

**QUINCY COLLEGE
FINANCE AND FACILITIES
SEPTEMBER 22, 2021**

Meeting Minutes

The meeting of the Finance and Facilities committee, was held in the Anselmo Library at Quincy College, and by Zoom as allowed by the State of MA Emergency Open Meeting law due to the COVID 19 crisis at 4:45pm. The member roll was called. The following members of the Finance and Facilities Committee were present at the call of the member roll: Mr. Gregory Hanley, Committee Chair; Mr. Paul Barbadoro, Chairman of the Board; Ms. Barbara Clarke and Mr. Joseph Shea. With four members being present, there was a quorum. Absent at the call of the roll were Mr. Christopher Carroll, Ms. Katherine Craven and Dr. Thomas Fitzgerald.

Also present were President Richard DeCristofaro, VP of Operations and Chief of Staff Christopher Bell, General Counsel Jessica Cherry, SVP Servet Yatin, VP Martin Ahern, VP Thomas Pham, Meghan Cassidy, AVP of Student Success and Partnerships and Clerk of the Board of Governors Meaghan Sheehan.

Mr. Hanley presented the minutes from the previous Finance Committee meeting from May 11, 2021. He entertained a motion to accept the minutes as presented. Mr. Barbadoro made a motion to accept the minutes as presented, seconded by Mr. Shea. On the motion, the following members of the finance committee voted in the affirmative: Mr. Hanley, Mr. Barbadoro, Ms. Clarke and Mr. Shea. 4 members voting in the affirmative and the motion was adopted.

Mr. Hanley introduced the next agenda item. He explained that there was a request from the President to revise the already approved FY22 budget and introduced President DeCristofaro to discuss.

Chairman Barbadoro asked to interrupt. He pointed out that we have been calling the document a revised budget but that we should in fact be calling it a supplemental budget. He entertained a motion to change the name. Mr. Hanley made a motion to change revised budget to supplemental budget, seconded by Mr. Shea. On the motion, the following members of the finance committee voted in the affirmative: Mr. Hanley, Mr. Barbadoro, Ms. Clarke and Mr. Shea. 4 members voting in the affirmative and the motion was adopted.

Mr. Carroll joined the meeting at 4:52pm.

Mr. Hanley thanked Chairman Barbadoro for that point of order and introduced President DeCristofaro to discuss the supplemental budget.

President DeCristofaro stated that by way of email he informed the board of some adjustments and changes that have to be made. He explained that last Fall we were in good shape going in to budget. This year is different. Right now we are looking at a 14% enrollment decrease. We knew this was coming and started planning to make sure you have the balanced budget that the board requested. We are now looking ahead at a multi-year plan.

President DeCristofaro gave an overview of where we are now. Dr. Yatin is doing a terrific job working with the Department of Higher Education (DHE) and New England Commission of

Higher Education (NECHE) to ensure that we begin our baccalaureate in Business as soon as possible. He thanked her for her patience as she deals with regulatory bureaucracy. We are looking forward to that model, and looking ahead at what is next, possibly Computer Science. This is good news! He went on to discuss Early College High School which is in full swing thanks to Ms. Cassidy who is doing a great job shepherding that. There are currently 150 (80 at NQHS and 70 at QHS) students enrolled right now. At the next meeting, we will provide further details on this and what this means for the college and the students, as well as the revenue it will bring to the college during this first year. We are looking to get business partners involved to sponsor cohorts of students. We are adding Paramedic and EMT programs to the Plymouth campus as they are well enrolled here in Quincy. We will be asking for Chairman Barbadoro's permission to work with Governor O'Toole to discuss Plymouth Programs. We are looking at focusing on healthcare programs in Plymouth. Within Student Success and Partnerships, we are expanding the Dual Enrollment Program and looking to offer scholarships as much as possible in Quincy and other communities as well. We are working on college pathways and meeting with Quincy Public Schools Department Head of EL and Assistant superintendent of curriculum at both Quincy High School and North Quincy High School to look at these students and their post-high school education to create a pathway to Quincy College. With that, we want to create and develop a language school to service EL students and International students (down due to Covid, politics and policy changes). Dr. Yatin, Ms. Cassidy and Bilun Ozbilen are working hard at this and we know this is something that we have to do, starting with Quincy Public Schools and moving to International students. The college is creating an online presence offering Professional Development opportunities to two cohorts of Quincy Public High School teachers. This was designed and aligned in house. The plan is to take these courses to other schools to offer Professional Development points for their teachers. This is opening up the online footprint for us. In regards to the ever increasing Workforce Development footprint, Ms. Lopci does a really great job, creating revenue generating opportunities for the college and also getting our name out there and our students out there. In regards to student life and clubs, the President mentioned that he attended and talked with students at a recent baseball scrimmage at Adams Field. 28 student athletes are on the Baseball team. He said how great it was to see student athletes once again at Quincy Collège.

We are working hard to increase our reserves. These initiatives take a lot of time and effort, but we will get there. They are all enrollment and student centered. He thanked the Leadership Team, faculty and professional staff for their hard work and dedication.

President DeCristofaro went on to discuss the downturn in enrollment that we faced and talked about what we needed to do in three steps. Step one being a balanced budget.

Mr. Barbadoro asked that before we get off enrollment and on to the numbers, if there had been a comparison done with other community colleges.

President DeCristofaro answered that we spoke to a few people and that everyone is pretty much in the same boat.

Chairman Barbadoro stated that he understands why there was a decline in 2020, but would have thought that it would pick up by now. He asked if there is anything else contributing besides Coronavirus? He asked if people are going to other places, or if it is something else?

President DeCristofaro answered that part of the issue is less people are going to school compared to years past. He added that research shows men are not going to school.

Mr. Carroll asked. There are so many job opportunities out there, are folks going right in to the workforce?

There was further discussion on the state of the workforce currently.

President DeCristofaro introduced Mr. Ahern to review the supplemental budget.

Mr. Ahern thanked the President, Chairman and members of the board and asked that they direct their attention to blue document in their packet which is an overview of where we have been and how we have done. He reviewed page 2, a comparison of FY20 and FY21.

Mr. Ahern went out to state that in FY21 the board approved a balanced budget. The college had a good year last year with enrollment being better than we budgeted for. He moved on to Page 3, which is an overview of the FY22 Balanced Budget approved in May, 2021. He stated, as the President discussed, enrollment is down 13-15%. What we are proposing is still bringing the board a balanced budget while using some of the CARES funding.

Mr. Ahern asked the board to direct their attention to the pink handout that details the Cares III funds. He provided background on the Student Emergency Aid that is to be distributed to students who are having a hard time for living expenses, etc. The other \$5.7 million is for institutional purposes for "lost revenue". The proposal on page 3 shows Quincy College recognizing \$2.6 million in lost revenue and using that to close the gap. A balance of \$3.1 million still to be determined how to use. The plan is to come back to the board with some suggestions on how to use those funds.

Martin reviewed an overview of the numbers on page 4.

President asked if there were any questions before going to step two?

Ms. Clarke asked, is the idea with the supplemental budget, that you would take monies and put them in to categories where you would come up with a shortfall based on the enrollment? Chairman Barbadoro answered that the funds would go in to a general institutional fund and distributed where needed. Ms. Clarke asked about the distribution of the funds going forward, she went through the budget and called out some areas that had an FY21 amount already there with a revised amount. She asked for some justification for moving money in to other areas. Ms. Clarke asked what the process was for that. Mr. Ahern answered that the President will go further in to that.

President DeCristofaro answered that when the shortfall was identified, we looked at the budget in a different manner.

Mr. Hanley added that operationally the College is making investments in new positions. For example, taking that money and investing it in to an Enrollment Specialist. The college is making investments in key positions that will generate revenue and enrollment with CARES. He added that this is the best way to use these funds.

Mr. Carroll added that we are building an infrastructure for growth.

President DeCristofaro moved on to Step two: taking a look at a full supplemental budget. He stated that what Martin did is highlight in orange the difference between the May budget and what we are suggesting. He pointed out the 3 important orange highlights.

- 1) BORN requirements/ Nursing updates.
- 2) An additional academic Advisor. Looking to retain students that we have. If we add this advisor, we will have more time to take a look at these students and find out why they are not staying.

Chairman Barbadoro noted that this is becoming even more important as we head for a baccalaureate degree.

- 3) A Communications Director. We have to as a college make sure people know who we are and what we do, and make sure they understand the brand. We have to work on Internal communications as well. We are looking forward to having him get out there and let people know all of the goodness of this college and the attention that it should get.

President DeCristofaro asked if there were any questions on the orange highlights. There were none.

Chairman Barbadoro commented how happy he is to see the new position of Provost and congratulated Dr. Yatin on a well deserved promotion.

President DeCristofaro reviewed the steps. Step 1 is to close the gap. Step 2 is the supplemental budget and highlighted changes. Step 3 is looking at the budget and proposing the use of CARES II funding. We looked at the CARES funding as multi year/multi use, as we know we have a lot of work to do. This is focused on student enrollment, where we are as a college and where we will go in the future.

He requested Mr. Ahern review the Step 3/ CARES II funding.

Mr. Ahern directed the board to the green handout in the package which refers to CARES Act II money. He reviewed the background on page 2. \$5.9 million total awarded to Quincy College, \$1.3 million was allocated for student emergency aid which was distributed last year. \$4.5 million was recognized as lost revenue, to use operationally as the college deems necessary. He went on to explain that rather than use it in one year, we are proposing a 5-year plan that is enrollment and revenue focused. He reviewed the 4 major components including:

The first component – the Early College High School Pathway Initiative has 150 students currently enrolled and we expect this to grow quickly. We would like to take a look at CARES II funding and a pathway for the Seniors to come to the college. We want to bring those seniors over here for a few classes, or a semester or two free. As we look forward to funding, in the future, looking at city wide residents that go to private school and pathways for them as well.

Ms. Clarke asked if there will be criteria for students to receive scholarships.

President DeCristofaro answered that there is a 2.7 GPA requirement to continue in the program. If they complete the program, their reward is to come to college He added that Early College High School students are high needs students to begin with.

Ms. Clarke asked if we are considering offering to private school students who may not need assistance?

President answered that we will have to do some work on it. We wouldn't want to give this benefit if the student doesn't need it, but we will work with private schools as well.

Ms. Clarke said that it was fabulous that we are going to give these students this opportunity.

President DeCristofaro thanked Ms. Clarke and added that we have a lot of work to do.

Mr. Harnais joined the meeting at 5:28pm.

Ms. Cherry was introduced to discuss the second component, staffing additions. She discussed the day to day marketing needs and the need to work with consultants. The proposed addition of an AVP of Enrollment to focus on day to day admissions and enrollment needs and work hand in hand with marketing team to increase enrollment. And Lastly, the Instructional Designer to be hired to expand the College's online footprint through innovation and support, and to work to enhance opportunities for the College. She explained that all positions overlap and are an investment to our growth.

President DeCristofaro added that Chairman Barbadoro mentioned earlier about the Baccalaureate Degree. An Instructional Designer will make sure all courses are offered. Once we get the OK for the Baccalaureate, we will begin to market to community colleges. This is the focus and we are hoping this gets approved ASAP, and we plan to get moving with marketing immediately.

President DeCristofaro continued with the third initiative, which is to research, plan and implement a new Enrollment/ Revenue-Generating Program. At this time, the College is researching a Radiology certificate. The start up cost is \$300,000.00 to take a classroom and address the needs of Radiology. We would have to hire someone who knows the field. We will come back to the board to share our findings on that research. There are currently 7-8 community colleges (Massasoit, Bunker Hill to name a few) that have this program and they are doing well. The plan would be to start with a cohort of 15-20 students.

Chairman Barbadoro asked that as part of the research, is there room for an additional Radiology program in the area, or are we going to get in to a market that is already saturated?

President DeCristofaro answered that there is a lot to consider as we go forward.

Ms. Clarke commented that downtown Quincy is starting to build a new medical complex and perhaps there is some opportunity there, right across the street from the College.

President DeCristofaro mentioned that he spoke to Cynthia Sierra of Manet Health who has been a remarkable partner in regards to a Radiology Program. Manet Health partners with Boston Medical Center who we had a call with as well. He also said that he had discussions with Mass General Hospital to talk about different options regarding Radiology.

Mr. Ahern reviewed the last component. He directed the boards attention to Page 11, the consideration of Quincy College unrestricted fund balance and the requirement to maintain sufficient reserves. He explained with this, we would be looking at reserves of \$12 million, which will bring the College closer to where it was before the Nursing closure in 2018.

He reviewed pages 13, a five year plan, page 14 which focused on FY23 and page 15 which focused on years 3- 5. He explained that this plan gives the College opportunity to invest without any impact to the budget. He added that after five years we will have measurable results.

Ms. Clarke asked about the \$1 million for the Early College High School Pathway Initiative, if that was spread out through a number of years?

Mr. Ahern answered that the hope is for it to get us through three years. The hope is after 3 years, we will have partners.

President DeCristofaro asked if there were any other questions? There were none. He concluded by saying that there is some real goodness here. He promised to come back to the board with measured success. If something is not working, we will come back to the board. It is important that we understand that we can change this decline and come back with successes or challenges that we will overcome.

President DeCristofaro concluded by saying that everyone in the college is responsible for enrollment. This plan includes increasing the reserves, building our healthcare program offerings, adding to the advising, enrollment management, and online design teams, creating an early college pathway, working towards a Language school and Baccalaureate degree program and expanding the dual enrollment program. There are a lot of moving pieces here, the success is that all of these work together to get to where we need to be.

Mr. Hanley asked if there was any discussion on the supplemental budget. There was none.

Mr. Hanley asked for a motion to adopt the supplemental FY22 budget as presented and report to the full board. Mr. Carroll made the motion, seconded by Mr. Shea. On the motion, the following members voted in the affirmative: Mr. Hanley, Mr. Barbadoro, Mr. Carroll, Ms. Clarke and Mr. Shea. 5 members voting in the affirmative and the motion was adopted.

Chairman Barbadoro concluded the meeting by saying that the issues regarding the budget and changes needed become more important to figure out and follow through with especially at times when we are being scrutinized. He did mention that he looked in to the need for a second public hearing on the budget, and under the law, we do not need to have a second public hearing, we just need one per year and we can have a supplemental budget, when necessary.

Mr. Hanley thanked Chairman Barbadoro and asked for a motion to adjourn. Mr. Shea made a motion to adjourn and the meeting adjourned at 5:47pm.