

**BOARD OF TRUSTEES  
FREDERICK COMMUNITY COLLEGE**

**October 18, 2017  
Regular Meeting**

The Board of Trustees of Frederick Community College met in regular session on Wednesday, October 18, 2017 in Room MC104 at the Monroe Center. In attendance: Trustees David F. Bufter, Chair; Myrna R. Whitworth, Vice Chair; Debra S. Borden; Nick Diaz; Tom Lynch; Dr. John Molesworth; and Roger A. Wilson. Also in attendance: President Elizabeth Burmaster, Secretary/Treasurer of the Board; Education Liaison Janice Spiegel; Kari Melvin, Recording Secretary; Dr. Gregory Coldren, Chair, Faculty Association; Jack Jenkins, Chair, Support Personnel Association; Administrative Staff Association Executive Committee members Jennifer Moxley, Leslie Puzio, and Sarah Radinsky; Amy Lee, representing the College Senate; Dana McDonald, Vice President (VP) for Finance and Human Resources; Dr. Wayne Barbour, VP for Learning Support; Dr. Tony Hawkins, Provost/VP for Academic Affairs; Jerry Boyd, Special Assistant (SA) to the President for Institutional Effectiveness; John Wichser, Chief of Operations (COO); Patricia Meyer, Executive Director of Workforce Training; Peter Lee, Business Manager; John Anzinger, Director of Facilities Planning; and other members of the College and staff.

**CALL TO ORDER**

The meeting was called to order by Board Chair David Bufter at 7:00 p.m. Chair Bufter stated that the ribbon cutting ceremony for the Monroe Center was a great way to start the evening and that the food was exceptional. He then recognized the Affinity Group representatives and others present.

## **APPROVAL OF MINUTES**

The Chair called for approval of the minutes of the September 13, 2017 joint meeting with the Frederick County Public Schools Board of Education and the September 13, 2017 regular meeting of the board.

*On a motion made by Trustee Lynch and seconded by Trustee Wilson, the Board unanimously approved the minutes, as presented.*

## **PRESIDENT'S MONTHLY REPORT**

President Burmaster welcomed everyone to the new and improved Monroe Center and commented on the reception and ribbon cutting ceremony held earlier this evening. She continued that the FCC Fest was held October 7 and included a celebration of the 60<sup>th</sup> anniversary of the College and recognized the planning committee led by Mike Pritchard for all of their work. A video highlighting the events of the day was shown to those in attendance.

President Burmaster then gave highlights from her written report, which the Board members received in their meeting packets. Also included in the President's written report were the CIP Construction Projects Update, Credit Enrollment Update, and Number of Students Dually Enrolled under the College & Career Readiness Act of 2013. She noted the kickoff of National Collegiate Drug and Alcohol Awareness Week, the Civic Engagement Summit, College Night, and the Transfer Day Fair. President Burmaster congratulated Trustee Borden on being elected to the national post of Regional Chair for the Northeast Region of the Association of Community College Trustees. She then thanked Trustee Wilson for ensuring that a representative from FCC was included in the membership for the proposed Frederick County Commission on Veterans Affairs.

President Burmaster announced that the FCC Bookstore is featured in the latest issue of Frederick Magazine with students wearing Cougar gear. She also reported that the new Parents Lead program was featured on the front page of the September 29 edition of the Frederick News-Post.

### **INFORMATION/DISCUSSION ITEMS**

#### **Review of Audited Annual Financial Statements for Period Ending June 30, 2017 –**

VP McDonald introduced Monique Booker, Engagement Partner, from the College auditors, SB & Company.

Ms. Booker provided a presentation on the results of the audit. There were no findings and the College was issued an unmodified opinion on the financial statements. Additionally, the Annual Financial Report to the Maryland Higher Education Commission (CC-4 Report) was issued with no exceptions. There was an overall decrease in net position before capital projects appropriations of \$2,505,250.00. A summary of the financial performance review and trends was included in the presentation. A copy of the presentation is available from the President's Office.

*This item was presented for information only – no action was taken or requested.*

**Dining Services Operations Improvements** – VP McDonald introduced Peter Lee, Business Manager, to present this item. The College conducted an independent, external assessment of Dining Services operations in fall 2016 to address consecutive years of operating losses. A reorganization occurred as a result of recommendations from the assessment and Mr. Lee was hired and charged with making changes to achieve break-even financial performance by June 30, 2018. During the first three months of this fiscal year, Mr. Lee has focused on the following: improvement of the cost of goods (COGS) sold through portion control measures, the introduction of new lower cost products, and

obtaining lower pricing; adjustment to the pricing structure and product mix enhancements; identification of a new point of sale (POS) system to be purchased this month to streamline reports and allow for successful tracking of sales, inventory, labor costs, profit margins, forecasting, and end-of-life products; development of appropriate staffing plans and schedules; implementation of employee and student survey and analysis of results; facilitation of the process for new vending and fountain rights vendors; and development of a marketing plan to include online ordering through the new POS system, a customer loyalty program, and focused communication methods with employees and students.

The full benefits of these changes will not be reflected in the quarterly financial reports for the period July 1 through September 30, 2017. September was the first full month of revenue during the academic semester to assess whether or not the pricing and portion control measures were effective. Overall sales year-to-date are down, but with COGS in line, and proactive labor adjustments, it is hoped that these totals will become proportionate and overcome the initial deficit.

**Quarterly Financial Report for Period Ending September 30, 2017** – VP McDonald presented this item. She went through the report in detail with the Board. A complete copy of the report is available from the President’s Office.

*This item was presented for information only – no action was taken or requested.*

**Senator John A. Cade Funding Formula for Maryland State Aid** – VP McDonald presented this item. State funding of Community Colleges in Maryland is based on the Senator John A. Cade funding formula which was established as law in 1996. The Cade funding formula was created to provide community colleges with predictable support for

operations, and to provide students with affordable tuition. The Cade formula calculates state support for community colleges as a percentage of state support for selected University System of Maryland (USM) institutions, per full-time equivalent (FTE) student. The Cade funding formula has never been fully funded. Through a series of Budget Reconciliation and Finance Acts designed to address the State structural deficit, the formula is not expected to meet full statutory intent until 2023. The Cade formula is intended to be fully funded at 29% of the state support for selected USM institutions, per FTE student. For FY 2017, Cade was funded at 20.5% and for FY 2018, Cade was funded at 21.0%.

*This item was presented for information only – no action was taken or requested.*

**Construction Manager at Risk Methodology** – COO Wichser introduced John Anzinger, Director of Facilities Planning, to present this item. In accordance with the Facilities Master Plan, the College is focused on revitalizing and repurposing existing resources in order to provide more sustainable solutions for facility needs, rather than constructing new buildings that would require additional operational resources. Mr. Anzinger overviewed the pros and cons for the construction delivery methods of Design Bid Build, Design Build, and Construction Manager at Risk. A comparison chart was distributed.

Facilities Planning recommends the Construction Manager at Risk (CMatR) delivery method for future renovations because it is best suited for these types of projects and provides unique benefits to the owner. It requires the construction manager to deliver the project within a guaranteed maximum price (GMP) which is based on the construction documents and specifications at the time of the GMP. The CMatR provides professional

services and acts as a consultant to the owner in the design development and construction phases. In addition to acting in the owner's interest, the CMatR must manage and control construction costs to not exceed the GMP because any costs exceeding the GMP that are not change orders are the financial liability of the CMatR contractually. CMatR affords the opportunity to bring the owner, the architectural and engineering firm, and the construction manager parties to the table from the outset of the project. With the collaborative nature of higher education projects, through design and construction, this method easily accommodates this level of input and creativity through the design phase.

*This item was presented for information only – no action was taken or requested.*

#### **ACTION ITEMS**

**Approval of Institutional Review Board Policy and Procedures** – SA Boyd presented this item. The purpose of the Institutional Review Board (IRB) is to protect the rights and welfare of human subjects involved in research that is conducted at the College. The IRB is a five-member group of qualified professionals from the College who have been formally designated and authorized to review and monitor research involving human subjects. The Institutional Review Board Policy and Procedures is aligned with the Code of Federal Regulations related to research and gives guidance to the IRB to approve, require modifications in securing approval, or disapprove research. The IRB reviews and approves all internal and external research requests that are not conducted as part of official College business. The establishment of this Policy and Procedures will also assist the College in applying for grant funding.

SA Boyd recommended approval of the Institutional Review Board Policy and Procedures, as presented.

*On a motion made by Trustee Lynch and seconded by Trustee Wilson, the Board unanimously approved the Institutional Review Board Policy and Procedures, as presented.*

**Approval of Award Recommendation – RFP #18-FP-01 for Construction Manager at Risk with Guaranteed Maximum Price, Jefferson Hall Reconfiguration to J. Vinton Schafer and Sons, Inc. in the amount of \$352,996.00** – COO Wichser presented this item.

The College solicited proposals for firms interested in providing construction management at risk services for the reconfiguration of Jefferson Hall. The objective of the RFP was to select a construction management at risk firm to provide professional management and construction services during the design and construction of Jefferson Hall Reconfiguration. The selected firm will complete the project as specified by the College, on time, and for a guaranteed maximum price.

The Jefferson Hall Reconfiguration project includes renovation to the existing building and a minor addition of a second entrance along the north side of the building. The reconfiguration of the first floor and minor modifications to the second and third floors will consolidate Learning Support services to create a more efficient and cost effective Enrollment Services Building and one-stop shop for current and prospective students. The functional enhancement of the space, the co-location and consolidation of services, as well as a visual connectivity and ease of access to other necessary Learning Support spaces such as the Testing Center located in Linganore Hall, will create a seamless approach to enrollment and learning support delivery.

A formal request for proposals (RFP) was advertised on eMaryland Marketplace and posted to the College Bid Board. A pre-proposal conference was held to provide an opportunity for potential respondents to ask questions and tour the project site. Proposals

were received from five firms. After evaluating the technical proposals, oral presentations, and price proposals, J. Vinton Schafer and Sons, Inc. was recommended for the award based on the results of the overall combined scores. Funds for this award are available in the capital improvements program (CIP) budget for the Jefferson Hall Reconfiguration project.

COO Wichser recommended approval to award RFP #18-FP-01 to J. Vinton Shafer and Sons, Inc. in the amount of \$352,996.00.

*On a motion made by Trustee Wilson and seconded by Trustee Whitworth, the Board unanimously approved to award the contract for construction management at risk services for the reconfiguration of Jefferson Hall to J. Vinton Shafer and Sons, Inc., as presented.*

**Approval of Award Recommendation – RFP #18-FP-02 for Architectural/Engineering Services, Jefferson Hall Reconfiguration to MSB Architects in the amount of \$143,616.00** – COO Wichser presented this item. The College solicited proposals for firms interested in providing architectural/engineering services for the reconfiguration of Jefferson Hall. The objective of the RFP was to select an architectural firm to provide professional services during the design and construction of Jefferson Hall Reconfiguration.

A formal request for proposals (RFP) was advertised on eMaryland Marketplace and posted to the College Bid Board. A pre-proposal conference was held to provide an opportunity for potential respondents to ask questions and tour the project site. Proposals were received from six firms. After evaluating the technical proposals, oral presentations, and price proposals, MSB Architects was recommended for the award based on the results of the overall combined scores. Funds for this award are available in the capital improvements program (CIP) budget for the Jefferson Hall Reconfiguration project.

COO Wichser recommended approval to award RFP #18-FP-02 to MSB Architects in the amount of \$143,616.00.

*On a motion made by Trustee Whitworth and seconded by Trustee Molesworth, the Board unanimously approved to award the contract for architectural/engineering services for the reconfiguration of Jefferson Hall to MSB Architects, as presented.*

**Approval of Contract with Wolf's Bus Line for Charter Bus Transportation**

**Service** – VP Barbour presented this item. The Board of Trustees awarded RFP #17-OP-01 to Wolf's Bus Line on August 17, 2016 for Charter Bus Transportation Services for the College athletic teams, local or regional student sponsored trips, local or regional trips for the Institute for Learning and Retirement (ILR) program participants, academic trips in support of credit or non-credit classes and trips, or transportation needed for administrative purposes. The initial contract term was for a period of one year, from August 18, 2016 through June 30, 2017, with the option of four, one-year renewal periods. The College reviewed the terms of the contract and assessed Wolf's service delivery. It was determined that the proposed agreement would be advantageous for the College as it will lock in mileage rates, overnight/day charges, minimum charges, and base fuel cost for two years.

VP Barbour recommended approval of a two-year agreement with Wolf's Bus Line.

*On a motion made by Trustee Borden and seconded by Trustee Wilson, the Board unanimously approved the contract for charter bus transportation services with Wolf's Bus Line, as presented.*

## **TRUSTEE COMMENTS**

Board Chair Buffer commented on the success of FCC Fest and how impressed he was to see the number of staff who attended and engaged with the public. Trustee Lynch added that it was a wonderful day. Alumni were excited to receive t-shirts and 200 were handed out. Trustee Diaz shared his experiences attending classes this week for Faculty in Action Week and commented that the involvement and engagement he has witnessed among students reflects great teaching by faculty. Trustee Whitworth agreed that it has been an amazing experience and has provided the opportunity to get down from the macro level and see how things are actually working. Trustee Borden said that it was wonderful to see use of technology in classroom and the different teaching methods used to keep the attention of students. She added that she was very grateful for this opportunity to see what is happening on campus. Trustee Lynch also expressed gratitude for the great range of classes offered and he thank President Burmaster for hosting the kick off reception. Trustee Molesworth added that he had a fantastic time at the reception talking one-on-one with faculty at the reception and he has enjoyed visiting classes this week. Trustee Wilson remarked that the enthusiasm in the faces of our students has been phenomenal and that seeing the cybersecurity program in action, which he remembers was once just a discussion, is very rewarding. Board Chair Buffer reflected that he was struck by the emotional and physical energy required to run a class for one and one-half hours and the rapport between faculty and students is genuine. He noted that the holistic, not just transactional, relationship of a college with its students, caring about them being successful in life, is one of the items addressed at the ACCT Leadership Congress that he, President Burmaster, and Trustees Borden, Lynch, and Whitworth recently attended. The theme this

year was Pathways to Prosperity. He recognized Trustee Borden for her involvement as a member of the ACCT Board of Directors in the quality and relevancy of classes and sessions that were offered, adding that they were very well done. He continued that it was meaningful to hear about new ideas and realize how far ahead FCC is. Trustee Lynch agreed that FCC is well in front of the curve. He commented on the way community colleges are seen as economic engines nationally, the synergy between education and workforce development, and the indispensable nature of community college education for the future of this country. Trustee Whitworth shared that the two items increasingly being discussed are free community college tuition and how to make that happen, and how to fulfill the mission of America's Promise and pay for it. Trustee Borden stated that she attends the symposium every year prior to the start of the sessions. This year the symposium provided a comprehensive look at challenging issues such as mental health, homelessness, hunger, and lack of medical care, and their effects on a student's ability to do well and complete. Trustee Borden announced she will share the feedback received this evening with the ACCT Board of Directors to help ensure that the sessions stay fresh, current, and substantive.

#### **ADJOURNMENT**

*The regular meeting adjourned at 8:50 p.m.*

#### **NEXT MEETING**

The next regular meeting of the Board will be held on Wednesday, November 15, 2017 at 7:00 p.m. in the Chris T. Matthews Board Room (A201).

**Elizabeth Burmaster  
Secretary/Treasurer**

**Prepared by Kari Melvin  
Office of the President  
Frederick Community College**