save Quincy College money in such areas as equipment, to free up money for use elsewhere for the Grant. Dr. Corina replied that Department of Labor grants have very limited flexibility in transferring from line to line but that such freed up money could be used to purchase items within the same line or category.

Motion by Mr. Hanley that the Personnel and Programs Committee recommend that the Board of Governors approve the position and job classification/specifications for Instructor, Biotechnology and Compliance (Bio-Technology Grant). The motion was seconded by Mr. Boozang. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr.

Boozang; Ms. Brogna; Mr. Hanley; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Mr. Henley that the Personnel and Programs Committee recommend that the Board of Governors approve the position and job classification/specifications for Instructor, Biotechnology and Compliance, plus Lab Prep (Bio-Technology Grant). The motion was seconded by Mr. Shea. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Mr. Hanley; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Mr. Boozang departed at 6:13 PM.

Dean Smeles then presented the proposed revision to Policy 5.05A, "Auditing a Class", also describing the existing Policy and the rationale for the proposed revision.

Registrar Smith presented to the members of the Personnel and Programs Committee a memorandum from the Department of Education regarding fees charged to International students versus charges to undocumented childhood arrivals to the United States. She reported that currently at Quincy College, these students are considered international students and are charged international student fees. The colleges of the Commonwealth of Massachusetts, pursuant to the position of the Department of Homeland Security, do not charge such students extra fees or out of state tuition.

Next addressed was the proposed new academic program of Physical Therapy Assistant. President Tsaffaras described the process by which he discusses with the academic deans their recommendations of which programs they would advocate being eliminated and those they would recommend being created. Ms. Brogna stated she thought it inappropriate that new programs should proceed through the College Senate or any other approval process without first having been approved by the Board of Governors.

Linda Menard then presented a PowerPoint program on the proposed Physical Therapy Assistant Program.

Ms. Brogna complimented Dr. Corina and Ms. Menard on the quality of the proposal. She then asked if there were space needs projections for the Program. Dr. Corina replied that the didactic component can, and perhaps should, be taught in the lab. For twenty (20) students, a single room of 800 square feet, with 200 square feet of storage, would be sufficient for the Program and to meet accreditation requirements. Ms.

Broгна then asked Dr. Corina whether she had considered closing any programs, such as Surgical Technology. Dr. Corina replied that there is strong student interest in that program and steady demand for graduates. Ms. Broгна stated that Quincy College must look at each program for viability and that for space and resource considerations, the Board of Governors would not be doing its job if it does not look at the elimination of unprofitable or ineffective programs.

Mr. Hanley departed at 6:55 PM.

At 6:59 PM, motion by Mr. Shea that the meeting of the Personnel and Programs Committee be adjourned. The motion was seconded by Ms. Broгна. There was no discussion on the motion. Ms. Broгна and Mr. Shea voted in favor of the motion. 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 COMMITTEE

MEETING OF FEBRUARY 27, 2013

Minutes

The meeting of the Personnel and Programs Committee, held in the Hart Board Room, 7th Floor, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 5:34 PM. The member roll was called. The following members of the Personnel and Programs Committee were present at the call of the member roll: Mary Jo Brogne, Committee Chair and Vice Chair of the Board of Governors; Maureen Glynn Carroll, Esq., Second Vice Chair of the Board of Governors; Carolyn O'Toole; Joseph Shea. Absent at the call of the member roll were: William Boozang; Gregory Hanley; Reverend James Hawker. A quorum was present.

Also present were: Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Anna Williams, J.D., Vice President for Academic Affairs; Pushap Kapoor, Vice President for Administration and Finance; Mary Scott, J.D., Vice President for Human Resources; Robert E. Baker, Jr., J.D., Assistant to the President and Assistant Secretary of the Board of Governors; Paule Smith, Associate Vice President for Enrollment Services and Registrar; Laura Corine, Ph.D., Dean of Natural and Health Sciences.

Motion by Mr. Shea that the Personnel and Programs Committee approve the minutes of its meeting of February 20, 2013, as presented. The motion was seconded by Ms. Carroll. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Ms. Brogna; Ms. Carroll; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was a proposed revision to Quincy College Policy 5.05A (Auditing a Class). President Tsaffaras reviewed for the members of the Committee the current policy as well as the substance of the proposed revision, to allow students who audit a class to do so at a fifty per cent (50 %) tuition rate.

Motion by Ms. Carroll that the Personnel and Programs Committee recommend that the Board of Governors approve the revision to Policy 5.05A, Auditing a Class. The motion was seconded by Mr. Shea. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Ms. Brogna; Ms. Carroll; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the proposed Physical Therapy Assistant Program, presented by Deen Corina. Ms. Brogna spoke highly of the Program, including its need for limited resources and limited space. In response to a question, Dr. Corina further explained that the Program would seek to attract twenty (20) students per cohort.

Motion by Ms. Carroll that the Personnel and Programs Committee recommend that the Board of Governors approve the proposed new academic program, Physical Therapy Assistant. The motion was seconded by Ms. O'Toole. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Ms. Brogna; Ms. Carroll; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next discussed were the positions required as a result of the approval of the Physical Therapy Assistant Program.

Motion by Ms. Carroll that the Personnel and Programs Committee recommend that the Board of Governors approve the position and job classification/specifications for "Chair, Physical Therapy Assistant Program". The motion was seconded by Ms. O'Toole. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Ms. Brogna; Ms. Carroll; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Motion by Ms. Carroll that the Personnel and Programs Committee recommend that the Board of Governors approve the position and job classification/specifications for "Clinical Coordinator, Physical Therapy Assistant Program". The motion was seconded by Ms. O'Toole. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Ms. Brogna; Ms. Carroll; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next occurring was a discussion of residency status for tuition classification purposes, specifically whether students born in the United States of undocumented parent(s) and residing in the United States should be charged Quincy College's Non-United States Resident Student Fee of Fifty Dollars (\$50.00) per credit. President Tsaffaras stated that while he has no strong feelings on the matter, he is aware of some graduates of Boston high schools who would like to enroll in Quincy College but who cannot afford the Non-United States Resident Student Fee. He continued that while adoption of this exemption does not require a vote by the Board of Governors, he wanted to be sure that the members of the Board of Governors were aware of it and had the opportunity to express their opinions on it. Ms. Carroll spoke in support of the exemption of these students from international student fees.

Dean Corine then undertook, for informational purposes, a presentation on a proposed Engineering Technology Program. This Program may be brought forward for Committee consideration at a later date. Ms. Brogna stated that when proposed programs are presented to the Personnel and Programs Committee, greater evidence is needed to demonstrate the need and market for such programs. Ms. Carroll expressed concern that it may be difficult to find faculty for the Program. Dean Corina continued that the Program would be projected to be underway in September 2016. It is anticipated that the Program will involve articulation agreements with Northeastern University and Wentworth Institute of Technology. Vice President Williams explained that the Engineering Technology and Dental Hygiene Programs are put forward for exploration purposes only.

Dean Corina then presented information on the proposed Dental Hygiene Program. Ms. Brogna suggested that the accompanying survey contains too much subjective data and involves too narrow a sample.

Next addressed was the report of the Nursing Program consultant. President Tsaffaras informed the members of the Personnel and Programs Committee that the consultant is scheduled to appear at the meeting of the Board of Governors of March 14, 2013, to make a fifteen (15) minute presentation on the most urgent matters addressed in her report. All members of the Board are to receive a copy of the consultant's report prior to March 14th.

No matters were addressed under "Old Business".

No matters were addressed under "New Business".

Ms. Brogna indicated that there were no matters to be addressed in an Executive Session and therefore none was held.

At 6:29 PM, motion by Mr. Shea that the meeting of the Personnel and Programs Committee be adjourned. The motion was seconded by Ms. Carroll. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Ms. Brogna; Ms. Carroll; Ms. O'Toole; Mr. Shea. 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 COMMITTEE

**MEETING OF JULY 18, 2013
Minutes**

The meeting of the Personnel and Programs Committee, held in the Hert Board Room, Room 706, 7th floor, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 6:05 PM. The member roll was called. The following members of the Personnel and Programs Committee were present at the call of the member roll: William Boozang; Mary Jo Brogna, Committee Chair and Vice Chair of the Board of Governors; Reverend James Hawker; Carolyn O'Toole; Joseph Shea. Absent at the call of the member roll were: Maureen Glynn Carroll, Esq., Second Vice Chair of the Board of Governors; Gregory Hanley. A quorum was present.

Also present were: Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Robert E. Baker, Jr., J.D., Assistant to the President, Interim Dean of the Academic Division of Liberal Arts, and Assistant Secretary of the Board of Governors; Dr. Roxenne Mihal, Interim Dean of the Academic Division of Nursing; Carol Speranzo, Interim Dean of the Academic Division of Natural and Health Sciences; Susan Bossa, Associate Vice President for Student Development; Matthew Tobln, Esq., Murphy, Lamere, and Murphy.

Motion by Mr. Shea that the Personnel and Programs Committee approve the minutes of its meeting of February 27, 2013, as presented. The motion was seconded by Mr. Boozang. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Reverend Hawker; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Ms. Brogna stated that there were several items placed on this meeting's agenda due to concerns of the Board of Governors regarding the nursing consultant's report, the status of interim positions, and Nursing enrollments. However, this evening, Ms. Brogna stated her wish to focus on an enrollment report. She also requested President Tsaffaras to present to the Board of Governors information on the status of Dr. Mihal as an interim dean. President Tsaffaras replied that once the new Vice President for

Academic Affairs joins the College and has had the opportunity to work with Dr. Mihal, a determination will be made as to Dr. Mihal's status. President Tsaffaras continued that the nursing consultant has made an in-person report to the Board of Governors. President Tsaffaras continued that a new Vice President for Academic Affairs and a new Vice President for Administration and Finance have been identified and it is expected will be appointed prior to next week's meeting of the Board of Governors.

Ms. Carroll arrived at 6:14 PM.

Dean Mihal explained that there was a lag in Nursing enrollments because of such factors as students waiting to take the TEAS and complete their prerequisites. This has since been done and the Nursing programs are full, with waiting lists for all Nursing programs. Ms. Brogna then asked if all Nursing faculty positions are filled. Dean Mihal replied that there currently are two (2) vacancies, one (1) in RN and one (1) in PN. All adjunct positions are filled. Since acceptance letters to students just went out, seat deposits, by and large, have not yet been received. The Clinical Coordinator, not faculty, is now doing clinical placements, and all are fully secure. Mr. Boozang asked what the break-even point is. Ms. Brogna stated that this is something long sought by the Board of Governors but which has not been received. Ms. Brogna continued that with the progress made under Dr. Mihal's deanship, she should have been offered the permanent position. Ms. Brogna stated that enrollment and budget projections continue to fail to take into account attrition. Regarding meeting the Nursing enrollment numbers after their having been so low earlier this year, Dean Mihal made it clear that this was not the result of the lowering of any standards or eliminating any requirements.

Regarding an enrollment update, President Tsaffaras stated that except for Nursing, it is too far from the start of the fall semester to present meaningful enrollment numbers for the fall, and thereby determining whether any programs are declining. He has been advised that an enrollment problem with Medical Lab Tech is largely the result of a lack of sufficient outreach.

Deen Speranzo reported that the Surgical Technology Program is full, with a wait list. Her plan for some of the Health programs is to go into hospitals and set up informational tables to promote the programs. Dean Speranzo then reported on her background. She stated that she holds an MBA in Applied Management. She also is a dispensing optician. Ms. Brogna said that she wants to be sure that ICD10 will be used in Medical Billing and Coding. Ms. Brogna also expressed a concern that with Dean Corina's departure, since she was instrumental in obtaining grants, that the College may have some exposure in meeting its obligations under grants.

Ms. Brogna continued that as part of President Tsaffaras' evaluation, he will be assessed on, among other elements, having the right people in the right positions, and in adequate numbers. President Tsaffaras replied that there are no vacancies in the Sciences that will not be able to be filled quickly and with qualified people. The right talent, including support staff, are essential to maintain licensure.

Regarding enrollment updates, Ms. Brogna stated that this year's enrollments need to be compared with last year's on a consistent basis. For newly approved programs, Ms. Brogna wants them to be able to be shown as at least breaking even. President Tsaffaras replied that he will compose a prototype report for Ms. Brogna's approval.

Next addressed was the Table of Organization. President Tsaffaras stated that before he became President, tables of organization were prepared only as needed for a particular purpose. Now they are updated and produced monthly. Mr. Boozang asked if there are adequate staff. President Tsaffaras responded that as of next week, it is expected that the position of Vice President for Academic Affairs will be filled and Interim Vice President Sandra Smales will return full time to her duties as Dean of the Academic Division of Professional Programs. It also is expected that the position of Vice President for Administration and Finance will be filled next week. Mr. Boozang asked if the new Vice President for Academic Affairs has a doctorate. President Tsaffaras replied that she does not, her status being ABD. Ms. Brogna stated that for the position of Vice President for Academic Affairs, the College needs an expert on the New England Association of Schools and Colleges. Regarding the Vice President for Academic Affairs, Mr. Boozang asked if there was a hiring committee involved. President Tsaffaras replied that there was not. Reverend Hawker stated that the determination of whether a person is appropriate for a position may not be revealed until after the person has been hired. Ms. Brogna stated that the process of hiring the Vice President for Academic Affairs has not been transparent. Ms. Carroll expressed the belief that President Tsaffaras has left himself vulnerable with vacancies and interim appointments. President Tsaffaras replied that as to the hiring of the vice presidents, he was told by Mr. Grindlay that unless he was required by collective bargaining requirements to utilize a search committee, the Board would be comfortable with hiring those people who are well qualified and in whom the President has confidence.

Reverend Hawker addressed the salient issues as 1) process, and 2) whether the people being brought in are competent. Mr. Boozang expressed concern about how the manner by which such hires were brought in would be viewed by the rank and file. Mr. Shea asked whether sixteen (16) vacancies, including three (3) top vacancies, in an organization of the size and type as Quincy College is excessive. President Tsaffaras replied that they were not. Mr. Shea expressed his support for President Tsaffaras' right

to select his own people. Mr. Shea expressed his concern that it appears to be the case that some positions are being left unfilled to save money. President Tsaffaras replied that this was not the case and searches are ongoing.

Ms. Brogna reiterated her concern that Deen Mihal is still interim and yet that interim status is not reflected in the Table of Organization. Ms. O'Toole expressed a concern that the hiring process may be insufficient. President Tsaffaras replied that when the two (2) candidates for the vacant vice presidencies applied, he recognized them as superstars whom the College would be fortunate to attract.

Ms. Brogna asked President Tsaffaras if he moved ahead on these hires on an expedited basis because he wanted to, or because he was directed to do so by Mr. Grindlay. President Tsaffaras repeated that he was told by Mr. Grindlay that unless contractual obligations dictated otherwise, the Board would not have a problem with the President acting as he did in order to secure the services of people he believed to be competent and in whom he has confidence.

Ms. Brogna then asked, regarding the Vice President for Administration and Finance, if the Table of Organization is in final form or will subordinate positions be moved in or out. Ms. Brogna then made reference to the position of Chief Financial Officer, and when that position was operational, information provided to the Board by that position was of good quality. President Tsaffaras disagreed and said he did not need to have both a Chief Financial Officer and a Director of Finance. He continued that he puts faith in Mr. Ahern's ability and continued that Mr. Ahern has provided better numbers than did the Vice President for Administration and Finance. Mr. Boozang stated that a Chief Financial Officer should be in a position to develop strategy and make budget and economic projections. Ms. Carroll described it as a mystery as to why the Chief Financial Officer position has not been filled. President Tsaffaras replied that when Quincy College hires a Chief Financial Officer, it should be Mr. Ahern, who is about to start a Master's program in the fall. He continued that Mr. Ahern is scrupulously honest and that Quincy College does not need to have two (2) people performing many of the same duties. Ms. Brogna agreed that Mr. Ahern works very hard but that a strategic person with a financial background in another institution would be beneficial to Quincy College.

Motion by Ms. Brogna that the Personnel and Programs Committee recommend that the Board of Governors direct that President Tsaffaras post and recruit for the position of Chief Financial Officer, with a Chief Financial Officer to be in place on or before January 1, 2014. The motion was seconded by Mr. Boozang. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in

favor of the motion: Mr. Boozang; Ms. Brogna; Ms. Carroll; Reverend Hawker; Ms. O'Toole. Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the Presidential Evaluation Process. Ms. Brogna stated that President Tsaffaras' contract expires on June 30, 2014, and no evaluation has yet been done. Ms. Brogna directed that the Presidential Evaluation Subcommittee, now chaired by Ms. O'Toole, resume its work, Mr. Boozang is to provide two (2) evaluation templates, one (1) from ACCT. The steps in the evaluation are as follows:

Step 1: An internet survey, with performance appraisal, sent to faculty, staff, and students;

Step 2: A general statement from President Tsaffaras of what he wants included, including a self-assessment of what has happened during his tenure;

Step 3: Performance Review.

Mr. Boozang foresees a September distribution and return of the surveys, with a synthesis of the surveys by the Subcommittee in October, and resolution by Thanksgiving. Mr. Boozang will meet with President Tsaffaras to arrive at the terms of the instrument. The Director of Institutional Research will administer and tabulate the survey, and the entire process will be subject to public session. The members of the Subcommittee are: Ms. O'Toole (Chair); Mr. Boozang; Ms. Carroll; Mr. Hanley; Mr. Shea.

Next addressed was the Student Code of Conduct Policy and Procedure. President Tsaffaras described the currently inadequate means of dealing with instances of student misconduct and the rationale for the development of this Policy and the accompanying Procedure. The Chief Conduct Officer would be appointed by the President.

Motion by Mr. Shea that the Personnel and Programs Committee recommend that the Board of Governors approve the Student Code of Conduct Policy, as presented. The motion was seconded by Ms. Carroll. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. Carroll; Reverend Hawker; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Reverend Hawker departed at 8:15 PM. The Chair called a brief recess and business resumed at 8:19 PM.

President Tsaffaras then described the rationale for and position of Marketing Agent.

Motion by Ms. Carroll that the Personnel and Programs Committee recommend that the Board of Governors approve the position of and job classification/specifications for Marketing Agent. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. Carroll; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the request of Jason Paynich, Instructor in Criminal Justice, that he be permitted to travel to and attend, from September 9 – September 13, 2013, the Annual Conference of the International Association of Crime Analysts, to be held in Fort Lauderdale.

Motion by Ms. Carroll that the Personnel and Programs Committee recommend that the Board of Governors approve the request of Jason Paynich, Instructor in Criminal Justice, to travel to and attend, from September 9 – September 13, 2013, the Annual Conference of the International Association of Crime Analysts, to be held in Fort Lauderdale, Florida. The motion was seconded by Mr. Boozang. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. Carroll; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the request of Linda Menard, Instructor in Anatomy and Physiology, to take a leave of absence from that position to serve as the Chair of the Physical Therapy Assistant Program.

Motion by Ms. Carroll that the Personnel and Programs Committee recommend that the Board of Governors approve the leave of absence request by Linda Menard from her position as Instructor of Anatomy and Physiology. The motion was seconded by Ms. O'Toole. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. Carroll; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the request of Carol Speranzo, Instructor in Business, to take a leave of absence from that position to serve as Interim Dean the Academic Division of Natural and Health Sciences.

Motion by Ms. Carroll that the Personnel and Programs Committee recommend that the Board of Governors approve the leave of absence request of Carol Speranzo from her position as Instructor in Business. The motion was seconded by Ms. O'Toole. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogne; Ms. Carroll; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Ms. Brogne requested that Mr. Baker examine the minutes of the meetings of the Personnel and Programs Committee over the last three (3) years to identify any new programs that were approved, and to provide a list of those programs, including approval dates, in order that the status and success of those programs can be provided to the Personnel and Programs Committee.

At 6:29 PM, motion by Mr. Shea that the Personnel and Programs Committee enter into Executive Session pursuant to the provisions of Massachusetts General Laws, Chapter 30A, Section 21(a)(3), to discuss strategy with respect to collective bargaining, as discussion of same in open and public session may have a detrimental effect on the bargaining position of the College, and pursuant to the provisions of Massachusetts General Laws, Chapter 30A, Section 21(a)(4), to discuss security strategy, as discussion of such in open and public session may have a detrimental effect on the effectiveness of such security measures and on the safety of the students, faculty, and staff of Quincy College, and pursuant to the provisions of Massachusetts General Laws, Chapter 30A, Section 21(a)(1), to discuss the reputation, character, physical condition, or mental health, rather than professional competence of an individual, or to discuss the discipline or dismissal of, or complaints or charges brought against, a public officer, employee, staff member or individual, and pursuant to the provisions of Massachusetts General Laws, Chapter 30A, Section 21(a)(6) to consider the lease of real property because the discussion in open session may have a detrimental effect on the negotiating position of the College, and to reconvene in open session. The motion was seconded by Ms. Carroll. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. Carroll; Ms. O'Toole; Mr. Shee. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Open and public session was resumed at 8:50 PM. The member roll was called. The following members of the Personnel and Programs Committee were present at the call of the member roll: Mr. Boozang; Ms. Brogna; Ms. Carroll; Ms. O'Toole; Mr. Shea. Absent at the call of the member roll were: Mr. Hanley; Reverend Hawker. A quorum was present.

At 8:50 PM, motion by Mr. Shea that the meeting of the Personnel and Programs Committee be adjourned. The motion was seconded by Ms. O'Toole. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. Carroll; Ms. O'Toole; Mr. Shea. 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 COMMITTEE

MEETING OF OCTOBER 24, 2013

Minutes

**(as amended by vote of the Personnel and Programs Committee at its meeting of
November 7, 2013)**

The meeting of the Personnel and Programs Committee, held in the Hart Board Room, Room 706, 7th Floor, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 6:10 PM. The member roll was called. The following members of the Personnel and Programs Committee were present at the call of the member roll: Mary Jo Brogna, Committee Chair and Vice Chair of the Board of Governors; Reverend James Hawker; Carolyn O'Toole; Joseph Shea. Absent at the call of the member roll were: William Boozang; Maureen Glynn Carroll, Esq., Second Vice Chair of the Board of Governors; Gregory Hanley. A quorum was present.

Also present were: Barbara Clarke, Member of the Board of Governors; Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Aundree Kelley, Vice President for Academic Affairs; Mary Scott, J.D., Vice President for Human Resources; Joseph Mercurio, Vice President for Administration and Finance designate; Steve Keamey, J.D., Assistant to the President; Robert E. Baker, Jr., J.D., Dean of the Academic Division of Liberal Arts and Assistant Secretary of the Board of Governors; Martin Ahern, Director of Finance.

Motion by Mr. Shea that the Personnel and Programs Committee approve the minutes of its meeting of July 18, 2013, as presented. The motion was seconded by Ms. O'Toole. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Ms. Brogna; Reverend Hewker; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Ms. Carroll arrived at 6:12 PM.

President Tsaffaras then introduced to the members of the Committee Vice President for Academic Affairs Kelley, Mr. Kearney, and Vice President for Administration and

Finance Mercurio, who will be assuming his duties on November 1, 2013. Mr. Kearney and Mr. Mercurio each addressed the members of the Committee and presented brief biographies.

Ms. Brogna addressed the Committee with her concerns regarding programmatic growth with no program evaluation, as well as the absence of a strategic plan and space plan. She stated that she was pleased to see the executive team in place, particularly in order that programs be assessed and the identification of those programs that are underperforming.

For the benefit of the new members of the Executive Staff, each member of the Board of Governors present introduced themselves and provided brief biographies.

Mr. Boozang arrived at 6:19 PM.

Ms. Brogna then introduced for discussion agenda item # 5, "Posting and Recruitment Process – Chief Financial Officer." Ms. Brogna informed the members of the Personnel and Programs Committee that the position's job description before them was the one used during the hiring of the last Chief Financial Officer. Ms. Brogna reported that Mr. Grindlay, Chairman of the Board of Governors, has asked that prior experience in higher education be added to the position's requirements.

Ms. Brogna then offered the members of the Committee the opportunity to review the job description and make recommendations for change.

Ms. Brogna then asked Vice President Scott for her recommendations regarding the steps in the hiring process.

Ms. Carroll asked if the position is budgeted. Mr. Ahern replied that the position is budgeted for one half year beginning January 1, 2014.

Vice President Scott explained that the job description that had been distributed is in a format no longer used and then described the current format that does not contain the evaluation piece.

Reverend Hawker asked when references/recommendations would come in. Vice President Scott replied that references can be sought at any time during the search process, typically with the consent of the candidate(s).

President Tsaffaras explained that subordinate administrative personnel report to the President of the College, and that neither the Vice President for Administration and Finance nor the Director of Finance would report to the Chief Financial Officer. He continued that there never has been a clear enunciation of the duties of the Chief Financial Officer, and that those duties discussed by Mr. Boozang at a prior meeting will be performed by the Vice President for Administration and Finance. President Tsaffaras stated that he foresaw no unfulfilled duties in the Chief Financial Officer position as the Finance and Facilities Committee is satisfied with the present financial operation and its figures. President Tsaffaras suggested that an auditor may satisfy what the Personnel and Programs Committee is looking for.

Ms. Brogna replied that while the financial reports are better than they had been, the Board of Governors needs real enrollment numbers. Ms. Brogna sees the position of Chief Financial Officer as a support to the President but that she wishes to see numbers direct from the source, unfiltered. Ms. Brogna foresees the Chief Financial Officer as working in partnership with the Vice President for Administration and Finance. President Tsaffaras replied that the statute calls for the appointment by the Board of Governors of a business administrator. President Tsaffaras went on to state that a Chief Financial Officer is not the norm in any institution of higher education of which he is aware. President Tsaffaras stated that Quincy College's Chief Financial Officer, though not in name, is the Vice President for Administration and Finance. He continued that the Chief Financial Officer's salary of \$150,000.00 represents money that can better be spent on teaching and learning, and funds a redundant position.

Ms. Brogna asked that Mr. Beker retrieve minutes of prior meetings of the Personnel and Programs Committee over the last two (2) years to ascertain how many times requests have been made for the evaluation of programs.

Ms. Brogna continued that she is seeking information on programs approved over the last three (3) years to determine which are underperforming, understanding that in higher education some programs by their nature will not realize a profit. President Tsaffaras responded that a Chief Financial Officer would not be conducting academic program reviews as that is the purview of the Vice President for Academic Affairs.

Reverend Hawker recommended that now that the leadership team is in place, perhaps the Board of Governors should see how they work out and after six (6) months look again at the Chief Financial Officer position.

Ms. Clarke stated that she thought that there was mention in the enabling legislation of the position of Chief Financial Officer. She asked that if this were the case that it be

looked into. She continued that the institutions with which she has worked have had compliance officers who do report to boards. Ms. Clarke expressed the belief that the Chief Financial Officer position is one that should be working with the leadership team from the outset.

Ms. Carroll stated that the Board of Governors has stated repeatedly its desire for the position of Chief Financial Officer, and the Board cannot take part in a process that will bring in someone who will not be welcomed by the administration.

Ms. Brogna stated that for several years, Chairman Grindlay has advocated for the filling of the Chief Financial Officer position, and that she continues to believe that the Board of Governors is vulnerable without that position being filled.

Mr. Boozang stated that the Chief Financial Officer is an important position, and referenced a paper from NACUBO (National Association of College and University Business Officers) regarding the role and duties of the Chief Financial Officer. Mr. Boozang continued that the Chief Financial Officer is the missing part, and essential to advising the Board of Governors and the President, and comprehensively informing the Board of Governors. Mr. Boozang continued that while he has confidence in Mr. Ahern, that sometimes the information received feels scripted.

President Tsaffaras referred to Mr. Mercurio as the Vice President for Administration and Finance performing the preponderance of the duties listed in the job description for the Chief Financial Officer. President Tsaffaras suggested that instead of a Chief Financial Officer there instead be a compliance officer or auditor. Ms. Brogna reiterated that the Board of Governors does intend to amend the job description of Chief Financial Officer to delete from it any direct reports.

Ms. Brogna recommended that the By-Law Review Committee of the Board of Governors, chaired by Ms. Clarke, examine the Chief Financial Officer issue. Ms. Brogna will address the position with Murphy, Lamere, and Murphy.

Mr. Shea asked if the New England Association of Schools and Colleges (NEASC) has ever raised questions about the Chief Financial Officer position. President Tsaffaras replied that it has not. Mr. Shea continued that if several people already are performing the duties of Chief Financial Officer, a Chief Financial Officer may not be necessary, but he is unaware of any action taken that led to the position not being considered to be filled.

Ms. Brogna referred to prior minutes of the Personnel and Programs Committee and the Board of Governors and this is the first she has heard of President Tsaffaras' opposition to the Chief Financial Officer position, and of the Vice President for Administration and Finance filling those duties. Ms. Brogna continued that the Personnel and Programs Committee has been following prior discussions and discussions with Chairman Grindlay in pursuing the filling of this position. President Tsaffaras replied that every time the position has been raised, he has objected to it as being unnecessary.

President Tsaffaras further stated that "[i]f the Board of Governors forces me to hire a CFO I will, but the CFO will have no duties." President Tsaffaras then stated that "I take my orders from Chairman Grindlay and he was fine with not hiring a CFO."

Ms. Brogna recommended that the topic of Chief Financial Officer be tabled, and for the By-Law Review Committee to look into the position to determine if it is required by the terms of the enabling legislation. The results of this inquiry should be further discussed at another meeting of the Personnel and Programs Committee or of the Board of Governors.

In response to a question from Reverend Hawker, President Tsaffaras replied that after a period of six (6) months, if the Board of Governors still insisted on the Chief Financial Officer position being filled, he would accept that without reservation. Reverend Hawker suggested that with the new leadership team in place, perhaps a six (6) month hiatus on the issue of the Chief Financial Officer is appropriate.

President Tsaffaras pointed out that two (2) years ago, the auditors reported that it was the best audit ever of Quincy College, and that the following year's audit (last year) was even better.

Ms. Brogna stated that Quincy College does not have a solid five (5) year strategic plan that would allow the Board of Governors to determine what could be afforded, and when.

Ms. O'Toole asked why it has not been brought to the attention of the Board of Governors that the Vice President for Administration and Finance would perform the duties of the Chief Financial Officer. President Tsaffaras replied that the constraints of the Board of Governors meetings and agendas really do not provide the opportunity to discuss his broad strategic visions.

Ms. Clarke departed at 7:22 PM.

Next addressed by Ms. Brogna was the Presidential Evaluation.

Ms. Brogna referred the members of the Personnel and Program Committee to page 5 of the Minutes of its meeting of July 18, 2013, for the outline of the Presidential Evaluation process, and stated that this is a process that needs to move forward due to the upcoming expiration of President Tsaffaras' contract in June, 2014.

President Tsaffaras replied that his contract calls for a mutually agreed upon process and that he seeks a meeting with Ms. O'Toole to work out a mutually agreed upon process. Ms. Brogna replied that the process, including discussions with the Board of Governors, is public. Ms. Brogna asked if President Tsaffaras agreed with the three step process set forth on page 5 of the minutes of the Personnel and Programs Committee's meeting of July 18, 2013. President Tsaffaras replied that he did not so agree. He continued that there needs to be input from such entities as College Courses, Incorporated, the Quincy College Foundation, the New England Association of Schools and Colleges, and the Board of Higher Education in the survey. He continued that the Board of Governors should speak with persons such as Allison Cox, President of the Quincy Education Association, regarding the status of labor relations.

Ms. Brogna replied that she believed that this meeting of the Personnel and Programs Committee would be used to determine the evaluation instrument and the accompanying process, but that apparently these are not agreeable to President Tsaffaras. Mr. Boozang stated that what President Tsaffaras requests can be accommodated, but also to include in the process focus groups, such as students, faculty, and staff. Mr. Boozang also stated that a qualitative survey can be conducted.

Ms. Brogna asked the members of the leadership team how their past presidents have been evaluated. Mr. Mercurio stated that in private institutions, the Board has taken the lead in establishing the performance standards and is therefore in the best position of determining whether a president has met them. He also has seen instances in which people have been invited to comment, but not in an open forum setting. He often has seen survey instruments used. He concluded by stating that what President Tsaffaras and Mr. Boozang have described is generally what is done.

Vice President Kelley stated that it is important that surveys and questionnaires are carefully constructed to prevent bias. Input from the College community and external stakeholders are important. Presidents typically are evaluated against established standards and expectations, as well as how a president has dealt with the unforeseen.

Ms. Carroll departed at 7:37 PM.

Mr. Keamey reported on his experience at Mass. Maritime that the Board essentially was the evaluator, based on goals set.

Ms. Brogne reported that on May 23, 2011, goals were established based on the Presidential search and that these goals should be the basis for the process. Ms. Brogne suggested that the starting point should be President Tsaffaras' self-evaluation. She stated no preference for a survey as long as there is input subject to validation. Ms. Brogne asked President Tsaffaras to review the mutually agreed upon goals. President Tsaffaras stated his desire that by the meeting of the Board of Governors of December 2013 to arrive at a mutually agreed upon process, and that after the City Council meeting of November 12, 2013, he will begin his self-evaluation.

No matters were addressed under "Old Business".

No matters were addressed under "New Business".

At 7:43 PM, motion by Mr. Shea that the meeting of the Personnel and Programs Committee be adjourned. The motion was seconded by Mr. Boozang. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogne; Reverend Hewker; Ms. O'Toole; Mr. Shea. 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 COMMITTEE

**MEETING OF NOVEMBER 7, 2013
Minutes**

The meeting of the Personnel and Programs Committee, held in the Hart Board Room, Room 706, 7th Floor, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 6:20 PM. The member roll was called. The following members of the Personnel and Programs Committee were present at the call of the member roll: William Boozang; Mary Jo Brogna, Committee Chair and Vice Chair of the Board of Governors; Maureen Glynn Carroll, Esq., Second Vice Chair of the Board of Governors; Joseph Shea. Absent at the call of the member roll were: Gregory Hanley; Reverend James Hawker; Carolyn O'Toole. A quorum was present.

Also present were: Dr. Thomas Fitzgerald, Member of the Board of Governors; Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Aundrea Kelley, Vice President for Academic Affairs; Joseph Mercurio, Vice President for Administration and Finance; Mary Scott, J.D., Vice President for Human Resources; Robert E. Baker, Jr., J.D., Dean of the Academic Division of Liberal Arts and Assistant Secretary of the Board of Governors; Matthew Tobin, Esq., Murphy, Lamere, and Murphy.

Motion by Mr. Shea that the minutes of the meeting of the Personnel and Programs Committee of October 24, 2013, be approved as presented. The motion was seconded by Ms. Carroll.

On the motion, Ms. Brogna stated that the minutes should be amended to state, on page 5 immediately after the first paragraph, the following: President Tsaffaras further stated that "[I]f the Board of Governors forces me to hire a CFO I will, but the CFO will have no duties." President Tsaffaras then stated that "I take my orders from Chairman Grindlay and he was fine with not hiring a CFO."

Mr. Shea, as maker of the motion, and Ms. Carroll as seconder of the motion, agreed to the withdrawal of the motion. In its place, Mr. Shea moved that the Personnel and Programs Committee approve the minutes of its meeting of October 24, 2013, as amended. That motion was seconded by Ms. Carroll. There was no discussion on the

motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. Carroll; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Ms. Brogna then stated that she followed up with Chairman Grindlay and then reported that Chairman Grindlay had no recollection of having made a recent statement to the effect of not hiring a Chief Financial Officer. Ms. Brogna continued that she had, earlier today, provided this information to President Tsaffaras.

Ms. Brogna introduced Attorney Tobin who informed the members of the Personnel and Programs Committee that Murphy, Lamere, and Murphy has reviewed the history of the Chief Financial Officer position at Quincy College as far back as 1998. Attorney Tobin continued that in February 1999, the Board of Governors voted that the Chief Financial Officer's duties would include auditing, accounting, money management, and financial aid. Later in 1999, the Board of Governors approved the position of Chief Financial Officer/Business Manager and hired a person to fill that position, with dual reporting to the Board of Governors and the President. Mr. Tobin continued that it is Murphy, Lamere, and Murphy's opinion that the position is within the purview of the Board of Governors to hire, and that the position would report to the Board of Governors, and to the President on a day to day basis. Mr. Tobin stated that there is no statutory designation of the duties of such a position, except for those that apply to regional school committees. In the past at Quincy College, recruitment for the position has been conducted by the President's Office on behalf of the Board of Governors, a job description was developed by the Board of Governors, with interviews being conducted by the Board of Governors, the President being present for said interviews.

Ms. Brogna stated that in September 2008, when Mr. Grindlay was the Chairman of the Personnel and Programs Committee and President Tsaffaras was Chair of the Board of Governors, Mr. Grindlay presented to the Board of Governors a hiring process, job description, and reporting lines for the position of Chief Financial Officer. Ms. Brogna's recollection of the recent discussions surrounding the position was that the Personnel and Programs Committee had instructed the administration to develop a hiring process for presentation to the Board of Governors. Attorney Tobin added that it is within the legal authority of the Board of Governors to move forward with the hiring of a Chief Financial Officer after establishing a hiring process and reviewing a job description to ensure that the position meets the requirements of the Board of Governors

Ms. Carroll stated what she described as a practical concern of how the Board of Governors can hire someone as Chief Financial Officer who may not be welcomed by the President.

Mr. Shee asked that when former Vice President for Administration and Finance Kapoor was at Quincy College, to whom did the Chief Financial Officer report and were the numbers routed through Vice President Kapoor? Ms. Brogna replied that the Chief Financial Officer reported independently. Mr. Shea continued that when he was advocating in June of this year for the hiring of a Chief Financial Officer, he was of the understanding that it was a position required by the New England Association of Schools and Colleges (NEASC). President Tsaffaras replied that the position is not required by NEASC. Mr. Shea continued that he likes the independence that a Chief Financial Officer would have.

Ms. Brogna referred to the minutes of the Personnel and Programs Committee's meeting of July 18, 2013, and the discussion surrounding a Chief Financial Officer versus a Director of Finance. Ms. Brogna cited the Committee's vote of that date in favor of the appointment of a Chief Financial Officer. She described the Chief Financial Officer position as a help to the President and also valuable for purposes of planning, financial analysis, and the evaluation of the viability and fiscal health of academic programs. Ms. Carroll agreed with Ms. Brogna and expressed the hope that whomever is brought on as Chief Financial Officer will be part of the executive team.

Mr. Boozang stated that Quincy College has a lot of good people in place but that the College has a lot of work ahead of it, including the development of an overall strategy that projects years ahead, including financial strategy, and a big picture view, all of which need to be brought to the attention of the Board of Governors. Mr. Shee expressed the belief that a Chief Financial Officer is needed, particularly in view of what is needed in dealing with external entities. Mr. Boozang added that until the College receives the 2016 review from NEASC, it really will not be known what NEASC thinks of the College's financial structure. Mr. Boozang emphasized that Quincy College must demonstrate financial stability that leads to sustainability. Dr. Fitzgerald stated that any institution with which he has been associated has had a chief financial officer, possessing wider and greater credentials than a Vice President of Administration and Finance. Dr. Fitzgerald sees as necessary functions of a chief financial officer as looking ahead, projecting costs, and bargaining with stakeholders.

Ms. Brogna asked President Tsaffaras for his comments. President Tsaffaras stated that much of what has been said this evening has been either inaccurate or untrue, even if well intended. He expressed his objections to those duties contemplated for the

Chief Financial Officer, and of the Chief Financial Officer reporting to the Board of Governors. President Tsaffaras continued that he would not object to a CFO/Compliance position that reported to the President, nor would he object to a position that in a small component of its duties reported to the Board of Governors. President Tsaffaras then said that most of the duties contained in the job description already are done by others. Ms. Brogna clarified that the job description to which President Tsaffaras referred was the description used in the hiring of the last Chief Financial Officer, not one that is intended for use in the hiring of a new Chief Financial Officer.

President Tsaffaras described the Chief Financial Officer position as it has existed at Quincy College as dysfunctional and divisive. He continued that when he served as Chair of the Board of Governors, he did not interfere with the President's operation of the College. He continued that he is happy to work with the Board of Governors on this matter but that he would not be doing his job if he agreed to the hiring for a position that would have no duties and which he viewed as being detrimental to the administration of the College.

Attorney Tobin acknowledged that while Chapter 71 is an imperfect model in replacing oversight of Quincy College by the School Committee with the Board of Governors, the establishment of the Chief Financial Officer position is consistent with the provisions of Chapter 71. The Business Manager position is one of the few positions within the appointment purview of the Board of Governors. By vote in 1999, the Board of Governors determined that the Chief Financial Officer would report to the Board and, on a day to day basis, the President. In 2008, the Board of Governors modified the position's job description. President Tsaffaras replied that the position of Chief Financial Officer is a figment, and the Business Manager aspect is based on a K-12 model. President Tsaffaras expressed his aversion to the Chief Financial Officer reporting to the Board of Governors but continued that he would have no objection to a compliance officer position reporting to the Board.

Ms. Brogna stated that the Personnel and Programs Committee frequently has asked for enrollment and revenue numbers, cost/benefit analyses, and space utilization information for academic programs but has not received them. She further stated that the Board of Governors needs a fiscal strategic plan. President Tsaffaras replied that virtually all of what Ms. Brogna just stated was inaccurate and that within forty five (45) days he would present the Personnel and Programs Committee with all program reviews to answer any questions the members may have. Ms. Brogna replied that President Tsaffaras' comment that virtually all of what Ms. Brogna had just said was inaccurate was unfair, untrue, and an attack upon her character.

Mr. Shea asked President Tsaffaras if most community colleges have chief financial officers. President Tsaffaras replied that they do not, that most have vice presidents for administration and finance, with subordinate positions reporting to that vice president.

Mr. Boozang stated that Martin Ahern, Director of Finance, has the function of day to day financial operations and Mr. Boozang sees no need for a Chief Financial Officer to assume those duties. He recommended that Mr. Boozang adopt the best practices of other institutions, in particular by developing five (5) year and ten (10) year plans.

Ms. Carroll reiterated the request for data as stated by Ms. Brogna. President Tsaffaras stated that the minutes will be reviewed and all that was requested, along with Program Review material, will be provided to the Personnel and Programs Committee.

It was the consensus of the Personnel and Programs Committee that a new job description for the position of Chief Financial Officer is needed. President Tsaffaras will have a new job description drafted and presented to the Personnel and Programs Committee. After the Committee recommends a job description that is approved by the Board of Governors, a search will begin with the goal of filling the position as close to January 2014 as possible.

Ms. Brogna stated that she would like a meeting of the Personnel and Programs Committee scheduled for the first week of December 2013.

Next addressed by the Personnel and Programs Committee was the Presidential Evaluation process.

Ms. Brogna directed the attention of the members of the Committee to the discussions on the Presidential Evaluation process as reflected in the minutes of the Personnel and Programs Committee's meetings of July 18, 2013, and October 24, 2013. She further informed the members of the Committee that there are mutually agreed upon goals that were established in October 2011.

Attorney Tobin stated that he looked at the President's contract and its requirements, then described the annual evaluation process. Attorney Tobin continued that the evaluation process and instrument should be the result of a cooperative effort between the Board of Governors and the President. There is a duty of good faith on both parts to arrive at a process and instrument. He continued that, with a few exceptions, the Presidential Evaluation process is an open process under Massachusetts General Laws, Chapter 30A in terms of all items generated by the Board of Governors. A non-

member of the Board of Governors should be charged with gathering and analyzing survey data. President Tsaffaras stated that he has asked Vice President Mercurio and Vice President Scott to put together a process for presentation to the Personnel and Programs Committee and the Board of Governors in early December 2013.

Vice President Scott addressed the possibility of President Tsaffaras engaging in a self-evaluation based on earlier established goals. Both Vice President Mercurio and Vice President Scott have conducted some research via the Association of Community College Trustees (ACCT) website. Vice President Mercurio presented what he described as best practices from the Association of Governing Boards (AGB), including a two (2) step process of annual assessment and a joint assessment by the Board of Governors and the President occurring every five (5) years. The annual assessment would include a self-assessment reviewed by the Board of Governors or a committee thereof, leading to follow up questions. Vice President Mercurio continued that stakeholders be included only in the five (5) year evaluation, and that survey instruments not be used. A presidential self-assessment should include not only the previously agreed upon goals but any resulting questions, and a dialog between the President and the Board of Governors should then occur.

Ms. Brogna stated that both the annual and joint assessments need to be done. She continued that she considers it an exercise of due diligence for the Board of Governors to hear from stakeholders as part of the process. Vice President Mercurio recommended that an outsider be brought in to meet with focus groups and then present his/her findings to the Board of Governors. President Tsaffaras responded that this would be acceptable, as would a self-evaluation, along with an examination of where Quincy College was upon his assuming the Presidency, where it is, and where it is going, as well as a discussion of the President's and the institution's successes and failures. He continued that he wants the process to include an accurate picture of what the College is really doing. He agreed with Vice President Mercurio's research that a survey instrument is not the best way to go. Ms. Carroll stated that there must be a way to use surveys to obtain information from stakeholders, obtaining what Mr. Boozang had referred to as a "true bearing". Mr. Boozang stated that he liked the idea of utilizing focus groups, so he is not committed to the use of surveys. President Tsaffaras stated that at the meeting of the Personnel and Programs Committee to be held in early December, he will present his proposals for both the evaluation process and instrument.

No matters were addressed under "Old Business".

No matters were addressed under "New Business".

President Tsaffaras apologized to the members of the Personnel and Programs Committee for his being defensive at the last meeting of the Committee. He stated that he reacted in that manner because he believes that the College is not being best served over the position and role of the Chief Financial Officer as intended by the Board of Governors. Ms. Brogna asked that President Tsaffaras not respond to opposing views with what Ms. Brogna described as verbal assault.

At 7:50 PM, motion by Mr. Shea that the meeting of the Personnel and Programs Committee be adjourned. The motion was seconded by Mr. Boozang. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. Carroll; Mr. Shea. 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 COMMITTEE

**MEETING OF DECEMBER 4, 2013
Minutes**

The meeting of the Personnel and Programs Committee, held in the Hart Board Room, Room 706, 7th floor, Presidents Place, 1250 Hancock Street, Quincy, Massachusetts, was called to order at 6:09 PM. The member roll was called. The following members of the Personnel and Programs Committee were present at the call of the member roll: William Boozang; Mary Jo Brogna, Committee Chair and Vice Chair of the Board of Governors; Carolyn O'Toole; Joseph Shea. Absent at the call of the member roll were: Maureen Glynn Carroll, Esq., Second Vice Chair of the Board of Governors; Gregory Hanley; Reverend James Hawker. A quorum was present.

Also present were: William Grindlay, Chairman of the Board of Governors; Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Aundrea Kelley, Vice President for Academic Affairs; Joseph Mercurio, Vice President for Administration and Finance; Mary Scott, J.D., Vice President for Human Resources; Stephen Kearney, J.D., Assistant to the President; Robert E. Baker, Jr., J.D., Dean of the Academic Division of Liberal Arts and Assistant Secretary of the Board of Governors; Natalie Fulford, Clinical Supervisor for Surgical Technology; Christie Spadafora, Project Director and Grant Administrator, Biotechnology and Compliance; Matthew Tobin, Esq., Murphy, Lamere, and Murphy.

Motion by Mr. Shea that the Personnel and Programs Committee approve the minutes of its meeting of November 7, 2013, as presented. The motion was seconded by Mr. Boozang. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Under "New Business", Ms. Fulford requested permission to travel to Savannah, Georgia, in February 2014 to attend an instructor's forum sponsored the Surgical Technology Program's accrediting organization. She stated that her attendance at the forum would cost \$1,500.00 - \$1,600.00, \$1,000.00 of which is to be paid by the Perkins Grant.

Motion by Mr. Shea that the Personnel and Programs Committee recommend that Natelie Fulford's request to attend a Surgical Technology instructors' forum in Savannah, Georgia, in February 2014, be approved once funding is appropriated to cover the cost of attendance beyond the \$1,000.00 being paid by Quincy College's Perkins Grant. The motion was seconded by Ms. O'Toole. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Next addressed was the proposed Certificate Program in Biotechnology. President Tsaffaras presented a background of the Biotechnology and Compliance Program. He continued that at the time that the Biotechnology and Compliance Program came before the Board of Governors for approval, only the Associate Degree Program in Biotechnology and Compliance had been approved by the Quincy College Senate. Since that time, the Certificate Program in Biotechnology and Compliance has been developed, reviewed and subsequently approved by the College Senate and the Vice President for Academic Affairs.

Vice President Kelley explained that the proposed Certificate Program is a twenty three (23) credit program and provides a pathway to obtain employment skills while having the ability to return and complete the related degree. Ms. Spadefora reported that the Certificate Program has been designated by the United States Department of Labor to be a Skilled Careers in Life Sciences Initiative (SCILS), making five (5) students eligible for \$4,000.00 in tuition.

Ms. Brogna stated that the presentation is lacking information, including the resources needed by and allocated to the Certificate Program, as well as an analysis expected of all new programs concerning cost effectiveness. Ms. Brogna continued that she was willing to call another meeting of the Personnel and Programs Committee to consider the Certificate Program once the following have been determined: resources needed by and allocated to the Program; the enrollment in the Associates Degree Program in Biotechnology and Compliance compared to the original enrollment projections. Ms. Spadafora added that the sixteen (16) enrollees generate no additional cost as the Program is grant funded, with the application for another \$500,000.00 grant pending that, if approved, could cover all supplies and equipment. Ms. Spadafora then agreed to provide all of the requested information for presentation at the meeting of the Board of Governors of December 5, 2013.

Ms. Brogna reminded Ms. Spadafora that the bookkeeping for the Program must be meticulous. Ms. Brogna continued that the report to be made at the meeting of the Board of Governors also should include any costs to be borne by Quincy College. Ms. Brogna then asked whether it is likely that a new grant will be available after the

conclusion of the current grant. Ms. Spadafora replied that she could all but guarantee it.

Motion by Mr. Boozang that, provided that the cost sheet is provided by December 5, 2013, the Personnel and Programs Committee recommends that the Board of Governors approve the Certificate Program in Biotechnology and Compliance, to begin in January 2014. The motion was seconded by Ms. O'Toole. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Ms. Brogna stated that in the future when new programs are presented to the Personnel and Programs Committee, projected expenses, including those for faculty and staff, and projected revenues are to be provided. Ms. Spadafora then agreed to provide for the December 5th meeting of the Board of Governors testimonials from graduates of the degree program. Mr. Boozang requested that information on student demographics, and projected program growth, and costs associated with that growth, be provided.

Next discussed were vice presidential appointments and compensation.

Attorney Tobin addressed the Personnel and Programs Committee on the topic of the appointment of Vice Presidents. He stated that according to the College's enabling legislation, the College's budget is prepared on a line item basis and each position has its own line item. If any of those lines is exceeded, the Board of Governors must receive the matter for approval of a transfer to place adequate funds in the desired line. Mr. Grindlay stated that he has instructed Attorney Tobin to undertake an overall review of the College's budget process and requirements and the effect of the Home Rule Petition on each.

Attorney Tobin continued that the President of Quincy College is given broad discretion in the hiring, firing, and organization of staff. That discretion, however, is limited in particular by the provisions of Massachusetts General Laws, Chapter 71, Section 59, which addresses public school assistant and associate superintendent positions, of which Quincy College's vice presidents are the equivalent. That law requires that a recommendation be made to the Board of Governors for approval, which may not unreasonably be withheld, and with those positions' compensation set by the Board of Governors. Attorney Tobin further stated that these provisions would be repealed if the Home Rule Petition is enacted.

Ms. Brogna recommended that the Finance and Facilities Committee look at salaries and if corrections need to be made, those matters should be brought to the Board of

Governors. Ms. Brogna continued that she does not recall the Board of Governors ever funding a salary post facto, and that the budget needs to be balanced in the face of a payroll report. Ms. Brogna expressed concern for the fiscal propriety of the College and the efficacy of its programs, stating that is why she is on the Board of Governors.

Mr. Grindlay has asked Governor Maureen Glynn Carroll to keep the members of the Board of Governors apprised of the status of the Home Rule Petition as the Petition will affect the College's budget processes and requirements. Mr. Grindlay also asked that Attorney Tobin interview Quincy Public Schools Superintendent Dr. Richard DeChristofaro regarding how the School Committee budget process operates, whether that budget uses line items, and how, if at all, funds are transferred.

Next addressed was the job description for the position of Chief Financial Officer (CFO).

After having examined the documentation provided to the members of the Personnel and Programs Committee, Ms. Brogna stated that it appears that a decision was made to not have a CFO but to have the Vice President of Administration and Finance report also to the Board of Governors. President Tsafferes replied that he had received a memorandum from Vice President Mercurio that presents an analysis indicating that the positions almost totally overlap, and that the issue appeared not to be one of reporting lines but one of getting work done. President Tsaffaras continued that one option would be to give the administration a few months to test the capabilities of the new administrative team and then make a determination as to whether to put a position in the FY 2015. President Tsaffaras presented another option of the creation of a position of financial and program analyst reporting jointly to the Vice President for Academic Affairs and the Vice President for Administration and Finance, in order to address the concerns of the Board of Governors and the President regarding data analysis. President Tsaffaras presented a third option of creating the position of compliance officer/analyst, which would report in its compliance officer role to the Board of Governors and in its analyst role to the Vice President for Academic Affairs and the Vice President for Administration and Finance. In each option, the Vice President for Administration and Finance would have a duty of reporting directly to the Chairman of the Board of Governors or to any member of the Board of Governors designated by the Chairman regarding any concerns regarding the veracity or accuracy of data, this being an independent duty set forth in a job description in addition to the duties that the Vice President for Administration and Finance performs at the direction of the President.

Ms. Brogna described President Tsaffaras' response as disappointing in that it did not comply with what the Personnel and Programs Committee had voted in its last meeting. Mr. Boozang requested a CFO position job description in addition to the material presented at this meeting, along with a page setting forth the redundancies between the positions of Vice President for Administration and Finance and the CFO. Ms. Brogna stated that the options presented by President Tsaffaras at this meeting need to be

reduced to a document for presentation to the Personnel and Programs Committee. President Tsaffaras replied that his purpose in presenting to the Committee a chart was to demonstrate that the Vice President for Administration and Finance is the CFO and any difference between the positions is merely semantic.

President Tseffaras continued that a compendium of the material regarding the CFO position and its counterparts that was supposed to be distributed to the Personnel and Programs Committee will be provided to the Board of Governors on December 5, 2013. President Tsaffaras presented as a fourth alternative to the CFO position an audit committee staffed by a part time auditor who would make regular reports to the Board of Governors.

Mr. Shea inquired as to the origin of the CFO position. He stated that he originally thought that the position was to be independent from the Board of Governors and the administrative team. Mr. Shea continued that he still needs to be convinced that the Board of Governors does not need someone on whom to rely for independent advice and information.

Ms. Brogna stated that the subject of the CFO position is tabled until an as yet unscheduled meeting of the Personnel and Programs Committee to be held during the week of January 13, 2014, with President Tsaffaras to provide to the Committee the above-requested information prior to that meeting. Ms. Brogna continued that President Tsaffaras will not set the timeline for compliance with the Committee's directions regarding the CFO position, nor will the Committee accept reams of data in response to its request for information.

President Tsaffaras stated that the root title of the position allowed by Chapter 71 is that of Business Manager. This was confirmed by Attorney Tobin. President Tsaffaras continued that the position could be referred to as Business Manager/Assistant to the President, Business Manager/Security Officer, or Business Manager/Dish Washer. The title under Chapter 71 is Business Manager, not Business Manager/Chief Financial Officer. The point of the discussion was that the operative title is that of Business Manager with any other title being secondary in nature.

President Tseffaras again offered to provide to the Personnel and Programs Committee material from Program Review. Ms. Brogna and Mr. Boozang requested enrollment analysis, whether the College is on pace with enrollment and revenues, and whether that data demonstrates a growth trajectory, to allow for a determination of what programs to grow, what programs to maintain, and what programs to eliminate. Ms. Brogna continued that she wants in depth analysis of new programs for each year of their existence.

Mr. Grindlay stated that it is incumbent upon the Personnel and Programs Committee to come up with accurate answers on which the Board of Governors can rely regarding the Chief Financial Officer/Business Manager position, including an accurate job description with title, the history of the position, the duties it has had and should have, and all historical and legal research necessary for the Board of Governors to have a complete understanding of the matter.

Next addressed was an update regarding the New England Association of Schools and Colleges (NEASC). President Tsaffaras summarized for the members of the Personnel and Programs Committee his appearance before NEASC's Commission on Institutions of Higher Education on November 22, 2013, at 8:00 AM. He continued that he subsequently heard from Dr. Barbara Brittingham, President and Director of the Commission, that the Commission voted to take no action on its previous consideration to place Quincy College on probation status. The issue will be revisited by the Commission in late April 2014. The Commission will be updated on the status of the Home Rule Petition in the interim. President Tsaffaras stated that he should receive written confirmation of the Commission's vote by late December 2013, at which point that correspondence will be forwarded to the members of the Board of Governors.

Next addressed was the Presidential evaluation process.

President Tsaffaras reported that a conclusion has been reached on how to proceed based on recommendations provided by the College's Vice Presidents. Vice President Scott presented a review of the process to the members of the Committee. Mr. Shea stated that a decision to be made is whether to assemble a panel to administer the process or to hire a single consultant. The targeted completion of the process is the end of February 2014.

Motion by Ms. O'Toole that the Personnel and Programs Committee present to the Board of Governors the Presidential evaluation process that includes a consultant and not a panel. The motion was seconded by Mr. Boozang. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. O'Toole; Mr. Shee. There were no votes in opposition to the motion, and no abstentions. The motion was adopted.

Mr. Boozang recommended that three (3) consultants be contacted and asked to submit proposals to include cost and a time line. President Tsaffaras reminded the Governors of the language in his contract that required any such process and procedure to be mutually agreed upon. He affirmed for the Committee that he was in agreement with the process as outlined that evening. Vice President Mercurio is to contact Tom Ingram of the Association of Governing Boards for recommendations on consultants.

No matters were addressed under "Old Business".

No matters were addressed under "New Business".

At 8:36 PM, motion by Ms. O'Toole that the meeting of the Personnel and Programs Committee be adjourned. The motion was seconded by Mr. Shee. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion: Mr. Boozang; Ms. Brogna; Ms. O'Toole; Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted and the meeting was adjourned.