

MASSACHUSETTS BAY COMMUNITY COLLEGE BOARD OF TRUSTEES
Minutes of the Tuesday, November 5, 2019, Full Board Meeting – Wellesley Campus

Board Members Present: Matt Kahn, Pam Lassiter, Tom Peisch, Mikael Pyrtel, Rodolpho Sanz, Diane Schmalensee, Liliana Silva, and Dune Thorne

Others Present: Elizabeth Blumberg, Vice President for Student Development and Dean of Students; Karen Britton, Executive Director, Office of the President; Neil Buckley, Vice President for Administration and Finance; Katie Cronmiller, Assistant Coordinator of Student Engagement; Lynne Davis, Dean of Health Sciences; Joe DeLisle, Director of Facilities; Marcus Edward, Associate Vice President for Finance and Administration; Lynn Hunter, Vice President for Academic Affairs and Provost; Courtney Jackson, Vice President of Institutional Effectiveness and Strategic Initiatives; Chitra Javdekar, Dean of STEM; Nina Keery, Interim Dean of Humanities and Social Sciences; Chris La Barbera, Assistant Provost; Lisa MacDonald, Director of Equity Compliance; Lynn Moore, Chief Diversity Officer; Vincent O’Connell, Director of Public Safety; David Podell, President; Mary Shia, Vice President for Institutional Advancement and Alumni Relations; Samaria Stallings, Executive Director of Human Resources; Lisa Slavin, Assistant Vice President for Enrollment Management; and Richard Williams, Associate Dean for Student Success

CALL TO ORDER & INTRODUCTIONS

Chair Peisch called the meeting to order and established that a quorum was present.

REVIEW AND APPROVAL OF OCTOBER 1, 2019 FULL BOARD MEETING MINUTES

MOTION – Trustee Lassiter moved to approve the minutes of the October 1, 2019, meeting, and Trustee Thorne seconded. The motion passed with one abstention by Trustee Silva, who was not present at the meeting.

BOARD COMMITTEE REPORTS

FINANCE, COMPLIANCE, PERSONNEL, & AUDIT (FCP&A)

FINANCE ITEMS

President Podell reported that the FY 2020 budget is being updated because the College has more information concerning the state appropriation and fall 2019 semester enrollment.

Vice President Buckley reported that, as a result of the actual state appropriation and fall semester enrollment, the College shows an increase of \$742,000 in net revenues and an increase of \$606,000 in expenses, and will end the year with a projected \$136,000 surplus.

On the revenue side, enrollment projections have improved and the budget now reflects a 5.5% decline from last year compared to the original projection of 7%. This has resulted in a \$399,000 positive variance in tuition/fee revenue. The College now anticipates \$343,000 more in state appropriation than originally anticipated.

On the expense side of the FY2020 operating budget, the following adjustments have been made:

- *\$166,000 savings in Permanent Staffing due to delayed hiring and attrition;
- *\$116,000 increase in Part-Time Staffing due to increased staffing for new positions in Human Resources, IT, and Institutional Advancement;
- *\$354,000 increase in Local Fringe due to an the new Parent Family and Medical Leave (PFML) 2.43% payroll tax levied against our State appropriation allotment;
- *\$17,000 increase in Administrative Expenses for the promotion of diversity initiatives;
- *\$107,000 increase for the Interim Director of Marketing consultant position;
- *\$123,000 increase for Student Transportation services for the Framingham and Wellesley campuses;
- *\$77,000 increase in annual debt service payments due to network infrastructure and cyber security upgrades;
- *\$49,000 further increase in Information Technology for PeopleSoft Student Software upgrades in Admissions, Human Resources, and Institutional Advancement.

MOTION – Trustee Schmalensee moved to accept the revised FY2020 Budget, and Trustee Kahn seconded. The motion passed unanimously.

Vice President Buckley reviewed the FY2020 Budget vs. Actual Report as of September 30 (the first quarter of year), which shows a positive variance of \$624,000 due to better performance on actual revenue and expenses when compared to budget.

On the revenue side, Tuition and Fees show a positive variance of \$29,000 and Contracts, Commission and other Revenue shows a positive variance of \$33,000.

On the expense side, the total yearly expense budget is \$36,137,000. A further \$860,000 is budgeted for capital expenses, bringing the total budgeted expenses to \$36,997,000. The September expense budget is based on a three-year average of spending through September 30. Actual expense through September 30 before capital expenses is \$8,054,000, compared to a three-year average spending budget of \$8,485,000, resulting in a positive variance of approximately \$431,000.

MOTION – Trustee Schmalensee moved to accept the FY2020 Budget vs. Actual Comparison Report, including revisions, for the period ending September 30, 2019. Trustee Kahn seconded. The motion passed unanimously.

Accounts Receivable and Cash

Vice President Buckley reported that the Accounts Receivable figure may seem high as of September 30, 2019. The College is still collecting fall semester payments and the numbers will improve as the year progresses.

The College's Cash Position shows a year-to -date variance of \$2.2 million. This is the result of last year's Early Retirement Incentive Program (ERIP) payment and Non-Unit Professional Staff retroactive salary adjustments last year. This cash variance should even out as the year progresses.

Contracts Report

Vice President Buckley reviewed the list of contracts, including for the subway shuttle service, security camera system, Tech Tower roof replacement, and advertising.

Comparative Review of Financial and Enrollment - Massachusetts Community Colleges

Vice President Buckley reviewed a comparison and ranking of key financial and enrollment metrics and

trends of the fifteen Massachusetts community colleges.

The peak enrollment in this sector was the period 2010-2014, and enrollment is now at an all-time low, with a further decline expected. MassBay has performed better than ten of the schools. The enrollment drop will be felt most heavily in 2025, but then will improve slightly. The biggest growth has been in the Latinx population.

The College is trying to be more accessible to our students with its new shuttle services from the Orange and Red lines. At a future Board of Trustees meeting, further financial data will be presented on student transportation costs, as well as how the College advertises and markets, including to the Brazilian population. The College's cash position and ranking compared to the other community colleges has improved over the past several years, and its total lease obligations are in the middle of the range compared to other community colleges.

Facilities Projects Update

Vice President Buckley reviewed a list of current capital improvement projects, including renovating the cafeteria, completing the renovation of the Enrollment Center, improving lighting in the Carey Building, finishing the roadway parallel to Oakland Street, and upgrading the security/camera system. He also noted that the College's food services contract would shortly be going out to bid.

PERSONNEL ITEMS

Personnel Actions Report

President Podell reviewed the Personnel Actions Report, including new hires, staff in new roles, and two departures.

Recruitment Report

President Podell reviewed the Recruitment Report, including four faculty open positions.

ENROLLMENT REPORT

Assistant Vice President Slavin reported that registration for January and Spring semesters opened yesterday. She distributed recruiting materials for each Trustee to review. The most effective advertising item appears to be the price comparison with other institutions. There is also a big push for the Academies and General Studies. The Spring 2020 Open House is next Saturday.

DASHBOARD

Vice President of Institutional Effectiveness and Strategic Initiatives Jackson reviewed the Institutional Dashboard. Applications are down, but the 35% yield has held steady for the past two years. Fourteen percent of MassBay's students are African American, 21% are LatinX, and 40% are White. Many are part-time, and they are split evenly along gender lines. Enrollment is down, in part due to the drop in pre-Nursing students. The BORN meeting will take place on November 13, at which time the College will find out whether it is authorized to open admissions to the ADN program. Vice President Jackson reviewed enrollment and course data trends over time by division. Retention is up compared to previous years.

FOUNDATION REPORT

Vice President Shia reported that the Donor Dinner is this Thursday. The Annual Appeal will be mailed later this week. Giving Tuesday is December 3. Campaign materials will be finalized soon. A recent \$20,000 donation was made to Automotive Technology program and is considered a Foundation asset.

President Podell reported that the State budget supplement reportedly includes \$5 million to be divided among community colleges to match donor contributions on a 2:1 basis (i.e., for every two dollars we bring in, the state will match one dollar, up to \$330,000). The parameters are not yet clarified.

PROPOSED DEGREE: SURGICAL TECHNOLOGY ASSOCIATE IN SCIENCE

President Podell outlined the history of the Surgical Technology program, which trains medical professionals who prepare the operating rooms, surgical tools, and equipment and assist surgeons during surgery. MassBay currently offers a one-year certificate in Surgical Technology. The accrediting agency has mandated that, by fall 2021, all Surgical Technology programs must offer an Associate's degree rather than only a certificate. Students enrolling in the Associate's Degree program will have to take additional General Education courses, including English and Math. He introduced Dean Lynne Davis to provide additional details.

Dean Davis and Associate Professor of Surgical Technology Richard Clark developed the new curriculum for the Associate's degree. The proposal has passed through the College's Governance Process. It is 62/63 credits (versus 37 credits for the Certificate). It will be a five-semester program, accepting 15-18 students each year and with no increase needed in faculty inasmuch as the additional credits are in subjects the College already offers.

The mandate to change this program to an Associate's degree appears to be driven by patient safety concerns. There is a great need for these positions in the Commonwealth. Clinical partnerships with nearby hospitals continue to be cultivated. MassBay cannot expand seats in Health Science programs beyond the number of opportunities for clinical placements. At the same time students are obtaining this degree, they can work on the Central Processing certificate. Both the day and evening programs will continue. President Podell and Dean Davis does not believe that this change will negatively affect enrollment.

MOTION - Trustee Lassiter moved to approve the Associate's Degree in Science in Surgical Technology, and Trustee Sanz seconded. The motion passed unanimously.

SPECIAL REPORT

Director of Athletics Adam Nelson introduced Coach Nasser Balinda and Jasmine Benites and Alexis Wright, members of the Women's Volleyball Team. Recently, the team had its first win in many years. Coach Balinda and the students have been building up the program and team bonding by attending events and other teams' games, which is also fostering school spirit and pride. Team members are committed, dedicated and passionate. The presentation was well received by the Board.

EXECUTIVE REPORTS

Board Chair

Proposed Amendment to ByLaws with regards to Remote Participation

Chair Peisch proposed an amendment to the Bylaws pertaining to remote participation, which he has been working on with Attorney Tashjy and former Trustee Jamie Hoag. A draft was circulated as part of the meeting binder. It was noted that, according to the Open Meeting Law, a Trustee may participate remotely as long as certain conditions are met. The amendment conforms the Bylaw provision to the law and to changes in regulations promulgated by the Attorney General of Massachusetts. A number of Trustees prefer notice within a “reasonable time”, rather than “within 72 hours”. A new version of the ByLaws will be distributed, and a vote will take place at the December meeting. Trustee Clifford will chair a committee to do an overall review of the ByLaws.

Chair Peisch reported on the following:

*The October 2019 ACCT Conference in San Francisco was productive and went well. He distributed copies of the program and referred to his email summary previously sent to Trustees. His and President Podell’s presentation on the College’s partnership with two high schools and Framingham State generated a lot of questions about the role of the coaches. Interestingly, there were few East Coast Community Colleges in attendance, and only three from Massachusetts. The contingent from Cape Cod Community College gave a presentation on the recent theft of its money by cyber criminals and the lessons learned.

*He sent the legislative and MassBay citations to former Trustee Katherine Tonelli.

*He encouraged every Trustee to have a session with Janet Nolan regarding the Capital Campaign.

Trustee Pyrtel presented a Powerpoint (attached) on the recent Statewide Trustee Conference, highlighting the Equity Agenda. The focus was on how Trustees can be bridge builders, making their campuses more compliant with equity and creating a culture that ensures all students succeed at the same level.

President

President Podell reported on the following:

*Equity in outcomes was a focus of the recent ACCT Conference in San Francisco.

*In attendance at the recent Statewide Trustees Conference were Board of Higher Education Chair Chris Gabrielli and newly appointed Executive Director of the Massachusetts Association of Community Colleges, Tom Sannicandro, who is the former chair of the House Committee on Higher Education.

*MassBay has been meeting weekly with DCAMM and Sasaki. Lately, discussion has centered around the specific layout of the building. Because the building is to be larger (i.e., 70,000 square feet rather than the earlier 40,000 square feet) and a larger building means a greater number of parking spaces are needed. The current arrangement with Brookdale Assisted Living of a leased lot is a possibility; another is to knock down a small building on the Framingham State campus and replace it with parking.

*He attended the first Community College Advocacy Day at the State House on October 23 with six students. It was an exciting day, given the vote on the K-12 Education Bill. Representative Jack Lewis of Framingham gave our students a great tour, including of the Governor’s Office.

*On November 8, the Co-Chairs of Higher Education Committee will be visiting the Framingham and Wellesley campuses. They are going to all community colleges and state universities over the course of the next few months to learn more about them. We have arranged for them to see the Disaster Day video during their tour of our Framingham building and, in Wellesley, they will be given a tour of the STEM

labs and meet with faculty and students. Trustee Lassiter will be attending.

*He will be in D.C. on November 13 with many of the Massachusetts community college presidents to meet with the Massachusetts delegation. This is the first time an event like this has occurred.

*He recently attended an EOS Foundation Event on the Women's Power Gap in Education. In a study by EOS of women in leadership positions in higher education, MassBay came out Satisfactory (the top category), given 50% of the Board, most of the Executive Team, the Provost, and recent former presidents are female. Community colleges in general scored higher than did state universities or private colleges. Eight of the fifteen community college presidents are female and four are women of color.

COMMUNICATIONS

The September and October 2019 Clery and State Police Reports were reviewed. Chief O'Connell reported one minor assault.

ADJOURNMENT

MOTION – Trustee Schmalensee moved to adjourn the meeting, and Trustee Sanz seconded. The motion passed unanimously.

The meeting adjourned at 10:02AM.

Thomas E. Peisch
Chairman
Board of Trustees

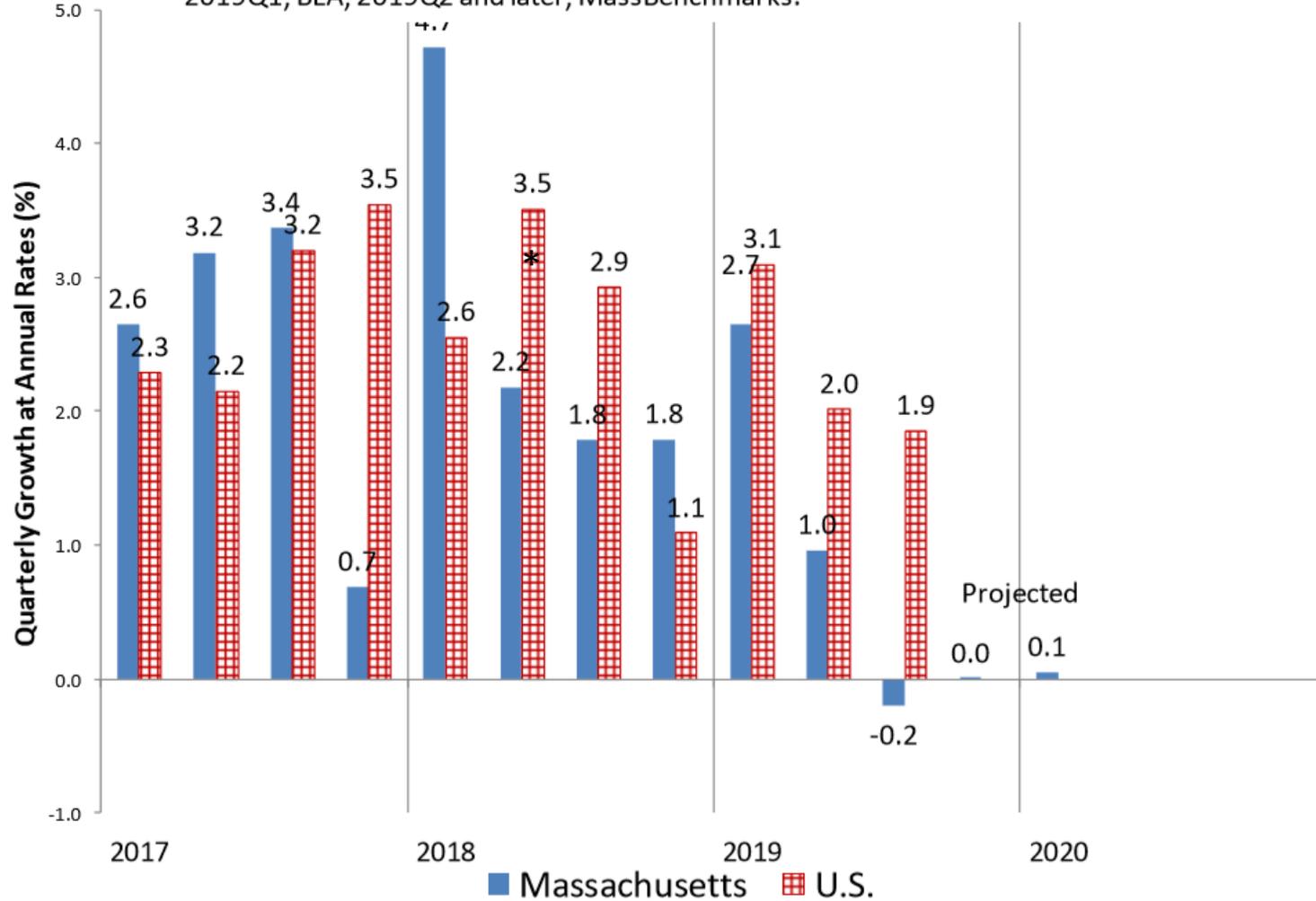
Date

David Podell
President
MassBay Community College

Date

Growth in Real Product. Massachusetts vs. U.S.

Source: U.S., Bureau of Economic Analysis (BEA); Massachusetts: through 2019Q1, BEA; 2019Q2 and later, MassBenchmarks.



Board of Trustees



Conceptualizing our role as “bridge builders”

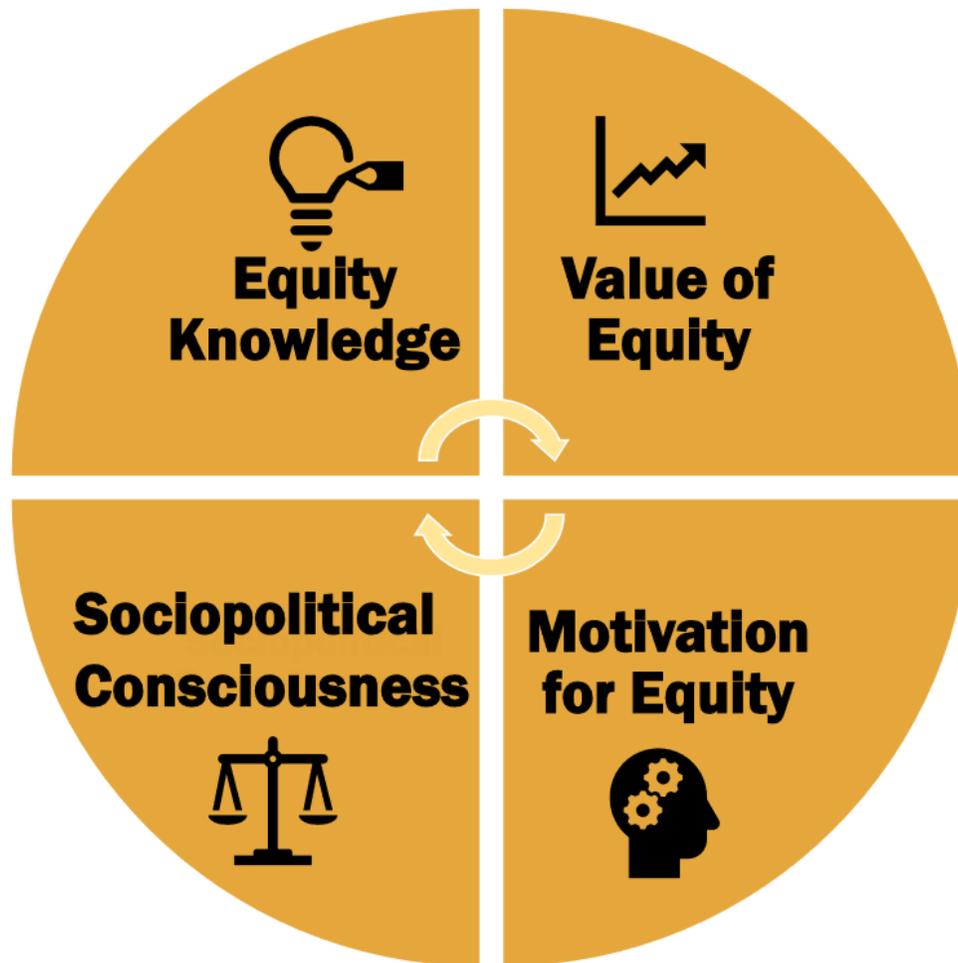


Positioning equity as core to our fiduciary responsibility



Culturally sustaining governance model (CSG).

The 4 Tenets of CSG



Source: Rall, R. M., Morgan, D. L., & Commodore, F. (2020.). Towards culturally sustaining governance: Best practices of theory, research, and practice. *The Journal of Education Human Resources*.

Commissioner
Santiago:
“Advancing
the Equity
Agenda at the
Institution and
System Level”

Advancing the Equity Agenda

Pillars of Student Success



Panel Discussion: Boards of Trustees and Institutional Strategic Plans



Process



Goals



Strategies



Metrics



Examples: Greenfield & Holy Oak

From Data to Information to Knowledge: Using PMRS to Guide Discussion in Performance Improvement

institution's performance.

Latinx vs. White

Latinx Equity in First-Year Progress

Looking at recently entering cohorts, how do Latinx and White students at MassBay Community College compare on hitting early milestones associated with achieving college success?

Race
■ White
■ Latinx

