

**QUINCY COLLEGE
BOARD OF GOVERNORS**

PERSONNEL AND PROGRAMS COMMITTEE

MEETING OF FEBRUARY 12, 2018

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 6:00 PM. The member roll was called. The following members of the Personnel and Programs Committee were present at the call of the member roll: Ms. Carolyn O'Toole, Committee Chair; Ms. Barbara Clarke; Mr. Thomas Feenan; Father James Hawker; and Mr. Joseph Shea. There were no members absent at the call of the member roll. A quorum was present.

Also present were: Governor Barbadoro; Governor Bell; Governor Hanley; Peter H. Tsaffaras, J.D., President and Secretary of the Board of Governors; Mr. Joseph Mercurio, Senior Advisor to the President; Dr. Mary E. Burke, Senior Vice President for Academic Affairs; Mr. Joseph Arangio, Senior Vice President for Administration & Finance; Mr. Stephen Kearney, J.D., Assistant to the President; Mr. Thomas Pham, Vice President for Technology & Mission Support; and other members of the College community.

The President introduced two new staff members of the Nursing Department: Ms. Lynn Wenners, Assistant Dean for Laboratory Experiences; and Ms. Celeste Perkins, Clinical Supervisor for Nursing Preparedness.

Chair O'Toole moved directly to agenda item number IV, Update on Accreditation and Regulatory Issues. President Tsaffaras began by reporting to the members regarding the BORN (Massachusetts Board of Registration in Nursing) Visit and BORN's Summation presentation on Wednesday, February 08, 2018. The President reported that following the Summation presentation by BORN, the College's senior management met with the nursing faculty to review and discuss the comments of the BORN visiting team, develop a plan to address the issues that were raised by the visiting team, and counter erroneous and/or inaccurate information presented by the visiting team during the Summation presentation. On Thursday, the visiting team visited the Plymouth Campus and were thoroughly impressed. In addition, they invited the College to provide to them a rebuttal of the shortcomings noted by the visiting team if the rebuttal was delivered to them by the end of the day on Friday, February 10, 2018. The College worked as a team and gathered together the information and evidence necessary to respond to the shortcomings noted by the visiting team. On Friday, February 10, 2018, the College delivered to BORN a 709 page document addressing all of the shortcomings noted by the visiting team.

Next, there was discussion regarding the Nursing Dean search. The President reported that the College is adding a new skills lab at the Quincy Campus. The College is contracting with Kaplan to offer review courses for students who have a low likelihood of passing the NCLEX (the standardized nursing registration examination) on the first try. The President reported that the College has established a Nursing Improvement Team which will be headed by Dr. Mary Burke. The President reported that as of this date our immediate goals are to: 1.) Get through the March 14, 2018 meeting of the Board of Registration in Nursing at which the visiting team will present its findings; 2.) Increase the test scores of the graduates taking the NCLEX examination for the first time; 3.) Achieve "Full Approval" status; and 4.) Achieve a greater than an 80% pass rate for first time test takers on the NCLEX.

Chair O'Toole asked the President about his comment that the College has been "on this since last Wednesday." Chair O'Toole stated that files are missing, handbooks are not the same online as they are in hardcopy, and the syllabi are inconsistent as to whether a passing grade in nursing is a 73 or a 77. Chair O'Toole stated that this is Monday morning quarterbacking and the College should have been on this since June. Chair O'Toole stated that she is disheartened.

The President explained that the College and the Nursing faculty have been working diligently since receiving the letter from BORN in June. The President gave examples of the work and effort that had gone into addressing the issues cited by BORN in June, and explained that many of the shortcomings cited by the visiting team during the Summation presentation were not issues that were raised in their letter of June and/or were based on misinformation that could have easily been clarified prior to the Summation presentation if the College had been given an opportunity to speak with the visiting team and address any questions they may have had, which wasn't the case. The College staff and the Nursing faculty worked diligently since Wednesday to gather together information and evidence responsive to the shortcomings/issues raised during the Summation presentation, many of which issues were raised for the first time during the Summation presentation, and produced a 709 page rebuttal to the visiting team's summation. The President reported that although the 709 page rebuttal was voluminous, it was well organized and easy for the user to navigate.

There were questions by the members and discussion among the members. The President and Dr. Mary Burke addressed the questions posed by the members.

Chair O'Toole invited any members of the Committee or any members of the Board to speak or ask questions. Mr. Hanley, who is not a member of the Personnel & Programs Committee, stated that during the visiting team's Summation he counted nineteen (19) deficiencies. Mr. Hanley stated that he would like to hear how these nineteen deficiencies would be refuted, but before that would like to know who from the College accompanied the visiting team. The President addressed Mr. Hanley's question and reported that at their insistence the visiting team was unaccompanied and had unfettered access to the College and nursing records. Mr. Hanley asked why the visiting team did not visit the Plymouth Campus prior to rendering their Summation. The President reported that BORN had no intention of visiting the Plymouth Campus despite requests by the College that they do so. It was only after the Summation that they agreed to visit the Plymouth Campus. Dr. Mary Burke reported that the Nursing faculty has worked tirelessly since June to address the issues raised by BORN in their letter, and the Nursing faculty were extremely frustrated with Wednesday's Summation. At this point, Mr. Hanley asked Dr. Burke if she could take him through the deficiencies noted by the visiting team during their Summation on Wednesday.

Dr. Mary Burke reported to the members regarding the issues identified by the Visiting Team.

Issue No. 1: Faculty conducting individual one on one remediation. BORN stated that this process is not sustainable and there should be a formalized process and resources in place. Response and evidence provided by the College: The need for faculty remediation has been eliminated since the recent increase in the number of tutoring hours available and the increase in tutoring instructors. Changes were a result of a recent survey sent to all nursing students. The survey is planned to be administered again during this semester. Evidence: The College provided BORN with an email from Ms. Stephanie King, Director of Advising, Testing and Tutoring and a copy of the Tutoring Survey that was sent to all Quincy College Nursing Students earlier in the academic year.

Issue No. 2: BORN stated that resources and improvements began too late and happened later than BORN expected. Response and evidence provided by the College: Faculty workload and schedule is determined by the Collective Bargaining Agreement between Quincy College and Quincy Education Association, Inc. Faculty members were on summer break when the BORN notification of Approval with Warning Status was received in June 2017. However, Quincy College Immediately hired Dr. Linda Caputi and paid additional compensation to begin remediating identified issues as well as to provide professional development for nursing faculty. Evidence: Copy of compensation for Dr. Linda Caputi. Copy of agenda and handouts including Powerpoints, toolbox, and faculty development from June 2017 Meetings with Dr. Caputi.

Issue No. 3: BORN stated that a Student Nursing Club was established, but only on the Quincy Campus. Students studying at the Plymouth Campus were unaware of the opportunity to participate in the club. Response and evidence provided by the College: The opportunity to participate in the Quincy College Nursing Club was announced to all Quincy College nursing students on Canvas, the learning management system. Plymouth faculty report that one Plymouth student tried to recruit others but the often received response was that students had “No free time for the club” However, 3 Plymouth nursing students reported interest and joined. Evidence: Copy of Canvas announcement to all nursing students regarding Quincy College Nursing Club. Copy of email from Plymouth faculty Joanne Cielecki regarding Plymouth nursing student’s participation and specific students interested in joining.

Issue No. 4: BORN stated committees have been formed for nursing faculty members, however, they do not seem to have fully started to implement their goals. Response and evidence provided by the College: Nursing faculty members continue to meet to discuss distinct issues as they pertain to nursing committees. Specific items that have received approval through faculty vote have been implemented. For example, the Professional Development committee has scheduled specific trainings. The Admission Committee has made recommendation for admission criteria. The Curriculum Committee also met to discuss the new curriculum and met with publishers for the selection of textbooks. Evidence: Copy of meeting minutes from Professional Development Committee scheduling February 9, 2018 Webinar. Copy of meeting minutes from Curriculum Committee.

Issue No. 5: BORN stated Nursing Faculty members have been excused from institutional governance which is technically a violation of the CMR. Response and evidence provided by the College: Due to the teaching schedule and office hour requirement, additional time during the week was not available to address the deficiencies identified by BORN. While we acknowledge that the CMR Section pertaining to Faculty technically was not met, we ensured that nursing faculty was kept aware of College committees by email and the universal college-wide system SharePoint that includes minutes from each Quincy College Faculty Senate Committee. Evidence: Copy of SharePoint QC Faculty Senate Committee meeting minutes Copy of email from Program Review Chair, Dr. Servet Yatin to nursing faculty members.

Issue No. 6: BORN stated that the Quincy College Nursing Student Handbook contains inconsistent information regarding the Nursing Program Admission Criteria with no page numbers or table of contents. Response and evidence provided by the College: The Quincy College Nursing Student Handbook has been updated, paginated and includes a table of contents. Evidence: Copy of updated Quincy College Nursing Student Handbook

Issue No. 7: BORN stated eleven (11) mandated policies are not consistent and not completed. The policies must be designed and used to address issues you have seen in students. (Student Professionalism and Accountability). Response and evidence provided by the College: A calendar outlining a schedule of review for each policy was approved by faculty in an organizational meeting for AY17-18. Therefore, there is no reference to prior years and confirmation of review. Going forward policies will be reviewed per this schedule as set forth in SEP. Evidence: Copy of Calendar with schedule of review from meeting minutes.

Issue No. 8: BORN stated that there is evidence that data is available, accessible, and is being collected, however it is not evident that faculty members are using these data to make decisions. There is no evidence in meeting minutes that these reports are discussed and that changes are made/tied to these reports. Response and evidence provided by the College: Quincy College Nursing Faculty collected copious data to analyze discuss and make decisions regarding nursing policy. For example, proposals for the ADN, AP, and PN Programs were developed entirely using data. Also, when deciding to increase the pass rate to progress within the curriculum, nursing faculty relied on data to decide to increase from a 73 to a 77. Evidence: Copies of Amanda Colligan Emails with faculty discussion. Copy of Nursing Faculty meeting minutes regarding increasing to 77 pass rate.

Issue No. 9: BORN stated that the SEP is another form of documentation. Meeting minutes do not reflect the SEP implementation or an ongoing quality improvement plan. Response and evidence provided by the College: The use of the SEP for evaluation is a valuable concept. Faculty members have established a calendar outlining a schedule of review for policies and procedures.

Admittedly there was some confusion regarding the ACEN format and the BORN format which are not entirely congruent. Faculty members understand the ability to combine both formats as long as both sets of requirements are addressed. In order to strengthen and reinforce the SEP, the Dean of Nursing will attend the MARILN Council for guidance from peer institutions. In addition, she will attend the 3/23/18 NLN MA/RI League Conference. Evidence: Copy of Upcoming MARILN Conference Meeting Minutes regarding SEP. Copy of PN meeting minutes discussing SEP: 9/20/17, 10/13/17, 11/17/17, 12/1/18, 12/8/17.

Issue No. 10: BORN stated a Student Records Policy is lacking and inconsistently applied. There is no clear list of what should be in a student file. Response and evidence provided by the College: The Student Records Policy has been enhanced for clarity. A clear list of what is included in the file has been created and will be attached to each student record. In addition, a new system has been created online for ease of access to student information. Evidence: Copy of memo with Student Record Policy.

Issue No. 11: BORN questioned what do our policies state should appear in faculty records? When are they updated? Response and evidence provided by the College: Human Resources has a clear guideline of what is included in a personnel file. A copy of the "Employee File Checklist" is included in all instructor files. A copy of the audit conducted for all nursing faculty is regularly scheduled. In addition, the Dean of Nursing keeps faculty records in her office. A copy of what is contained in the Deans office files is delineated in the Faculty Records Policy. A checklist is also attached to the file. Evidence: Copy of Employee File Checklist; Copy of HR Audit sheet for Nursing Faculty; Copy of Faculty Records Draft New Policy; Copy of Faculty Records Checklist; Copy of a completed faculty file with checklist; and Copy of ALL full-time faculty professional development record.

Issue No. 12: BORN stated that evidence or documentation that faculty participated in Professional Development was not located. (Certificate of participation, agendas from conferences of workshops, etc.). Response and evidence provided by the College: Quincy College Nursing Faculty received significantly more professional development funding than any other department within the College. The Nursing Faculty and Nursing Dean and Assistant Deans attended conferences and workshops and webinars. A copy of the Nursing Division tracking spreadsheet as well as the Professional Development Forms are kept in the Dean of Nursing personnel records. Evidence: Copy of Online Professional Development Tracking; Copy of Nursing Department Professional Development Record; Copy of PD Spreadsheet; Copy of MARILN conferences; and Copy of Purchase Order for MARILN

Issue No. 13: BORN stated that it was unclear whether Dr. Caputi's visit was Professional Development, or if she was here to assess the program and make recommendations. There is no agenda for the consultant visit. Response and evidence provided by the College: Dr. Linda Caputi was hired immediately after Quincy College received notice of Approval with Warning Status. Her visit was intended to assist Quincy College in remediating deficiencies as well as provide professional development for nursing faculty. Evidence: Copy of compensation for Dr. Linda Caputi. Copy of agenda and handouts including Powerpoints, toolbox, and faculty development from June 2017 and October 2017 Meetings with Dr. Caputi.

Issue No. 14: BORN stated that for some faculty there are missing transcripts documenting that they have the necessary degrees. For waived faculty, there was no evidence that they had the required 5+ years of experience. There is also no formal mentoring policy for waived faculty to address these issues. Response and evidence provided by the College: After the May visit from BORN, 3 adjunct faculty members were removed from their position when found to be without waivers. All adjunct instructors were screened at that time for compliance. However, one faculty member, Joanne Ciesleski had the incorrect transcript in the file. This has since been updated. Quincy College assigned the Assistant Dean of Clinical Experiences to mentor all clinical adjuncts with a waiver due to her experience as a faculty member and her expertise in clinical instruction. However, A Mentoring Policy has been established per the 244 CMR 6.04(2)(b)3 Waiver Criteria Education Policy 02-02 Guidelines. Quincy College is considering using a vacant faculty position to serve as a mentoring position. Evidence: copy of human resource audit; copy of mentoring policy; copy of Joanne Ciesielski transcript.

Issue No. 15: BORN stated PNU courses (1 credit Microbiology, Nutrition, Human Behavior, Growth & Development) are taught by non-nurses. Response and evidence provided by the College: There are no PNU 1 credit courses being offered during current Spring Semester. These courses have been taught by highly qualified, often doctoral prepared instructors working within the relevant industry. However, the new curriculum proposal for the Practical Nursing Program has removed all 1 credit courses and substituted with integrated courses that satisfy ADN as well for ease of transition. "Nutrition, Microbiology & Growth and Development will be incorporated into the new curriculum." In order to remedy the non-nursing faculty issue, the course code has been changed and linked to a new unique identifier. All reference to the old code has linkage language. Evidence: Copy of PN Admission Proposal; Copy of Jenzabar unique identifier; and Copy of Jenzabar Advising Worksheet.

Issue No. 16: BORN stated that the College had inconsistent grading policies and standards. One syllabus required 5 exams and a syllabus for the same course but different section contained 4 exams. Response and evidence provided by the College: The difference in the number of exams pertained to the addition of the NCLEX preparatory class which was added on to the final 3 days of RNU208. The schedule was adjusted to accommodate the time however all content and curriculum and outcomes remained the same. Evidence: Copy of memo from RNU208 Nursing Faculty.

Issue No. 17: BORN stated the passing grade was changed from 73 to 77. However inconsistently applied throughout program. Response and evidence provided by the College: An email to all Quincy College Nursing students is being sent to confirm the understanding that the current passing grade needed to progress in the Nursing Program is 77. All ADN, AP and PN syllabi will reflect the correct number. A message on Canvas is being sent from all faculty and will be discussed at the meeting on Monday, February 9, 2018 and Tuesday, February 10, 2018 for all Quincy and Plymouth Nursing students. Evidence: Copy of email to all Quincy College Nursing Students; and Copy of Meeting Minutes.

Issue No. 18: BORN stated that courses had different amounts of clinical times (15 days vs. 22 days). Response and evidence provided by the College: Faculty intended to provide additional hours for students to practice clinical skills who did not have extended mental health rotation. Credit hours were not considered. All clinical assignments are scheduled and confirmed by the Assistant Dean of Clinical Experiences to ensure appropriate number of clinical hours. Evidence: Job Description for Assistant Dean of Clinical Experience.

Issue No. 19: BORN stated that Quincy College increased the number of Advanced Placement students without filling full-time faculty positions which increased the student faculty ratio. Response and evidence provided by the College: Two faculty positions are currently being held for individuals who served in an interim capacity. Unfortunately, the College has not received suitable applicants for the three other vacant positions. The college has been and is still actively seeking applicants. The College intended to reallocate PN Faculty, as the program was reduced in size by more than 50%, however one PN faculty retired and one left the College. Individuals in the Nursing Program are currently mentoring Master and Doctoral Nursing students and expect to have additional candidates for the vacant position. In addition, the College plans to significantly reduce the size of all new cohorts. Evidence: Current ongoing mentoring of masters and doctoral students seeking employment in nursing education.

Father Hawker departed at 7:00 p.m.

Mr. Hanley commented that we have BORN, the collective bargaining agreement, ACEN, NEASC, all with various requirements and it is difficult to determine which one takes precedence over the other. Mr. Hanley commented to the President that the College should be preparing for an appeal in the event that the BORN meeting on March 14th does not go our way. The President reported that we are preparing for an appeal and already have our law firm working on it. Mr. Hanley inquired about the attitude of the visiting team after they saw the Plymouth Campus. Dr. Mary Burke reported that only two of the three members of the visiting team went to the Plymouth campus but that the tour of the Plymouth Campus was more casual. Mr. Hanley commented that he hopes the 709 page rebuttal gets the consideration it deserves, and questioned the regulators rendering their Summation without visiting the Plymouth Campus.

Mr. Barbadoro commented that some of the issues raised are ministerial, but the visiting team is right: you either comply with the regulations or you don't. Mr. Barbadoro commented that he wants to move forward with the proper attitude.

Mr. Bell commented that he was at the Summation on Wednesday and it is very concerning as a Board member. Mr. Bell stated that what he is hearing today is like night and day compared to what he heard on Wednesday.

Ms. Clarke commented that the College did a lot of work from June until now. It is unfortunate that the documents that were missing were not requested by BORN in June. Ms. Clarke commented that had BORN requested the documents in June, Ms. Clarke is confident the documents would have been ready and available for this visit.

Mr. Feenan thanked Dr. Mary Burke, the Senior Staff, the Nursing Faculty, and the President. Mr. Feenan commented that they have all done yeoman's work. Mr. Feenan commented that he is very proud of the students. They are all very professional.

The President announced the retirement of long-time Nursing faculty member, Edie Pemberton.

At 7:44 PM, motion by Mr. Shea that the Committee go into Executive Session for the purpose of discussing the recent BORN meeting; the members of the Committee and those members of the Board who wish to remain for the Executive Session may do so. Motion seconded by Ms. Clarke. There was no discussion on the motion. The following members of the Personnel and Programs Committee voted in favor of the motion to go into Executive Session: Ms. O'Toole; Ms. Clarke; Mr. Feenan; and Mr. Shea. There were no votes in opposition to the motion, and no abstentions. The motion was adopted and the public was excused.