

**QUINCY COLLEGE
BOARD OF GOVERNORS
OCTOBER 21, 2021**

Meeting Minutes

The meeting of the Quincy College Board of Governors was held in the Anselmo Library at Quincy College, by Zoom and streamed on the Web as allowed by the State of MA Emergency Open Meeting law due to the COVID 19 crisis at 6:00 pm. The member roll was called. The following members of the Board of Governors were present at the call of the member roll: Mr. Paul Barbadoro, Chairman of the Board of Governors, Ms. Eileen Bevivino-Lawton, Mr. Christopher Carroll, Ms. Barbara Clarke, Ms. Dolly Di Pesa, Dr. Thomas Fitzgerald, Mr. Gregory Hanley, Mr. Robert Harnais, Mr. Frank Santoro, and Mr. Joseph Shea. Absent at the call of the roll were Ms. Katherine Craven, Father James Hawker and Ms. Carolyn O'Toole. A quorum was present.

Also present were President Richard DeCristofaro; Christopher Bell, VP of Operations and Chief of Staff; Jessica Cherry, General Counsel; Dr. Servet Yatin, Provost; Martin Ahern, VP of Finance; Thomas Pham, VP of IT, Registrar and Mission Support; Kate Lopci, Associate Vice President; Meghan Cassidy, Associate Vice President; Meaghan Sheehan, Clerk to the Board of Governors; Mr. Matthew McGowan, Executive Director of Marketing; Mr. Scott Pickard, Director of Public Relations and Communications; Mr. Joshua Tefft, AVP of Enrollment Management; Mr. William Carroll, Dean of Liberal Arts and Professional Programs; and Ms. Debra Panasuk, Professor of Developmental Mathematics.

The pledge of allegiance and moment of silence for Adam Harris (son of Martha Sue Harris, past Quincy College President) who passed away, and to keep Father Hawker in our thoughts in his illness were completed at the direction of Chairman Barbadoro.

Chairman Barbadoro requested if anyone would like to speak to the board as part of the agendas open forum item, there were no requests.

Chairman Barbadoro moved on to the next agenda item: Approval of the Minutes of the September 22, 2021 meeting. He asked if there were any questions on the minutes. Ms. Clarke asked that the moment of silence in honor of Father Hawker be amended. There was discussion on the wording and Chairman Barbadoro asked that Ms. Sheehan make the changes suggested to the minutes. He asked for a motion to approve the meeting minutes from the September 22, 2021 meeting as amended.

Mr. Hanley made a motion, seconded by Mr. Shea. The following members of the Board of Governors voted in the affirmative: Chairman Paul Barbadoro, Ms. Eileen Bevivino-Lawton, Mr. Christopher Carroll, Ms. Barbara Clarke, Ms. Dolly Di Pesa, Dr. Thomas Fitzgerald, Mr. Gregory Hanley, Mr. Robert Harnais, Mr. Frank Santoro and Mr. Joseph Shea. Ten members voting in the affirmative and the motion was adopted.

Chairman Barbadoro gave his report. He began by recognizing the new guests in the room and asked if someone could introduce them.

Ms. Cherry introduced the panelists as Ms. Meghan Cassidy who the board knows, as well as some of the employees of the college including Mr. Matthew McGowan, Executive Director of Marketing; Mr. Scott Pickard, Director of Public Relations and Communications; Mr. Joshua

Tefft, AVP of Enrollment Management; Mr. William Carroll, Dean of Liberal Arts and Professional Programs. Ms. Cherry provided a short introduction and background on all panelists. She added that there is so much experience and accomplishments that she could not capture it all tonight, but wanted to provide a brief introduction on them for the board.

Chairman Barbadoro thanked the guest panelists for being at the meeting and added that the board looks forward to hearing more from them.

Chairman Barbadoro let board members know that the Annual Informational Manuals would be distributed at the meeting. These manuals are given out to all governors and include any information needed such as committee assignments, contact information, required documents, etc. He reminded board members of the Department of Higher Education training deadline of November 1st. He also added that at the beginning of the year, financial disclosures are due to the city clerk and reminded board members to turn those forms in.

Chairman Barbadoro mentioned that the next meeting is scheduled for December 9 and asked that that date be changed to December 16. He asked for a motion to change the date. Mr. Harnais made a motion, seconded by Mr. Carroll. On the motion to change the December meeting from the 9th to the 16th, the following members voted in the affirmative: Chairman Paul Barbadoro, Ms. Eileen Bevivino-Lawton, Mr. Christopher Carroll, Ms. Barbara Clarke, Ms. Dolly Di Pesa, Dr. Thomas Fitzgerald, Mr. Gregory Hanley, Mr. Robert Harnais, Mr. Frank Santoro and Mr. Joseph Shea. Ten members voting in the affirmative and the motion was adopted.

Chairman Barbadoro turned over to President DeCristofaro for his report.

President DeCristofaro reminded board members of the Leadership breakfast with the Chamber of Commerce tomorrow morning at Granite Links at 7:30am with guest speaker General Dunford. He thanked those attending in advance for being there. He added the college is co-sponsoring the event.

President DeCristofaro said that we would get right to our panel. He stated he is very appreciative of the experience on the panel. He added that we all need to work together, grow, and that everyone on the panel tonight is a part of that. He then introduced a video that Mr. McGowan put together. There were technical difficulties and Mr. McGowan promised to show the video at the end of the meeting.

Mr. McGowan thanked the President and apologized for the difficulties with the video. He stated that he, like everyone on the panel, is here at Quincy College to drive enrollment. He mentioned the group has been talking about enrollment as a rushing river. Right now it is a trickle and we have to make this river run again. He said the way we plan to do it is to build a brand. In the past, the college has done one-off programs, but not made a brand. The plan is to work within our box, spend wisely and treat this like a salary cap. The brand is how we communicate with the world; how we behave. It is all about presentation, all of the little details add up. He provided an overview of his past experiences with brands such as the Ritz Carlton. He mentioned we have to have a strategy. Some questions that we have to determine are: What is our why? What is our purpose? Who are we going after? He added all advertising is about solving a problem and that we want to create a style guide and establish our tone of voice and be consistent. That is what good brands do. This builds brand equity. When you see/hear a brand, its familiar. Mr. McGowan went on to the next item he plans to work on which is modernizing our digital platform (website, social media, email, videos and beyond). From there, the plan is to build our funnel.

Traditionally, the college has been doing lower-level funnel activity. The plan is to take advantage of niche.com, a new resource that we have signed up for, with paid social ads, so that we are delivering the right message to the right person at the right time. We are going to measure and optimize and hear what people are suggesting and what they need; what is working and not working. We plan to invest in earned media (word of mouth) with signage, customer service, getting our word and brand out so that people are talking about us.

Mr. McGowan introduced Mr. Pickard to speak next.

President DeCristofaro interrupted to tell the board that Mr. Pickard has him booked on QATV, WATD, Biz Journals, etc.

Mr. Pickard thanked President DeCristofaro and Chairman Barbadoro.

Mr. Pickard highlighted the work he has begun at the college, and his plans to enhance the College's reputation through word of mouth and the media. He went on to say he is trying to get those third-party endorsements through the media. Radio, Cable TV, leverage those endorsements to help build a positive perception of the institution. He plans to highlight stories about students, faculty, curriculum and serve those to the media to advance the institutional image by having those stories told. Mr. Pickard discussed his plans to demonstrate the return on investment and reinforce that anytime we get a positive story. He went on to say that influencing the community falls on the President as he is the face of the college, and that one of the things Mr. Pickard is trying to get the College is more opportunities with the Chamber of Commerce, event sponsorships, civic involvement, as that is where influencers live. He stated that another key vehicle is Alumni, which is an untapped resource for Quincy College. He has begun reaching out to alumni and asking how they would like to be involved and getting positive feedback and stories already. The alumni of the college are our most valuable professionals. Often time their experience at Quincy College has been a launching pad for their careers, and they are happy to provide testimonials, mentor students, or offer internships. Mr. Pickard went on to say that enhancing the image and reputation of the College is a team sport and takes a village to execute. He stated that we all can be institutional ambassadors and should be proud of the association we have to the college. Mr. Pickard highlighted some of his specific areas of focus at this time: The Baccalaureate Degree, which he is anxious to promote when the time is right; The Nursing program is a particular interest to him coming from the healthcare field; Workforce Development, a passion of the President's; The BioTech Program which was recently spotlighted in the Boston Business Journal; Student Success including Early College High School and our Veteran Students. He ended by mentioning a story in the works as we approach Veterans Day about two of our Veteran Students that demonstrates the value and return on investment students make coming to Quincy College. The story truly elevates our brand.

President DeCristofaro introduced Mr. Tefft, the newest member of the panel. He added that when he interviewed Josh, he knew that he had everything it takes. He has a great vision and has already done so much in his short time here.

Mr. Tefft thanks President DeCristofaro and Chairman Barbadoro.

Mr. Tefft stated when he was a student, a community college bailed him out at a time in his life when he was uncertain where to go. He sees his role here at Quincy College in helping the concept that the admissions staff is our sales team. These are the folks who will be getting out

there to sell the product and help people understand what we have to offer. He added that enrollment is everyone's job and that retention plays a critical role in the success of the college. We are looking at what kind of barriers there are and helping our students navigate those barriers. His team has two goals: One, to increase enrollment in the selective programs and make it easier for students to apply and enroll and casting a larger net, working with the deans to determine what markets to target, and two, for the non-selective programs, to focus more on recent high school graduates. He stated that to accomplish this, we start with more boots on the ground with a rebranding by Mr. McGowan and his team. We have built a great Public Relations and Marketing team to help create information to distribute to the public. He ended by saying that the newly developed team is excited to be working together with the Leadership Team and the Board of Governors.

President DeCristofaro introduced Mr. William Carroll next. He said that he wished he could take credit for hiring him but gave Provost Yatin credit for doing so.

Mr. Carroll began by saying that there is a lot going on in academic affairs such as NECHE coming in for their visit and the new bachelor's degree program. Keeping with the theme of growth and retaining more students, he is excited because these are the things he enjoys and they also happen to tie in to the strategic plan and TEAMS framework. He stated that in terms of retention, one of his focuses at this time is on improving the schedule (choice of classes, times offered, class name, etc.) and being more involved in this process. Mr. Carroll gave a few examples of courses that need updating. He added faculty are involved and there will be a draft going out tonight. He added that he has heard some great ideas for electives but you can only put so many on the schedule. He stated that faculty have to realize that they can't just teach what they want to teach, they have to teach what is needed at that time. The next piece he is focusing on is course placement and enrollment. There is a huge population across all colleges that show up with below college level reading, writing and math. We need to make sure that we are placing them correctly by testing. If a student ends up in the wrong class, they will not be successful. A lot of this is collaborating with Ms. Cassidy's group. Tom is confident that we can use technology to help monitor this as well. We have to make sure students are taking the right prerequisites and they are being adhered to. Some is technology, some is advising.

Mr. Carroll mentioned the exciting news about the Baccalaureate degree being approved at the MA Department of Higher Education level. Computer Science is in the works for the next Baccalaureate Degree program with potential for DHE approval in the Spring. There has been growth in faculty with certain requirements for baccalaureate and new hires in business, early childhood education and criminal justice.

He closed by saying, it is important faculty is excited about what they are teaching, and he has seen it from so many professors here. It is a very impressive group.

President DeCristofaro thanked Mr. Carroll. He mentioned Mr. Carroll brought up student success many times, which brings him to the last panelist – Ms. Meghan Cassidy. It is all about Student Success and what she has done with Early College is extraordinary.

Ms. Cassidy thanked President DeCristofaro and said she really appreciates being a part of this team. She stated the panel has spoken about different initiatives and projects and having the support and experience as we move along together makes her really excited and motivated going forward. She added that enrollment and retention is part of everyone's job and when it comes to student success, that couldn't be more true. As we move forward, we will work on

retention with a holistic approach by learning more about what is going on in the students lives. What they struggle with, and what their goals are. We will fine tune the communication piece, particularly in their transition from enrollment to an actual student. Advisors will make sure the students navigate what life is like inside the classroom and outside.

The new offices in our Welcome Center has been tremendous in helping students navigate all departments. In advising, all new students have an assigned advisor. They then transition to a faculty advisor in their area of study. Registration workshops, transfer fair, evening hours, regular communications and first year seminar program have all been put in place to raise awareness of advising. Ms. Cassidy brought up academically at risk students and the notice of concern tool that is a direct connection between advising and referral for tutoring services. Faculty can recommend the student take tutoring. These are some ways of the ways we are increasing our presence in Quincy, online and Plymouth. She commended the advising team for better aligning the academic probation policy with the financial aid probation policy.

Ms. Cassidy reminded the board members we now have a licensed mental health counselor which has been a huge help and addition to the student lounge area. We will continue to integrate the perspectives of everyone here along with our students.

President DeCristofaro added that the panelists blend all of this information from their respective areas and make sure we are going in the right direction. He added he doesn't think we could choose a better team to do this work.

Chairman Barbadoro asked if there were any questions.

Mr. Hanley asked to comment. He said that he has been on this board for five years and that that was the best presentation he has seen in response to a problem. It was fantastic. He stated that we all know the obstacles in a Covid world and assembling this team without Covid would have been a challenge. The response by President DeCristofaro and his team is so very impressive. He thanked the President and his senior team for attracting these leaders.

Mr. Santoro commented knowing your audience is a very important part of the game. Being a principal, he knew what type of students would excel at Quincy College. Driving that to their heads that they can do this. He asked Ms. Cassidy how we hold on to those kids? He added that he was one of those kids and if someone had not said to him "you can do this", he wouldn't have. He added that Academic Advisors are so important. Identifying at risk kids and telling them "you can do this", "you have support". He thanked the panel for a great presentation.

Ms. Clarke asked if we have the data showing how many students are seeing advisors and how many letters of concern have gone out? She also asked if Melissa Lord has a case load. She added that plans/strategies are wonderful things but that sometimes we get caught up in the plan and don't get down to actually executing them. She stated that she knows there are steps being made, but are there any statistics to show for when NECHE comes in?

Ms. Cassidy answered that Melissa was not assigned a case load at this time but with her office being located right in the student lounge, she is making her presence known. Students are referred to her from faculty/staff/athletics and she has had a steady flow of students coming in to meet with her. She holds open office hours, plans student events, and oversees student clubs. At this time, we wouldn't assign students to meet with her, but she has been very busy with student traffic and social, emotional, and mental health support.

Ms. Clarke stated that we used to have a Behavioral Threat Assessment Team on campus and asked if we still did. Mr. Pham answered that we do.

Ms. Cassidy stated that we have a lot of information to share with NECHE such as success rates and final gpa's from 2020-2021. She added that there has been a lot of work done fine tuning the notice of concern and early alert processes. Through analysis it was determined that there were two types of notice of concern that resulted in students failing – 1) danger of failing and 2) attendance and participation. As we continue to receive notices of concern, we have seen a steady increase in number of instructors, what we have been doing now in terms of prioritizing danger of failing is actively using these tools to support at risk students.

Ms. Clarke commented that Dean Carroll spoke about a screening process and placement testing to make sure that students are in the right place and have the opportunity to succeed. She said if we have the proper placement there should not be as many letters.

Chairman Barbadoro thanked everyone again. He added that as the board has communicated in the past, they love to have the staff here and hope to see them back again soon.

President DeCristofaro thanked the board for their support and dismissed panel members. He then introduced Provost Yatin for an Academics Update.

Dr. Yatin stated she has great news, the MA Dept of Higher Education has approved the first bachelor's degree program at Quincy College – the Bachelor of Science in Business Management. There was applause. This approval brings us one step closer to being one of the only community colleges to offer a bachelors degree. We were caught in a DHE/NECHE timeline but thanks to Dr. Pat O'Brien from NECHE, Quincy College did make it on the agenda for their November meeting. By Monday, 11/22, we will know if NECHE also approves the program. She added that it is a pleasure to lead this initiative for the College.

Next, Dr. Yatin reviewed the plans for the NECHE 5th year visit which is scheduled from 10/31 – 11/3. She stated the meeting schedule will be deployed tomorrow college wide to include task forces, schedule and the interim report. She reviewed the times that board members are invited to join.

President DeCristofaro thanked Dr. Yatin for all of her hard work on both projects.

There was discussion in regards to NECHE meetings being posted as a public hearing. It was decided that the Monday meeting would be posted as a public hearing.

Mr. Hanley added that NECHE is coming to assess this institution and its opportunities for success. What we talked about with this panel tonight, that is what should be talked about with this visit.

Chairman Barbadoro thanked Mr. Hanley and asked board members to email him with what NECHE sessions they plan to attend.

Mr. Carroll presented his Committee Report for the Personnel Committee Meeting which was held at 5:00pm this evening. He thanked members of the committee and let the board know they heard a Step 3 grievance the committee will take under advisement and report to the full board at its conclusion.

Mr. Shea provided his Committee Report for the Nominating Committee Meeting that took place this evening at 5:45pm. He stated that we are accelerating in to 2022 because there are 3 members of the board leaving in September 2022 and another member who has been ill. Having thought about, and being one of the three going to be replaced, he asked to be the chair of this committee and to start the process now. Mr. Shea plans to meet with Mr. Harnais to look at the legislation and By Laws so that we can open the application process in the Spring and by the time that these seats are due to be changed we will have qualified people to fill the positions. If anyone has ideas or candidates, please encourage them to apply. We will put revised wording on our website to obtain resumes.

Ms. Clarke suggested reaching back out to the pool from last year. Mr. Barbadoro said he is leaving it in Governor Shea's hands.

Mr. McGowan introduced the video that marketing put together for the meeting.

At the completion of the video, Chairman Barbadoro stated it was very well done and thanked Mr. McGowan.

Old Business

Ms. Clarke asked about the Title III Grant that we were supposed to hear back on by mid-October. Ms. Lopci answered that unfortunately we didn't get approved. We missed by 30 points. She stated she can share the evaluation showing what we did not score high on which included tutoring services, and organizational structure. We submitted a logic model and got very good feedback. For our first time 78/108 wasn't bad and we will reapply next year.

Ms. Clarke also reminded President DeCristofaro and team that the board requested doing some leadership team tutorials on NECHE and BORN at a future meeting.

Mr. Barbadoro stated he has spoken to the President and those are coming in the future. The plan is for the teams to present in the new year.

Ms. Clarke stated that her and Ms. O'Toole would be happy to help coordinate.

New Business

None

Chairman Barbadoro asked if there was any other business. There were none. He entertained a motion to adjourn. Mr. Shea made a motion to adjourn and the meeting was adjourned at 7:41pm.