

**Roxbury Community College**  
**Board of Trustees**  
*Gerald Chertavian, Chair*  
**Meeting Minutes**  
*June 21, 2016*

**Board of Trustees Members:**

**Present:** Gerald Chertavian, *Chair*; Glynn Lloyd, *Treasurer*; Jeffrey Greenberg; Josiane Martinez; Hlee Yang; Mayra Leith; Amanda Fernandez

**Absent:** Michael Curry, *Vice Chair*; Mark Culliton, *Secretary*; Steven Tompkins; Amanda Schaefer

**Others Present:**

Valerie Roberson, *President* Cecile Regner, *Vice President*; Kevin Hepner, *Vice President*; Patricia West, *HR Chief/Officer*

The Chair called the meeting to order at 5:30 PM and determined that a quorum was present.

**I. Approve Minutes, February 16, 2016 & April 26, 2016**

Minutes were approved upon a motion made by Trustee Lloyd and seconded by Trustee Greenberg.

**II. Public Comment**

No requests were received by any individual wishing to address the board.

**III. Board Reports**

**Institutional Advancement (*President Roberson*)**

President Roberson and Chairman Chertavian introduced Jonathan DeSilva from CVS. Mr. DeSilva spoke about the partnership between Roxbury Community College and CVS, the evolution of the partnership and the opening of a training lab on campus. A management program is also being developed in conjunction with the college. CVS has previously partnered with Jewish Vocational Services and that model has been very successful; it is hoped the same will be true of this experience.

President Roberson personally thanked Jon and reminded the board that there will be a ribbon-cutting ceremony for the training lab on Friday, June 24<sup>th</sup> at 3:00 PM.

President Roberson informed the board that Vice President Williams was attending a funeral and she would be offering the board report in her place. She began by recognizing Salvador Pina who

has been hired as the Workforce Development Director. She noted he had 20 years of experience, including time as the PIC Chair in Brockton, MA.

RCC has been awarded a Mass Cultural Council grant of \$127,000 towards the renovation of the Media Arts Center to make it a world-class facility. There was also a friend-raising event where an additional \$20,000 was raised towards that effort.

Finally, President Roberson reminded the board about the annual Roxbury Rocks concert taking place on July 16<sup>th</sup> from 1:00 PM to 5:00 PM. Representative Gloria Fox will be honored for her service along with other community partners.

### **Finance and Budget** *(VP Kevin Hepner and Glenn Lloyd, Trustee)*

VP Hepner began by presenting a series of resolutions to the board for their approval. The first two resolutions were previously presented at the April meeting and related to the A133 audit and the appointment of the auditors.

By a motion by Chairman Chertavian and seconded by Trustee Lloyd the A133 audit resolution was approved unanimously (Attachment 1).

By a motion by Trustee Greenberg and seconded by Trustee Lloyd the auditor appointment resolution was approved unanimously (Attachment 2).

Vice President Hepner then offered a third resolution to the board for approval of Clean Energy Investment Program (CEIP) loans in the amount of \$10,000,000 to fund the renewable energy portion of the campus-wide renovation. These loans would cover costs associated with the solar canopy and geothermal wells. The repayment of loan funds will be covered by the savings realized from the generation of renewable energies on-campus. Loan programs of this type are heavily scrutinized by the Executive Office of Administration & Finance to confirm the savings are realized. Repayment of the loan will not begin until January 1, 2020.

Discussion among board members followed.

By a motion by Trustee Leith and second by Trustee Fernandez, the CEIP resolution was approved unanimously (Attachment 3).

Finally, Vice President Hepner and Trustee Lloyd presented a fourth resolution approving a tentative budget for the college for fiscal year 2017. While the college waits for the Governor and legislature to finalize the state FY '17 budget, this resolution will allow the college to operate for the next three months. When the state budget is completed the board will approve a final budget for the college in September. The budget was built bottom up, working with department heads.

By a motion by Trustee Greenberg and seconded by Trustee Leith the tentative FY '17 budget resolution was approved unanimously (Attachment 4).

### **Human Resources (Dr. Jeffrey Greenberg, Trustee)**

Trustee Greenberg began by discussing the results of President Roberson's evaluation. He first thanked the other members of the review committee for their hard work in completing the review. He walked the board through the process of how the committee arrived at their findings. He stated the committee charged with conducting President Roberson's review found that she is doing a fantastic job, with significant progress made over the past 3 years, particularly this year. He stated the following specific items:

#### Academic

- NEASC Review
- Re-accreditation in Nursing and Radiation Technology and the accreditation of the Honors Program
- UMass Boston Nursing Program partnership
- CVS Partnership

#### Financial

- Efforts to get off HCM2
- Recent A133 audit which showed reduced findings
- Success in getting a separate line item for the Reggie Lewis Center

#### General

- High skill level of the current cabinet
- DCAMM renovation work is proceeding well
- Ongoing bridge building with the community and elected officials

Looking ahead, the committee hopes President Roberson will continue her outward-facing efforts with the community and elected officials throughout Boston, having an active presence while also listening to the students of the college and working with them. Her role as a booster and spokesperson for the college is critically important. Despite the success observed by the committee, despite the odds being stacked against the college and ongoing opposition in some quarters the board recommend an increase in an amount equal to 100% of available funds.

Discussion among the board members followed.

By a motion by Trustee Lloyd and seconded by Trustee Greenberg the presidential review resolution was approved unanimously (Attachment 5).

President Roberson thanked the members of the board.

### **Academic and Student Affairs (Cecile Regner, Vice President and Dr. Jeffrey Greenberg)**

There was no report from the Academic & Student Affairs committee.

#### **IV. Report of the Chairman**

Chairman Chertavian began his report by taking a moment to thank Hlee Yang for her service as student trustee. He reiterated how proud the members of the board were of her accomplishments and wished her luck at Boston University this fall.

Trustee Yang thanked the board for their support and for being such wonderful mentors.

The Chairman also informed the board that Jusu Coker will take over the position of student trustee for the next academic year.

#### **V. Report of the President, Dr. Valerie Roberson**

President Roberson provided the board with a written statement that accompanied her 8-page self-evaluation submission.

She highlighted a few points from that document including the Honors Program accreditation which was approved by the Massachusetts Board of Higher Ed. This opens the doors for RCC students to access 4-year opportunities, scholarships, other honors-to-honors programs. There is likewise a state consortium meeting where students get to make presentations and be recognized and work with their fellow students from across the state. She credited Vice President Regner with leading this effort.

She also noted that while the college provided the state with everything they had requested for the strategic plan, no such plans were approved at the June meeting of the Board of Higher Education. This was due to a problem with the plans being distributed to board members in advance. However, the Commissioner assured her that he will use his authority to approve the plan over the summer and the campus will begin July 1 with the plan in place so that everyone is held accountable to those new standards.

She also noted, on page 5, her goals for next year. She will be held against the goals of the new strategic initiative going forward. To these goals she added three other items she believes are critically important to moving the institution forward.

- One is to improve the operations of the RCC foundation. Trustee Culliton has been working with her office to implement these improvements.
- The second is to improve and increase student enrollments and completions, intersecting with the state's initiatives highlighted in the Vision Project.
- The last is to increase college revenue and resources, which also lines up with the state's initiatives under the vision project.

The Vision Project was created under Commissioner Richard Freeland and included 7 initiatives. Under Commissioner Santiago the focus has been refocused to the “big three”. The Vision Project is reported in a publication including all 29 institutions of higher education in Massachusetts.

President Roberson quickly highlighted RCC-specific findings from the 2016 Vision Project data, focusing on college completion, the number of low income students and the number of latino students. The goal for the next academic year is for a 10% increase in enrollment. This will be accomplished using a number of tools including the City of Boston’s free tuition program. VP Regner has been working directly with the staff from the City of Boston to craft a policy based on the needs our students have, resulting in a good compliment to the Commonwealth Commitment. Other partnerships similar to CVS are also under consideration, including the re-entry program being run by the Executive Office of Public Safety. This program offers incarcerated individuals the opportunity to work directly with RCC staff to ensure they have a job skill when they leave the facility.

One other group the college is speaking with is Year Up Boston, who approached the college independent of Chairman Chertavian. They would like the college to work with them to help meet the demand for young people in the area of sales and business management. That decision will be finalized over the summer and will include a new cohort of 40 students in the spring of 2017 if all negotiations go well. They work with an age range of 18 to 24, which is not a population the college has had significant success in attracting.

The next of the “big three” is closing the achievement gap. Since the college has had marked improvement in data collection she took the time to look at the numbers and see what this meant for RCC. Our college is uniquely diverse when compared to other community colleges in the Commonwealth. When evaluating the data and the matrix the state uses to try and close the achievement gap, it doesn’t really work for RCC. She found this startling and she will be working this year to make the state understands how these matrixes apply to the college and how our funding is affected. Our marketing plan is being designed to ensure that our story is being told.

The last of the state’s “big three” is college completion and the state used an aggregate number based on four components. The college has a number of pilots it will be using to increase these numbers. She suspects that these numbers will improve in future years.

She concluded by saying this has been a year of significant progress and that she and her team are very proud of the work that they do because of the impact that it has on the students and the community and they are committed to continuing this work.

## **VI. Executive Session**

There was no motion made to enter executive session. The chairman wished everyone a good summer.

## **VII. Adjourn**

**6: 40 PM**

**Attachment 1**

**Roxbury Community College**

Board of Trustees

June 21, 2016

**RESOLUTION**

This resolution is for the acceptance of the Federal A-133 audited of the College for Fiscal Year 2015, from July 1, 2014 until June 30, 2015, as prepared by O'Conner & Drew.

***WHERE AS,***

- The Board of Trustees appointed O'Conner & Drew as the College's audit firm; and
- The audit enables the College administration to identify areas of concern and to improve its financial operations; and
- Federal regulations require organizations that receive more than \$500,000 in federal financial support to engage an audit firm to conduct a compliance audit under standards described in Circular A-133 issued by the US office of Management and Budget; and
- The A-133 audit enables the Board to exercise its fiduciary responsibility to ensure the financial health and growth of the College.

**NOW THEREFORE,**

It is resolved by the Roxbury Community College Board of Trustees that the A-133 audit for Fiscal Year 2015 is accepted.

**Attachment 2**

**Roxbury Community College**  
Board of Trustees  
June 21, 2016  
**RESOLUTION**

This resolution is for the appointment of auditors for college for the fiscal years ending June 30, 2016, 2017, and 2018.

***WHERE AS,***

- An annual audit of the College's financial operations and statements is required by both State and Federal agencies; and
- The audit provides external and independent validation that the financial statements accurately reflect the financial conditions of the College; and
- The audit enables the College administration to identify areas of concern and to improve its financial operations; and
- The Massachusetts State Councils of Presidents issued a joint request for auditing services on behalf of 23 institutions of higher education and appointed a RFP Audit Review Committee to evaluate the firms responding to RFP; and
- The College's Audit and Finance Committee reviewed the report of the Audit Review Committee.

***NOW THEREFORE,***

It is resolved by the Roxbury Community College Board of Trustees that O'Connor & Drew P.C. Certified Public Accountants located in Braintree Massachusetts be appointed a auditors for the College for the fiscal years ending June 30, 2016, 2017, and 2018.

### **Attachment 3**

#### **Roxbury Community College**

Board of Trustees

June 21, 2016

#### **RESOLUTION**

This resolution is for the approval of a loan agreement between Roxbury Community College and the Clean Energy Investment Program.

#### ***WHERE AS,***

- In order to improve the efficiency of Roxbury Community College's energy generation and consumption the President is recommending that the College enter into a loan agreement with the Clean Energy Investment Program in order to erect energy efficient structures on campus; and
- The Comprehensive Energy and Water Upgrades, which include Equipment, Coordinated Design, and the Installation of a 400 ton Geothermal Heat Pump system, a 1MWh Canopied Solar Photovoltaic system, Electrical Vehicle Charging Station, a campus-wide Energy Management System (EMS, DDC Controllers), HVAC, lighting, and plumbing upgrades should reduce energy consumption by 60%; and
- The terms of the loan are as follows: A 20 year loan of \$9,638,812 at an interest rate of 3%. The first payment will be due on January 1, 2020 and loans will be paid from proceeds realized from energy savings.

#### **NOW THEREFORE,**

It is resolved that RCC agrees to enter into an agreement with the Clean Energy Investment Program for a loan in the amount of \$9,638,812 for a period of 20 years at 3% interest with the first payment due on Jan 1, 2020. It is further resolved that payments will be paid from CIEP energy project savings.

**Attachment 4**

**Roxbury Community College**

Board of Trustees

June 21, 2016

**RESOLUTION**

This resolution is for the approval of the tentative operating College Budget for Fiscal Year 2017, from July 1, 2016 until June 30, 2017.

***WHERE AS,***

- An Annual Review of the budget is prudent to endure compliance with all pertinent Commonwealth legislation and policies; and
- A comprehensive review of expected revenues and expenditures is needed to ensure that the College is operating within a balanced budget; and
- The College administrators will be responsible for evaluating all expenditures and requests and ensuring that the College is operating within this budget; and
- The College Budget will be formally adopted in the fall, pending the approval of the FY '17 General Appropriations Act.

***NOW THEREFORE,***

It is resolved by the Roxbury Community College Board of Trustees that the attached budget shall be effective July 1, 2016 through June 30, 2017, pending final approval of the fiscal year 2017 General Appropriations Act. The President or her designee shall take the necessary steps to implement the budget as voted.

**Attachment 5**

**Roxbury Community College**  
Board of Trustees  
June 21, 2016  
**Resolution**

This resolution is for the adoption of the Presidential Evaluation for Dr. Valerie Roberson that covers Academic Year 2016, from July 1, 2015 until June 30, 2016.

**WHEREAS:**

- An annual review of the President is prudent to ensure College compliance with all pertinent Commonwealth legislation and policies and advancement of the College goals; and
- The Board of Trustees conducted an evaluation consisting of the following components: four surveys (All College Survey, Community Partnership Survey and Board and Sr. Administrators Survey), President self-evaluation, and the Vision Project Dashboard; and
- The Board of Trustee is satisfied with the overall performance of the President.

**NOW THEREFORE,**

It is resolved by the Roxbury Community College Board of Trustees that the contract of the President, for Academic Year July 1, 2016 through June 30, 2017, be recommended to Dr. Carlos Santiago, Commissioner of Higher Education. If funds for an increase are available, The Board recommends an increase of 100% of the maximum.

## Attachment 6

**Roxbury Community College**  
Board of Trustees  
June 21, 2016  
**Presidential Evaluation**

**Roxbury Community College (RCC)**  
**Presidential Performance Appraisal:**  
*Dr. Valerie R. Roberson*  
**June 2016**

### **I. Executive Summary Including Recommendation for Compensation Adjustment**

On July 22, 2013, Dr. Valerie R. Roberson became the 15th President of Roxbury Community College (RCC). Led by the Chair of Human Resources-Personnel Committee of the Board of Trustees (Mark Culliton), the President's third annual evaluation was conducted during the spring-summer months of 2016.

On June 21, 2016, the Board unanimously voted to recommend to the Board of Higher Education a merit compensation increase of 100% of the maximum percentage for President Valerie Roberson, effective July 1, 2016.

### **II. Description of the Process Used**

The recommended increase in compensation adjustment to President Valerie Roberson's current salary is based on several sources of information: campus and community partnership survey data, the President's self-evaluation, interviews, and observations. Sources include:

- An *Online All-College Campus Survey for Students, Faculty and Staff* using a quantitative scale (Strongly Agree = 5 to Strongly Disagree = 1) and an open-ended question for comments (qualitative). This evaluation form, with its formal set of 26 questions, was utilized in the President's Year One, Year Two and the current Year Three evaluations. Questions were developed by the College's Office of Institutional Advancement and Data Management.

This Survey draws attention to the following five areas:

- Relationships with Students, Faculty and Staff
- Community, State and National Relations
- Fiscal Accountability
- Personnel/Human Resources Operations
- Leadership

As in the previous two years, respondents in the President's Year Three Evaluation were anonymous. However, per the Board of Trustees, Year Three responses from students (n=94) were solicited and calculated separately from faculty and staff (n=98). In the prior two years, these two groups had been combined and reported as such.

Survey results are presented in this report.

- An **Online Survey for Board of Trustees and Cabinet members**, using a quantitative measurement (Poor =1 to Excellent = 5; Not Applicable = 0) and space for qualitative input for each question. This evaluation form, with its formal set of 19 questions, was utilized in the previous two years' evaluations, and developed by the College's Office of Human Resources. Questions 1-16 used a quantitative scale, while questions 17-19 were open-ended (qualitative).

This Survey draws attention to the following 16 areas:

- |                               |  |
|-------------------------------|--|
| -Board Relations              | -Managerial Abilities                          |
| -Board Informed               | -Building an Effective Management Team         |
| -Strategic Vision             | -Stewardship of Financial Resources            |
| -Fundraising                  | -Stewardship of Human Resources                |
| -Managing Union Relations     | -Stewardship of Academic and Student Resources |
| -Facilities Management        | -Local and State Leadership                    |
| -Accreditation of the College | -Community Relations                           |
| -Federal and State Audits     | -Campus Safety                                 |

As in the previous two years, respondents (n=6) in the President's Year Three Evaluation were anonymous. It is noted that eight respondents participated in the President's Year Two Evaluation.

Survey results are presented in this report.

- **One-on-One Confidential Interviews with Both Board of Trustee and Cabinet Members**, led by the Chair of Human Resources-Personnel Committee of the Board of Trustees with scribe support provided by RCC's Chief of Human Resources and Affirmative Action Officer, and the College's Grants Research Specialist-Statistician. These 30 minute, call-in telephone interviews gave an optional opportunity for interviewees' to probe deeper into their comments and observations. This included assessing the impact of Presidential decisions, and goals and priorities for the next evaluation period.

Respondents were self-identified. Survey results are presented in this report.

- An **Online Community Partnership Survey** using a quantitative scale (Strongly Agree = 5 to Strongly Disagree =1) and an open-ended question for comments (qualitative). This evaluation form, with its formal set of five questions, was developed by the Human Resources-Personnel Committee of the Board of Trustees. The Community Partnership Survey was added to Year Two's Presidential Appraisal process.

This Survey draws attention to the following four areas:

- Articulated a Strategic Vision for the College
- Attentive to Vision Project Goals
- Maintains Effective Working Relationships with Community-Based Organizations
- Maintains Effective Working Relationships with Local and State Leadership in Higher Education

Respondents (n = 8) were anonymous. Survey results are presented in this report.

The answers and comments to the above provided a sense of how the respondents evaluated the President's performance during her third year of office.

An additional integral part of the process included a **self-evaluation by President Roberson**. Her assessment, which is appended to this report, contains the full text and presents accomplishments as well as specific action steps taken under each goal of the Commonwealth's Vision Project as well as other areas. The document identifies areas that will be emphasized during next year's performance period.

### **III. Summary of Evaluation Findings**

The following is a summary of findings for each evaluation form used in the process.

Although no claim is made of the statistical significance of the information provided, the average response from the Board of Trustees, Cabinet and Community Partners indicates that the **respondents were generally favorable about the President's overall performance. However, a portion of the qualitative comments by students expressed dissatisfaction** in not knowing who the President is and her minimal visibility on campus. Some also expressed concern about their negative experiences as students, namely, the lack of quality services and/or customer service by certain departments. Moreover, **a portion of the qualitative comments by faculty and staff expressed dissatisfaction** with organizational changes that had been made or are being made by Administration. Notably, the level of dissatisfaction, particularly by faculty and staff, had decreased considerably in comparison to the prior two years' Presidential Assessments.

As previously mentioned, survey results are segmented into two groups: Faculty and Staff vs. Students)

#### **A. Online Campus Survey**

This evaluation form called for responses to 26 statements, indicating the following as possible choices with point values: *Strongly Agree (5); Agree (4); Neutral (3); Disagree (2); and Strongly Disagree (1)*. For qualitative input, respondents were also asked to, *"Please enter any additional thoughts that you have about current leadership at the College."*

**Faculty and Staff:** Respondents (n=102) reported their job type as follows: Full-Time Faculty (16); Professional Staff/Manager (27); Administrator (14); Adjunct Faculty (35); and Clerical Support/Technical Support (10).

For the previous year's evaluation, the configuration was as follows (n=238): Adjunct Faculty (43); Full-Time Faculty (63); Professional Staff/Manager (60); Clerical/Support/Technical Staff (24); and Administrator (48).

**Students:** In Year Three, 94 students participated in the Presidential Appraisal. In contrast, a much lower number of students (55) participated in the Year Two Evaluation survey.

For each category, the numerical average of the answers selected by the respondents (Faculty and Staff vs. Students) is as follows:

### Category 1: Relationship with Students, Faculty, and Staff

**Faculty and Staff:** There were 98 respondents (faculty and staff only) who answered questions in this category. The **numerical average for this category was 3.81 of a 5-point scale, showing agreement by faculty and staff to the questions presented.** The previous year's numerical average was 2.04 of a 5-point scale, showing *firm disagreement* to the questions presented.

**Current Year:** As in the previous year, the highest average score (3.89) was given to the statement, "*Is engaged in the life of the College and participates in College activities*", with agreement by a majority of respondents (68 or 60%). Unlike the previous year, the lowest average score (3.70) was given to the statement, "*Effectively establishes, organizes, and operates instructional and student service programs*". However, 61% (or 60) faculty and staff respondents agreed with this statement.

**Previous Year:** The highest average score (2.11) was given to the statement, "*Is engaged in the life of the College and participates in College activities*", with agreement by approximately 24% (or 66 respondents). The lowest average score (1.97) was given to the statement, "*Has a positive influence in the strategic direction of the College (in areas such as college branding, key employee hires, planning, budget development, academic evaluation and development, and student success)*", with 21% (or 58) respondents agreeing with this statement.

For Category 1, there is a sizeable increase in the average scores between the previous year (2.04) and 3.81 by 1.77 points.

**Students:** There were 94 respondents (students only) who answered questions in this category. The **numerical average for this category was 3.39 of a 5-point scale, showing minimal agreement by students to the questions presented. This score was lower (.50) than the ranking provided by faculty and staff.**

The highest average score (3.45) was given to the statement, "*Actively supports efforts to improve student learning and degree attainment*", with agreement by student respondents (43 or 46%). The lowest average score (3.30) was given to the statement, "*Understands and appropriately responds to the needs of students*", with only 39 (or 41%) student respondents agreeing to this statement.

### Category 2: Community, State, and National Relations

**Faculty and Staff:** There were 98 respondents (faculty and staff only) who answered questions in this category. The **numerical average for this category was 3.91 of a 5-point scale, showing agreement by faculty and staff to the questions presented.** The previous year's

numerical average was 2.07 of a 5-point scale, showing *firm disagreement* to the questions presented.

Current Year: As in the previous year, the highest average score (4.05) was given to the statement, “*Strengthens external relationships to support needs of the College (i.e. knows how to cultivate community and public officials to provide resources to the College and students)*”, with agreement by a majority of faculty and staff respondents (67 or 69%). Unlike the previous year, the lowest average score (3.80) was given to the statement, “*Participates actively in community organizations in a leadership capacity*”, with agreement by 41 or 43% respondents.

Previous Year: The average score was 2.07. The highest average score (2.09) was given to two statements: (1) “*Strengthens external relationships to support needs of the College (i.e. knows how to cultivate community and public officials to provide resources to the College and students)*”, with agreement by 22% (or 60) respondents; and (2) “*Actively promotes and maintain appropriate state and national professional affiliations*”, with agreement by 21% (or 57) respondents. The lowest average score (2.05) was given to the statement, “*Promotes collaborative efforts with other colleges and public agencies to ensure that the College is providing appropriate services, skills, and educational needs to the community*”, with agreement by approximately 22% (or 59) respondents.

For Category 2, there is a sizeable increase in the average scores between the previous year (2.07) and current year (3.91) by 1.84 points.

**Students:** There were 94 respondents (students only) who answered questions in this category. **The numerical average for this category was 3.53 of a 5-point scale, showing minimal agreement by students to the questions presented. This score was slightly lower (.38) than the ranking provided by faculty and staff.**

The highest average score (3.57) was given to two statements: (1) “*Promotes collaborative efforts with other colleges and public agencies to ensure that the College is providing appropriate services, skills, and educational needs to the community*”, with agreement by 48 (or 52%) student respondents; and (2) “*Effectively interacts with community organizations in a leadership capacity*”, with agreement by 46 (or 49%) student respondents. The lowest average score (3.47) was given to the statement, “*Participates actively in community organizations in a leadership capacity*”, with 43 (or 46%) student respondents agreeing to this statement.

### Category 3: Fiscal Accountability

**Faculty and Staff:** There were 98 respondents (faculty and staff only) who answered questions in this category. **The numerical average for this category was 3.85 of a 5-point scale, showing agreement by faculty and staff to the questions presented.** The previous year’s numerical average was 2.02 of a 5-point scale, showing *firm disagreement* to the questions presented.

Current Year: It is noted that this category had two questions. As in the prior year, the highest average score (3.91) was given to the statement, *“The President develops and maintains financial plans to ensure the College operates with effective and sound fiscal policies and procedures”*, with agreement by a majority of faculty and staff (65 or 68%). The lowest average score (3.78) was given to the statement, *“The President is responsive and innovative with respect to changes in the community and in the delivery of educational services”*, with agreement by 59 (or 61%) of faculty and staff respondents.

Previous Year: The average score was 2.02. The highest average score (2.02) was given to the statement, *“The President develops and maintains financial plans to ensure the College operates with effective and sound fiscal policies and procedures”*, with agreement by approximately 22% (or 57) respondents. The lowest average score (2.01) was given to the statement, *“The President is responsive and innovative with respect to changes in the community and in the delivery of educational services”*, with agreement by approximately 21% (or 55) respondents.

For Category 3, there is a sizeable increase in the average scores between the previous year (2.02) and current year (3.85) by 1.83 points.

**Students:** There were 86 respondents (students only) who answered questions in this category. The **numerical average for this category was 3.44 of a 5-point scale, showing minimal agreement by students to the questions presented. This score was slightly lower (.41) than the ranking provided by faculty and staff.**

It is noted that this category had two questions. The highest average score (3.45) was given to the statement, *“The President is responsive and innovative with respect to changes in the community and in the delivery of educational services”*, with agreement by 41 (or 48%) student respondents. The lowest average score (3.43) was given to the statement, *“The President develops and maintains financial plans to ensure the College operates with effective and sound fiscal policies and procedures”*, with agreement by 36 (or 42%) student respondents.

#### **Category 4: Personnel/Human Resources Operations**

**Faculty and Staff:** There were 96 respondents (faculty and staff only) who answered questions in this category. The **numerical average for this category was 3.68 of a 5-point scale, showing moderate agreement by faculty and staff to the questions presented.** The previous year’s numerical average was 1.92 of a 5-point scale, showing *disagreement* to the questions presented.

Current Year: As in the previous year, the highest average score (4.12) was given to the statement, *“The President is willing to make difficult personnel decisions”*, with agreement by a majority of faculty and staff respondents (69 or 72%). It is noted that, along with another question in Category 2 (Community, State and National Relations), this statement received the highest average score of all 26 questions. Unlike the previous year, the lowest average score (3.42) was given to the statement, *“The President establishes and maintains open and effective*

*lines of communication with all constituencies within the College”, with agreement by 51 (or 53%) of faculty and staff respondents.*

Previous Year: The average score was 1.92. The highest average score (2.15) was given to the statement, “*The President is willing to make difficult personnel decisions*”, with agreement by approximately 25% (or 65) respondents. It is noted that, along with another question in Category 5 (Leadership), this statement received the highest average score of all 26 questions. The lowest average score (1.82) was given to the statement, “*The President engenders the trust and confidence of staff*”, with agreement by approximately 17% (or 43) respondents.

For Category 4, there is a sizeable increase in the average scores between the previous year (1.92) and current year (3.68) by 1.76 points.

**Students:** There were 86 respondents (students only) who answered questions in this category. **The numerical average for this category was 3.43 of a 5-point scale, showing minimal agreement by students to the questions presented. This score was slightly lower (.25) than the ranking provided by faculty and staff.**

The highest average score (3.47) was given to two statements: (1) “*The President effectively delegates responsibility to appropriate staff*”, with agreement by 37 (or 43%) student respondents; and (2) “*The President engenders the trust and confidence of staff*”, with agreement by 43 (or 45%) student respondents.

The lowest average score (3.39) was given to two statements: (1) “*The President establishes and maintains open and effective lines of communication with all constituencies within the College.*” with agreement by 37 (or 43%) student respondents; and (2) “*The President is willing to make difficult personnel decisions.*”, with 34 (or 40%) student respondents.

### Category 5: Leadership

**Faculty and Staff:** There were 93 respondents (faculty and staff only) who answered questions in this category. **The numerical average for this category was 3.79 of a 5-point scale, showing moderate agreement by faculty and staff to the questions presented.** The previous year’s numerical average was 1.98 of a 5-point scale, showing *disagreement* to the questions presented.

Current Year: As in the previous year, the highest average score (4.01) was given to the statement, “*The President initiates new ideas and changes*”, with agreement by a majority of faculty and staff respondents 68 (or 79%). It is noted that this statement received the third highest average score of all 26 questions. The lowest average score (3.61) was given to the statement, “*Works effectively with students, faculty, employees and the board to provide leadership for the College*”, with 52 (or 56%) faculty and staff respondents agreeing to this statement.

Previous Year: The average score was 1.98. The highest average score (2.15) was given to the statement, *“The President initiates new ideas and changes”*, with agreement by approximately 24% (or 62) respondents. It is noted that this statement, along with another statement in Category 4 (Personnel/Human Resources) received the highest average score of all 26 questions. The lowest average score (1.90) was given to the statement, *“Inspires others to develop their potential and excel in their work”*, with agreement by approximately 19% (or 49) respondents.

For Category 4, there is a sizeable increase in the average scores between the previous year (1.98) and current year (3.79) by 1.81 points.

**Students:** There were 81 respondents (students only) who answered questions in this category. **The numerical average for this category was 3.47 of a 5-point scale, showing minimal agreement by students to the questions presented. This score was slightly lower (.32) than the ranking provided by faculty and staff.**

The highest average score (3.53) was given to the statement, *“The President provides effective leadership in collaboration with the College foundation to build positive relationships with supporters of the College”*, with agreement by 39 (or 48%) student respondents. The lowest average score (3.42) was given to the statement, *“The President is a problem-solver and values creativity and innovation.”* with agreement by 37 (or 45%) student respondents.

#### **Sample of Overall Comments by Faculty and Staff**

I think that she is doing a wonderful job in moving this College forward despite many challenges.

President Roberson is a transformative leader, a change agent. In order for RCC to be all that it can be the culture had to change, which takes not only creativity vision but also courage and tenacity—all of which have been demonstrated by President Roberson in the face of organized resistance and great challenges, from many quarters. But a strong leader realizes that everyone doesn't like change and that it must always be done out of a compassion for the people and passion for the job. President Roberson deserves the continued support of the Board, etc. She has my support.

President Roberson is doing a great job at RCC! She is approachable, professional and genuinely cares about RCC and its future. She's had to make some tough decisions but I know it is in the best interest for the college. I hope she can remain president for many years to come. Many employees are afraid of change due to some issues with past administration, but I believe those people will understand in time that President Roberson is making changes to benefit all at RCC. I have heard many people internally as well as in the community say that they have seen positive changes in RCC in the past year that they have not seen in over 10 years. President Roberson has a lot on her plate and I appreciate her time and service to RCC and the Boston Community.

The current leadership at RCC has created an atmosphere of terror that has led to a deep feeling of insecurity and demoralization among faculty and staff. They have made decisions that have been destructive to the mission of the college and the well-being of its personnel. Their effort to

change the culture of the college have harmed programs, like the Community ESOL and Internship Programs.

The President needs to be less tolerant of the disrespectful manner in which some of her VPs treat their staff and have them be respectful of staff's expertise.

College communication is poor. Really needs to get the other administrators to communicate better with the college community.

There are gaps in communication at the college. Misinformation is spread because we don't have Academic Deans to manage and lead the faculty. Faculty and Department Chairs need an Academic Dean to talk to regularly, assist with problem solving, and to guide and lead in new initiatives.

Try to forge a good relationship with faculty, perhaps monthly meetings. Many faculty love you and wish you well.

The Administration came into a mess and made some difficult, but much-needed changes. However, they have also made some unnecessary changes. Sometimes they should acknowledge the expertise of the faculty and staff they have and appreciate the hard work and dedication the employees here put in for the College and especially the students.

Our students tend to have academic deficits, and President Roberson always puts their needs first and makes sure that they receive appropriate, adequate support. Regardless of what is going on at RCC, students are her one-pointed priority. President Roberson is an astute, hard-working leader who is changing RCC to be a respectable academic institution—one that is the first choice of community college applicants regardless of race. She really is changing the organizational culture of RCC to be a model of student success especially for low-income students of color. I applaud the great work that she and her team is doing!

### **Sample of Overall Comments by Students**

I wish we can see the president as long as I been in this school for almost two years, I have seen her only once.

I've been at RCC since 2011 I don't know who is Dr. Robinson, what she looks like, she needs to get involved more in student life activities, etc.

Leadership makes absolutely NO ATTEMPT to be available to or provide resources for evening students. Out of the RCC student population, the majority of serious students all take courses in the evening. There is never any effort made to provide them with any resources, like what is done at other community colleges.

Who is the president? I am a nursing student who lives in the college...I am literally there every day all day and I have no idea who we are referring to. I see changes in the school. It has improved in the last year however I don't know how or who is behind the changes. I am not as

frustrated at Roxbury as I was before so I know things have changed but the president from my perspective is invisible. Maybe that's a good thing...but this survey is hard to answer because of her invisibility.

Basically there needs to be some type of training for the staff about ethics and also just customer service in general. I have been at the school for a few semesters. I will graduate in May 2017 and I've come across a lot of staff that are just plain rude to everyone. Emails get sent out telling us deadlines for things and dates that we should receive things on or in by and if you follow them, the staff hasn't done their job as to what ever needs to be done. It has to be highly upsetting that a predominately Black school lacks organization and common friendliness to all students that cross these peoples' paths. Also, what's discussed about personal life in the advising office, some front desk staff shouldn't be discussing personal life things around others. It's inappropriate.

This leadership cannot lead with a rude administration staff. Enrollment office staff are rude. They are not willing to help new students with their needs.

I love Roxbury Community College and all that the opportunity of attending this wonderful school has done, not just for me but my family and friends as well. To all please, please keep up the amazing work.

She has led the school to the point where students now appreciate education and are now committed to remain and complete their career instead of dropping out. Since my nineteen months experience with RCC, not a single crime have I witnessed or head up despite the zip code in which the school is located. Makes me wonder how great an impact the school affects the community.

I love the way the school is running. Anyone that is ready to study will succeed in RCC.

### **B. Online Survey for Board of Trustees and Cabinet Members**

This evaluation form called for responses to 19 statements, indicating the following as possible choices for questions 1-16 with point values: *Excellent (5); Very Good (4); Good (3); Fair (2); and Poor (1)*. For qualitative input, respondents were also asked to provide comments on each question. Open-ended answers were asked for questions 17-19, as detailed below:

*-Can you think of any situation(s) where you think the President did particularly well during her third year of office, which have or will have a favorable impact?*

*-From your perspective, please list major goals that the President accomplished during this evaluation period?*

*-Please list goals that you as a Board of Trustee member would like for the President to accomplish during the next evaluation period. Please suggest criteria for measuring each.*

Respondents (n=6) were Members of the Board of Trustees as well as the President's Cabinet.

For each category, the numerical average of the answers selected by the respondents is as follows:

### Question #1: Board Relations

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.50 of a 5-point scale**, far above the mid-point of 2.5 and between “Very Good to Excellent”. One-half of the respondents indicated “Excellent” and one-half “Very Good” to the statement, *“The President maintains an effective, open and productive relationship with the Board.”*

Previous Year: There were eight respondents who answered the question in this category. The **numerical average for this category was 4.88 of a 5-point scale**, far above the mid-point of 2.5 and close to the category “Excellent”. A majority (88%) or 7 respondents indicated “Excellent” to the statement, *“The President maintains an effective, open and productive relationship with the Board.”* One respondent (or 12%) indicated “Very Good”.

There is a slight decrease in the average scores between the previous year (4.88) and the current year (4.50) by .38 points.

Note: No comments were provided on Question #1.

### Question #2: Board Informed

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.17 of a 5-point scale**, far above the mid-point of 2.5 and above “Very Good”. One-half of the respondents indicated “Excellent” to the statement, *“The President informs the Board Committees on the operations and activities of the College.”* One respondent (or 17%) indicated “Very Good” and two respondents (or 33%) rated “Good”.

Previous Year: There were 8 respondents who answered the question in this category. The **numerical average for this category was 4.25 of a 5-point scale**, far above the mid-point of 2.5 and slightly above the category, “Very Good”. A majority (88%) or 7 respondents indicated “Excellent” or “Very Good” to the statement, *“The President informs the Board Committees on the operations and activities of the College.”* One respondent (or 12%) indicated “Good”.

There is a slight decrease in the average scores between the previous year (4.25) and current year (4.17) by .08 points.

Note: No comments were provided on Question #2.

### Question #3: Strategic Vision

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.33 of a 5-point scale**, far above the mid-point of 2.5 and above “Very Good”. One-half of the respondents indicated “Excellent” to the statement,

*“The President has articulated a strategic vision for the College and its mission.”* One respondent (or 17%) indicated “Good” and two respondents (or 33%) rated “Very Good”.

Previous Year: There were eight respondents who answered the question in this category. The **numerical average for this category was 4.0 of a 5-point scale**, far above the 2.5 mid-point score and ranking firmly as “Very Good”. A majority (63%) or five respondents indicated “Excellent” or “Very Good” to the statement, *“The President has articulated a strategic vision for the College and its mission”*. Two (or 25%) respondents indicated “Good”, while one (or 12%) respondent noted “Fair”.

There is a **slight increase in the average scores** between the previous year (4.00) and the current year (4.33) by .33 points.

Note: No comments were provided on Question #3.

#### Question #4: Managerial Abilities

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.50 of a 5-point scale**, far above the mid-point of 2.5 and “Very Good-Excellent”. One-half of the respondents indicated “Excellent” to the statement, *“The President demonstrates executive-level abilities in managing all College operations.”* Three respondents (50%) indicated “Very Good”.

Previous Year: There were eight respondents who answered the question in this category. The **numerical average for this category was 4.75 of a 5-point scale**, far above the mid-point of 2.5 and almost a firm “Excellent”. A majority (75%) or 6 respondents indicated “Excellent” to the statement, *“The President demonstrates executive-level abilities in managing all college operations.”* Two respondents (or 25%) ranked the President “Very Good”.

There is a **slight decrease in the average scores** between the previous year (4.75) and current year (4.50) by .25 points.

Note: No comments were provided on Question #4.

#### Question #5: Building an Effective Management Team

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.33 of a 5-point scale**, far above the mid-point of 2.5 and “Very Good+”. A majority of respondents (4 or 67%) indicated “Excellent” to the statement, *“The President is building and developing a management team needed to drive the College’s future success.”* One respondents (17%) indicated “Very Good”.

Previous Year: There were eight respondents who answered the question in this category. The **numerical average for this category was 4.63 of a 5-point scale**, far above the mid-point of 2.5 and between “Very Good” to “Excellent”. A majority (63%) or five respondents indicated

“Excellent” to the statement, *“The President is building and developing a management team needed to drive the College’s future success.”* One respondent (or 37%) indicated “Very Good”.

There is a **slight decrease in the average scores** between the previous year (4.63) and current year (4.33) by .30 points.

Note: No comments were provided on Question #5.

### Question #6: Stewardship of Financial Resources

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.00 of a 5-point scale**, far above the mid-point of 2.5 and exactly at “Very Good”. Two respondents (33%) indicated “Excellent” and two (33%) rated “Very Good” to the statement, *“The President demonstrates careful stewardship of RCC’s financial resource.”* Two respondents (33%) indicated “Good”.

Previous Year: There were eight respondents who answered the question in this category. **The numerical average for this category was 4.50 of a 5-point scale**, far above the mid-point of 2.5 and between “Very Good” to “Excellent”. Six (or 75%) of respondents indicated “Excellent” to the statement, *“The President demonstrated careful stewardship of RCC’s financial resources.”* Two respondents (or 25%) indicated “Good.”

There is a **slight decrease in the average scores** between the previous year (4.50) and current year (4.00) by .50 points.

Note: No comments were provided on Question #6.

### Question #7: Fundraising

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 3.40 of a 5-point scale**, above the mid-point of 2.5 and at “Good-Very Good”. One respondent (17%) indicated “Excellent” and one (17%) rated “Very Good” to the statement, *“The President commits the necessary time and energy to raise funds for the College, such as, major capital campaigns, securing scholarship funds, and increasing alumni giving rates.”* Two respondents (33%) indicated “Good” and one respondent (17%) rated this statement “Fair.”

Previous Year: There were eight respondents who answered the question in this category. The **numerical average for this category was 3.88 of a 5-point scale**, far above the mid-point of 2.5 and close to “Very Good”. A majority (50%) or 4 respondents indicated “ Good” to the statement, *“The President commits the necessary time and energy to raise funds for the College, such as, major capital campaigns, securing scholarship funds, and increasing alumni giving*

rates.” Three respondents (or 38%) chose “Excellent”; and one respondent (or 12%) indicated “Very Good”.

There is a **slight decrease in the average scores** between the previous year (3.88) and current year (3.40) by .48 points.

Note: No comments were provided on Question #7.

### Question #8: Stewardship of Human Resources

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.00 of a 5-point scale**, above the mid-point of 2.5 and exactly at “Very Good”. Three respondents (50%) indicated “Excellent” and one (17%) rated “Very Good” to the statement, *“The President demonstrates leadership over all employee groups in meeting the mission of the College.”* One respondent (17%) rated this statement “Fair.”

Previous Year: There were eight respondents who answered the question in this category. The **numerical average for this category was 3.88 of a 5-point scale**, far above the mid-point of 2.5 and close to “Very Good”. Two (25%) respondents indicated “Excellent” to the statement, *“The President demonstrates leadership over all employee groups in meeting the mission of the College.”* The remaining respondents chose “Very Good” (3 or 37.5%) or “Good” (3 or 37.5%)

There is an **increase in the average scores** between the previous year (3.88) and current year (4.00) by .12 points.

Note: No comments were provided on Question #8.

### Question #9: Managing Union Relationships

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.40 of a 5-point scale**, far above the mid-point of 2.5 and “Very Good-Excellent”. Two respondents (33%) indicated “Excellent” and three (50%) rated “Very Good” to the statement, *“The President demonstrates expertise in managing Union relationships.”* One respondent (17%) rated this statement “N/A”.

Previous Year: There were eight respondents who answered the question in this category. **The numerical average for this category was 4.13 of a 5-point scale**, far above the mid-point of 2.5 with a solid ranking of “Very Good”. Three (37.5%) respondents indicated “Excellent” or “Very Good” (3 or 37.5%) to the statement, *“The President demonstrates expertise in managing union relationships.”* Two respondents (or 25%) chose “Good”.

There is a **slight increase in the average scores** between the previous year (4.13) and current year (4.40) by .27 points.

Note: No comments were provided on Question #9.

### Question #10: Stewardship of Academic and Student Resources

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 3.67 of a 5-point scale**, above the mid-point of 2.5 and “Good+”. One respondent (17%) indicated “Excellent” and two (33%) rated “Very Good” to the statement, *“The President demonstrates leadership in establishing quality expectations for teaching and learning.”* Three respondents (50%) rated this statement “Good”.

Previous Year: There were eight respondents who answered the question in this category. **The numerical average for this category was 4.13 of a 5-point scale**, far above the mid-point of 2.5 with a solid ranking of “Very Good”. A majority (4 or 50%) of respondents indicated “Very Good” to the statement, *“The President demonstrates leadership in establishing quality expectations for teaching and learning.”* Three (37.5%) chose “Very Good” and one respondent (12.5%) indicated “Fair”.

There is a slight decrease in the average scores between the previous year (4.13) and current year (3.67) by .46 points.

Note: No comments were provided on Question #10.

### Question #11: Facilities Management

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.75 of a 5-point scale**, far above the mid-point of 2.5 and close to “Excellent”. Three respondents (50%) indicated “Excellent” and one (17%) rated “Very Good” to the statement, *“The President effectively addresses the building needs of the College as expressed through the Facilities Master Plan and physical plant upgrades.”* Two respondents (33%) rated this statement “N/A”.

Previous Year: There were eight respondents who answered the question in this category. The **numerical average for this category was 4.36 of a 5-point scale**, far above the mid-point of 2.5 with a solid ranking of “Very Good”. A majority (50% or 4) indicated “Excellent” to the statement, *“The President effectively addresses the building needs of the College as expressed through the Facilities Master Plan and physical plant upgrades.”* Three respondents (or 37.5%) indicated “Very Good”, and one respondent (12.5%) chose “Good”.

There is a slight increase in the average scores between the previous year (4.36) and current year (4.75) by .39 points.

Note: No comments were provided on Question #11.

### Question #12: Local and State Leadership

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.00 of a 5-point scale**, far above the mid-point of 2.5 and at “Very Good”. One respondent (or 17%) indicated “Excellent” and four respondents (or 67%) rated “Very Good” to the statement, *“The President maintains effective working relationships with local and state leadership in higher education, and elected officials.”* One respondent (17%) indicated “Good”.

Previous Year: There were eight respondents who answered the question in this category. The **numerical average for this category was 4.25 of a 5-point scale**, far above the mid-point of 2.5 and a firm “Very Good”. A majority (50% or 4 respondents) indicated “Very Good” to the statement, *“The President maintains effective working relationships with local and state leadership in higher education, and elected officials.”* Three respondents (or 37.5%) indicated “Excellent”, while one (or 12.5%) chose “Good”.

There is a slight decrease in the average scores between the previous year (4.25) and current year (4.00) by .25 points.

Note: No comments were provided on Question #12.

### Question #13: Accreditation of the College

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.67 of a 5-point scale**, far above the mid-point of 2.5 and “Very Good-Excellent”. Four respondents (or 67%) indicated “Excellent” and two respondents (33%) rated “Very Good” to the statement, *“The President demonstrates expertise in managing the external accreditation of the institution and academic programs.”*

Previous Year: There were eight respondents who answered the question in this category. The **numerical average for this category was 4.63 of a 5-point scale**, far above the mid-point of 2.5 and close to “Excellent”. A majority (63% or 5 respondents) indicated “Excellent” to the statement, *“The President demonstrates expertise in managing the external accreditation of the institution and academic programs.”* Three respondents (or 37%) indicated “Very Good”.

There is a slight increase in the average scores between the previous year (4.63) and current year (4.67) by .04 points.

Note: No comments were provided on Question #13.

### Question #14: Community Relations

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 3.83 of a 5-point scale**, far above the mid-point of 2.5 and close to “Very Good”. Two respondents (or 33%) indicated “Excellent” and two respondents (or 33%) rated “Very Good” to the statement, *“The President maintains effective relationships with community-based organizations through outreach and partnership activities.”* One respondent indicated “Good” and one respondent expressed “Fair” to this statement.

Previous Year: There were eight respondents who answered the question in this category. The **numerical average for this category was 3.75 of a 5-point scale**, far above the mid-point of 2.5 and close to “Very Good”. A majority (50% or 4) indicated “Good” to the statement, *“The President maintains effective relationships with community-based organizations through outreach and partnership activities.”* The remaining results were split between “Very Good” (25% or 2 respondents) and “Good” (25% or 2 respondents).

There is a slight increase in the average scores between the previous year (3.75) and current year (3.83) by .08 points.

Note: No comments were provided on Question #14.

#### Question #15: Federal and State Audits

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.33 of a 5-point scale**, far above the mid-point of 2.5 and “Very Good+”. Two respondents (or 33%) indicated “Excellent” and four respondents (or 67%) rated “Very Good” to the statement, *“The President manages effectively the implementation of both federal and state audits.”*

Previous Year: There were eight respondents who answered the question in this category. **The numerical average for this category was 4.13 of a 5-point scale**, far above the mid-point of 2.5 and slightly above the category “Very Good”. A majority (62% or 5 respondents) indicated “Very Good” to the statement, *“The President manages effectively the implementation of both federal and state audits.”* Two respondents (or 25%) indicated “Excellent”, and one respondent (or 13%) chose “Good”.

There is a slight increase in the average scores between the previous year (4.13) and current year (4.33) by .20 points.

Note: No comments were provided on Question #15.

#### Question #16: Campus Security

Current Year: There were six respondents who answered the question in this category. The **numerical average for this category was 4.17 of a 5-point scale**, far above the mid-point of 2.5 and slightly above “Very Good”. Two respondents (33%) indicated “Excellent” and three respondents (50%) rated “Very Good” to the statement, *“The President ensures that the College is in compliance with the laws and regulations governing campus security as well as the welfare and safety of RCC personnel and students.”* One respondent (17%) indicated “Good.”

Previous Year: There were eight respondents who answered the question in this category. **The numerical average for this category was 4.36 of a 5-point scale**, far above the mid-point of 2.5 and a firm “Very Good”. A majority (50% or 4 respondents) indicated “Excellent” to the

statement, *“The President ensures that the College is in compliance with the laws and regulations governing campus security as well as the welfare and safety of RCC personnel and students.”* Three respondents (or 38%) indicated “Very Good”, and one respondent (12%) chose “Good”.

There is a slight decrease in the average scores between the previous year (4.36) and current year (4.17) by .19 points.

**Question #17: Impact of Decisions (Open-Ended)**

The following are respondents’ comments to the question, *“Can you think of any situation(s) where you think the President did particularly well during her third year of office, which have or will have a favorable impact?”*

Four respondents provided comments to this question.

<b>Comments on Question #17</b>
“Connecting with the Legislators and communicating the needs of the College and engaging their support.”
“She has begun regular meetings with elected officials and has been communicating on a regular basis. Hiring a chief of staff with several years of experience at the State House has been an important investment.”
“President Roberson continues to do a great job in steering the College through difficult times; overcoming crisis in IT, dealing with HCM2.”
“Managing the challenging situation with the IT department breach and as part of this making difficult decisions that were for the good of the College in terms of staff departures and establishing new roles and expectations.”

**C. One-on-One Interviews with Board of Trustees and Cabinet Members**

The 30-minute, call-in telephone interviews gave an optional opportunity for both Board and Cabinet members to embellish, summarize or synthesize their responses to the online survey. The following comments were made by the interviewees in these conference calls:

<b>Comments</b>
<b><u>Interviewee #1 (June 1, 2016)</u></b>
<u>Accomplishments</u>
The Strategic Planning process was a very thoughtful and well-executed process which provided information that can be acted on to improve certain areas. Results of the Accreditation process were quite positive indicating RCC’s stability and its ability to move forward. There is also a continuing process to stabilize the financial position of RCC, and to build the management team and staff. Another accomplishment of the President is the securing of resources for renovations and deferred maintenance.
<u>Specific Goals Met</u>

- Increase in the number of students graduating
- Accreditation of the Nursing Program
- Secured millions of dollars for campus renovations
- Established new workforce development partnerships (most notable is CVS)
- Increased community engagement
- Women's basketball team won its first-ever National Junior College Athletic Association (NJCAA) Division III National Championship Title
- Ongoing work to financially position the College to have a balanced budget through increased revenues

#### Areas of Growth

Increased Visibility on Campus: There should be a benchmark where every single student meets the President. This is smart branding that does not take a lot of time.

Role of the Chief of Staff needs to be deliberate and crafted to serve as the primary contact person for working with the Board.

Student Survey Comments: There is room for growth in the area of customer service throughout the College. This includes the need for minimum standards around students' experiences with the quality of services at RCC.

Private Fundraising and Philanthropic Endeavors: An aggressive plan is being devised to increase revenues through various sources, such as, private foundations.

#### **Interviewee #2 (June 10, 2016)**

##### Accomplishments

- Building relationships with elected officials
- Legislative Breakfast and Follow-Up
- Level of Recognition, Respect and Trust (Miles ahead than where we were a year ago)

##### Specific Goals Met

- Financial Reporting (Complete and ready for review within two weeks. Financials are consistent and readable)
- Financial Position (Finances are much better—operating close to budget)
- Transparency (Open POs and Account Payables)
- Projects with Faculty Completed on Time
- Stabilization of the Human Resource Department and the IT Department
- Chief of Staff Position (Cabinet involved in the hiring process; this position will help make it easier for the President to build external relationships)

#### Areas of Growth

- Understanding the Importance of Building Relationships (e.g. RCC Foundation)
- Development and Fundraising
- Enrollment (Recruit Assistant VP to move enrollment forward as well as identify missing pieces to support enrollment)

#### **Interviewee #3 (June 13, 2016)**

##### Accomplishments

President Roberson is extremely responsive to issues that arose during the past year--she excels in this area. One example is the ongoing criticism of the College where some people are not on-board with the direction of the College. Information is shared and the President does a great job in responding to matters brought to her attention.

The President has hired the right people for the right positions with an institutional focus on increasing enrollment, stabilizing finances and improving personnel functions.

The President has done very well in conveying positive stories about the College (e.g. grant awards, renovation of buildings, etc.) which is quite welcoming.

#### Specific Goals Met

President Roberson's evaluation needs to be looked at through the lens of what she walked into a few years ago at RCC. This administration has had to deal with crisis after crisis.

#### Areas of Growth

A by-product of dealing with crisis management is the inability to develop and focus on a bold vision for the College. The President needs to be more explicit about setting a vision, and doing that with broad constituency groups within the community. The focus question can be, "*How can RCC become the best community college?*" "*How can we get employees excited about working at RCC from the janitor on up to the top?*" We want people to feel that the College is excellent, responsive and compassionate. There needs to be a concerted effort to win over employees and the people in the community.

#### **Interviewee #4 (June 13, 2016)**

##### Accomplishments

President Roberson is on top of every issue. It is a pleasure to watch an organization grow that at one time was failing. She has done a great job!

Really impressed with the Legislative Breakfast and how the President took a fair amount of fire about IT (Information Technology) and uncertainty about the College. It was clear that the Legislators have a tremendous amount of respect for President Roberson.

-Big year for accreditation of RCC as a whole and every program getting accredited.

-Impressed with the team that the President has assembled. The Cabinet is very competent.

-High growth of the non-credit side of the College.

-Significant reduction of audit findings.

##### Areas of Growth

Better Communication with Legislators: Feedback from Legislators indicate the need for improved relationships.

Need to Build External Relationships: President's focus has been on fixing internal issues. Now need to focus on building relationships with regional leadership and civic leaders. The Cabinet is talented which will allow the President to network and build relationships with other politicians and Legislators.

Communication with the Board: The Board is available to help in any way. Would like for the President to identify future opportunities that maximizes best use of the Board.

#### **Interviewee #4 (June 14, 2016)**

##### Accomplishments

-External Relations (Securing legislative change concerning separate line item funds for the Reggie Lewis Track and Athletic Center and RCC)

-Balanced Budget (In light of staying on task with Heightened Cash Management2)

-Improved Relationships with Faculty (RCC was the first College to come off of Work-to-Rule by MCCC which demonstrated support/trust/rapport by faculty)

-Accreditation of Programs (Nursing, Radiology Technology and the Honors Programs)

-Workforce Development (New partnership with CVS through college-credit trainings for management and incumbent workers)

-Information Technology (Issue taken care of without legal blow to RCC)

-State Level Security and Safety Committee (President Roberson is now a member of this Body)

##### Areas of Growth

-Management of Construction Projects for the Next Few Years

-Managing External Expectations and Becoming Familiar with Commonwealth Rules and Regulations

-Build on Progress of Last Year (such as, Professional Development)

#### **Interviewee #5 (June 15, 2016)**

##### Accomplishments

-Clearly Understands Community Colleges and How They Should Operate

-Completed Strategic Planning Process and Document

-Collaborative Budgeting Process (Inclusive process that included staff and faculty)

-Team Building with Administrators across the College

-Improved Community Relationships (Image of RCC is becoming more favorable)

-Hired Chief of Staff (Individual is knowledgeable about key Legislators and other non-profit organizations)

-Strong Leadership of Cabinet

##### Specific Goals Met

-Outcomes Successfully Achieved

- Visible Organizational Changes
- Past Danger Zone in Terms of Finances and Heightened Cash Management
- Garnered New Partnerships and Businesses

Areas of Growth

- Increased Presence in the Media and Press
- Need to be Bolder in Pursuing Agenda

**D. Online Community Partnership Survey**

This Survey was added last year and developed by the Board of Trustees. This evaluation form called for responses to 5 statements, indicating the following as possible choices with point values: *Strongly Agree (5); Agree (4); Neutral (3); Disagree (2); and Strongly Disagree (1)*. For qualitative input, respondents were also asked, *“Please provide any additional comments that you may have.”*

For each category, the numerical average of the answers selected by the respondents is as follows:

**Category 1: Strategic Vision and Mission**

Current Year: There were 8 respondents who answered the question in this category. The **numerical average for this category was 3.57 of a 5-point scale**, one point above the mid-point score of 2.50 and showing *moderate agreement* to the one statement. A majority of respondents indicated “Agree” (4 or 50%) or “Strongly Agree” (1 or 12.5%) to the statement, *“The President has articulated a strategic vision for the College and its mission.”* One respondent (12.5%) indicated “Strongly Disagree” and another respondent (12.5%) “N/A”.

Previous Year: There were 12 respondents who answered the question in this category. The **numerical average for this category was 3.64 of a 5-point scale**, more than one point above the mid-point score of 2.50 and showing *moderate agreement* to the one statement. A majority of respondents indicated “Agree” (34% or 4) or “Strongly Agree” (25% or 3) to the statement, *“The President has articulated a strategic vision for the College and its mission.”* Two respondents (17%) chose “Neutral”; one respondent (8%) “Strongly Disagree”; one respondent (8%) “Disagree”; and another respondent (8%) indicated “N/A”.

There is a slight decrease in the average scores between the previous year (3.64) and current year (3.57) by .07 points.

**Category 2: Effective Working Relationships with  
Community-Based Organizations (CBOs)**

Current Year: There were 7 respondents who answered the question in this category. The **numerical average for this category was 3.86 of a 5-point scale**, more than one point above the mid-point score of 2.50 and showing *moderate agreement* to the one statement. A majority of respondents indicated “Agree” (5 or 71%) or “Strongly Agree” (1 or 14%) to the statement, *“If*

*you are a community-based leader: The President maintains effective working relationships with community-based organizations through outreach and partnership activities.*” One respondent (14%) indicated “Disagree”.

Previous Year: There were seven respondents who answered the question in this category. The **numerical average for this category was 3.43 of a 5-point scale**, almost a full point above the mid-point score of 2.50 and showing *moderate agreement* to the one statement. A majority of respondents indicated “Agree” (43% or 3) or “Strongly Agree” (15% or 1) to the statement, “*If you are a community-based leader: The President maintains effective working relationships with community-based organizations through outreach and partnership activities.*” One respondent (13%) chose “Neutral”; two respondents (29%) indicated “Disagree”.

There is a slight increase in the average scores between the previous year (3.43) and current year (3.86) by .43 points.

### Category 3: Effective Working Relationships with Local and State Leadership in Higher Education

Current Year: There were 5 respondents who answered the question in this category. The **numerical average for this category was 3.80 of a 5-point scale**, more than one point above the mid-point score of 2.50 and showing *moderate agreement* to the one statement. A majority of respondents indicated “Agree” (3 or 60%) or “Strongly Agree” (1 or 20%) to the statement, “*If you are a state or local leader: The President maintains effective working relationships with local and state leadership in higher education.*” One respondent (20%) indicated “Disagree”.

Previous Year: There were seven respondents who answered the question in this category. The **numerical average for this category was 4.14 of a 5-point scale**, slightly more than 1.5 points above the mid-point score of 2.50 and showing *firm agreement* to the one statement. A majority of respondents indicated “Strongly Agree” (57% or 4) to the statement, “*If you are a state or local leader: The President maintains effective working relationships with local and state leadership in higher education.*” Three respondents (43%) chose “Neutral”.

There is a slight decrease in the average scores between the previous year (4.14) and current year (3.80) by .34 points.

### Category 4: Attentive to Vision Project Goals

#### Current Year

There were 8 respondents who answered the question in this category. The **numerical average for this category was 3.83 of a 5-point scale**, more than one point above the mid-point score of 2.50 and showing *moderate agreement* to the two statements.

Statement #1: **The average score was 3.83.** A majority of respondents indicated “Agree” (4 or 50%) and “Strongly Agree” (1 or 12.5%) to the statement, “*Student Learning – Achieving higher*”

levels of student learning through better assessment and more extensive use of assessment results.” Two respondents (25%) indicated “N/A”.

**Statement #2: The average score was 3.83.** A majority of respondents indicated “Strongly Agree” (4 or 50%) and “Strongly Agree” (1 or 12.5% ) to the statement, “*Workforce Alignment – Aligning occupationally oriented degree and certificate programs with the needs of statewide, regional, and local employees.*” Two respondents (25%) indicated “N/A”.

#### Previous Year

There were 12 respondents who answered the two questions in this category. The **numerical average for this category was 4.05 of a 5-point scale**, 1.55 points above the midpoint score of 2.50 and showing *firm agreement* to the two statements.

**Statement #1: The average score was 4.00.** A majority of respondents indicated “Agree” (33% or 4) and “Strongly Agree” (33% or 4) to the statement, “*Student Learning – Achieving higher levels of student learning through better assessment and more extensive use of assessment results.*” One respondent (8.5%) chose “Disagree”, two respondents “Neutral” (17%), and a fourth one “N/A” (8.5%).

**Statement #2: The average score was 4.09.** A majority of respondents indicated “Strongly Agree” (42% or 5) and “Agree” (25% or 3) to the statement, “*Workforce Alignment – Aligning occupationally oriented degree and certificate programs with the needs of statewide, regional, and local employees.*” Two respondents (17%) chose “Neutral”, one respondent “Disagree” (8%), and another respondent “N/A” (8%).

There is a slight decrease in the average scores between the previous year (4.05) and current year (3.83) by .22 points.

#### **Category 5: Additional Comments**

The following are respondents’ comments to the question, “*Please provide any additional comments that you may have.*”

Six respondents provided comments to this question.

#### **Comments**

“Being attentive to student learning and actually being able to ensure high quality teaching are two different matters. Change is happening very slowly at RCC and one questions if the pace is fast enough for students.”

“She’s been terrific in my interactions.”

“She has been willing to meet with us and talk over our concerns and some very positive steps have finally been taken. Still have concerns of situations that I have read about in the Boston papers of not following state procedures in the bidding process.”

“Dr. Roberson has demonstrated commendable performance, given the many challenges encountered and those that she continues to face. She should remain steadfast and continue working to move the college forward.”

“I think the President has done an effective job and we, the community as a whole, should be more engaged with the college.”

“Dr. Roberson has her work cut out for her. The community is still not very supportive of Roxbury. Her success will increase to the extent that support rises.”

In sum, the President’s position calls for periodic evaluations by the Board of Trustees with input from constituent representatives, as defined by the Board. For this evaluation, participants included students, staff, faculty, administrators, Cabinet members, and the Board of Trustees.

#### **IV. Institutional Goal Review**

A. The following is a summary of the President’s report on progress made during this evaluation period:

My overall summary for this year is that the College has made significant progress. Confirmation of accreditations, reorganization of IT, successful restructuring of workforce development programs, progress with construction projects, new partnerships that further academic and non-credit programs, and most importantly, progress in defining student outcomes—are all indications that the institution is moving forward. In spite of the tensions of prolonged MCCC union negotiations and dissension from community leadership, the College administration has improved relationships both internally and externally.

This year, we have begun to transition from repair to planning and execution. Significantly, by implementing the restructuring of IT, we were able to understand the deficiencies in our MIS system that have been hampering improvements of all college operations and precluding accurate data collection, reporting, and analysis. We discovered that these were not failures in the capacity of Jenzabar but in our implementation and use of the system. In fact, the system is very robust and can serve all of our needs. We had severely underutilized the system and our staff (both in IT and in past administration) did not have the knowledge or training to ensure that the system was functioning correctly. Now that we know this, we will need to reprogram the system and reexamine how we process data. This will include moving to the current version of Jenzabar, designing processes, and training staff. This is my most significant accomplishment as it affects all of our operations, allows us to account for our funds, and enables us to understand and accurately reflect student progress.

#### Accomplishments for FY 2016

- Successfully Achieved Accreditations for RCC, Nursing, Radiology Technology, and Honors Program

- Completed 2015-2020 Strategic Plan
- Restructured IT (Began to implement plan for regular assessment of institutional effectiveness)
- Improved Legislative Relationships and Support
- Re-established non-credit courses and other sources of revenue-generation
- Expanded Collaborative Relationships
- Improved College Employee Relations, Training, and Professional Development
- Improved marketing and public information

**B.** The following is the President’s report on addressing key outcomes in the Vision Project Dashboard Report for Roxbury Community College:

Report Timeframe: Fall 2014 to Summer 2015  
Overall Summary

Roxbury Community College is uniquely diverse from any other college in the Commonwealth. We serve a much older population (current average age is 31); more minority students (currently 95%); more immigrant students; and more Pell-eligible students (nearly 80% in contrast to the 60% noted in the report). This is compounded by the fact that RCC continues to be severely under-resourced. As we turn this situation around, the data will become more accurate and show the real progress made in student success and meeting workforce needs. Yet, given our unique population, the interpretation of these measures will always need care. *For example, can the measure of closing the achievement gap for minority students ever be meaningful for RCC when we are comparing their progress to a majority population of 5%?* Also, given the rapid changes being made in the institution and the improvements in our data systems, the one-year change in data are as important (or more important) as the five-year trends.

College Participation

During this year, overall enrollments were flat (compared to last year’s nearly 10% decrease), low-income students enrolled increased from 53.1% to 60.3%, and the percentage of Latino/a students decreased three percentage points.

RCC has engaged in several efforts to increase participation and to serve the needs of our student body including:

- Hired Admissions Director and increased admissions staff
- Worked in collaboration with CBOs that use Success Boston coaches to help Boston Public School (BPS) students to transition to college: Career Collaborative, BEST, College Bound Dorchester, Sociedad Latina, and Bottom Line
- Provided recruitment scholarships to CBOs and some area high schools
- Provided *Single Stop* staff to connect students to social, health, and community agencies that can assist them

- Improved financial aid staff's knowledge and their outreach efforts
- Created recruitment marketing collateral and efforts (including social media, neighborhood newspapers and events as well as published our own magazine, *Career Focus*)
- Hosted and represented the College at college fairs
- Hosted information events and campus tours for high school counselors

### College Completion

The College made some progress in student success measures. In 2013, the number of students progressing from developmental to college-level work increased from 18% to 25% in Math and from 45.5% to 47.2% in English. The rates of students retained from fall-to-fall decreased from 54% to 46.6% in 2014. This decrease in retention negatively impacted the overall success rate, which decreased from 44.8% to 43.5%. Our population makes the data regarding gaps in student success based on Race less relevant. However, the gap in rates between male and female student success was less than 10 points and showed improvement in 2014 (12 points in previous year).

The College employed several strategies to increase student success and retention. Some of these were in the beginning stages in 2013 and 2014:

- Embedded tutors in college success and classes with low retention
- Targeted academic support to male students (seminars and workshops)
- Selected software to assist in retention. Our system, Tiger Paw, will be used to electronically tract and refer students to campus services and assistance
- Started Math co-requisite courses which increased the instructional time in credit courses for students who needed extra support
- Piloted using high school GPA as an alternative to the Accuplacer examination for placement
- Fully staffed the Tutoring Center
- Added remedial software so that students could independently improve their skills without enrolling in developmental courses

### Workforce Alignment

RCC completed an environment scan as part of its strategic planning process. The scan included an analysis of trends affecting the workforce and the economy in Boston and within the Commonwealth of Massachusetts. This will serve as a guide to new program development. The College has begun the process of building career pathways that include credit and non-credit programs and that aligned with both high schools and four-year degree programs. The number of degrees and certificates awarded at RCC grew from 255 in FY10 to 319 in FY15: 18% were in the high demand field of health care and 11% in STEM (science, technology, engineering and mathematics).

### Use of Resources

RCC is below most other colleges in the amount of development funds generated and in reserves.

### **V. System-Level Goal Review**

The following have been identified as Presidential goals for next year's performance period:

- Implement the strategic initiatives:
  - Engage the community as its home for civic, cultural, and innovative thought
  - Prepare the next generation of diverse leaders to meet immediate and evolving needs of the local and global economy
  - Establish standards of excellence for all college operations
  - Deliver high quality supportive services and programs to students
  
- Improve the operations of the RCC Foundation
  
- Increase Student Enrollment, Retention, and Completion:
  - a. Increase Enrollments by 10%. While our budget is based on a 5% decrease, this is the goal that we will work towards in our efforts with staff and administration. We plan a college-wide campaign where all employees will work towards increasing enrollment.
    - Use programs like the Commonwealth Commitment and the Boston Free Tuition plan to increase the number of students who enroll directly after high school
    - Implement aggressive Marketing Plan
    - Hire additional recruitment staff
    - Engage high school counselors
    - Work with Boston-PIC (Private Industry Council) and workforce development centers
    - Apply for federal grants to better attract and support students
    - Continue to work with the Boston Foundation and the Success Boston Coaching Program
  
  - b. Increase Student Fall-to-Fall Retention Rate to 55%
    - Program Jenzabar to provide reports of students who do not return each semester to allow staff to follow-up
    - Implement Tiger Paw
    - Determine the feasibility of retention scholarships with College Foundation
  
  - c. Improve Number of Degrees and Certificates Awarded in High Demand Fields by 5%

- Continue to create new courses and programs that are aligned with workforce needs
  - Add high school partnerships by career area
  - Increase business partnerships
  - Increase Articulation and Dual Admission Agreements to improve transfer rates
- d. Increase College Revenues and Resources
- Increase revenues in non-credit courses by 20%
  - Hire at least three new full-time faculty members and replace three full-time vacancies
  - Implement aggressive fundraising plan with the Foundation (\$50M in five years)

## **VI. Recommendation for Compensation Adjustment**

On June 21, 2016, the Board unanimously voted to recommend to the Board of Higher Education a merit compensation increase of 100% of the maximum percentage for President Valerie Roberson. This takes effect July 1, 2016.