

Minutes of the MassBay Board of Trustees Tuesday, May 19, 2020, Full Board Meeting by WebEx and Facebook livestream on MassBay web site www.massbay.edu

CALL TO ORDER & INTRODUCTIONS

Board Members Present: Matt Kahn, Pam Lassiter, Sandy Lish, Tom Peisch, Mikael Pyrtel, Diane Schmalensee, Liliana Silva, Brian Sherry, and Dune Thorne

Guest Present: Matt Noyes, Director of Trustee and Government Relations, Department of Higher Education

Others Present: Karen Britton, Executive Director, Office of the President; Elizabeth Blumberg, Vice President for Student Development and Dean of Students; Neil Buckley, Vice President for Administration and Finance; Lauren Curley, Director of Purchasing; Lynne Davis, Dean of Health Sciences; Stephen Dill, Interim Director of Marketing and Institutional Communications; Marcus Edward, Assistant Vice President for Finance and Administration; Lynn Hunter, Vice President for Academic Affairs and Provost; Courtney Jackson, Vice President for Institutional Effectiveness and Strategic Initiatives; Nina Keery, Interim Dean of Humanities and Social Sciences; Chris LaBarbera, Assistant Provost; Rob Lilley, Dean of Automotive Technology; Mike Lyons, Chief Information Officer; Lisa MacDonald, Director of Equity Compliance; Sue Maggioni, Dean of Business and Professional Studies; Lynn Moore, Chief Diversity Officer; Vincent O’Connell, Director of Public Safety; David Podell, President; Alison McCarty, Director of Admissions and Recruitment; Mary Shia, Vice President for Institutional Advancement & Alumni Relations; Samaria Stallings, Executive Director of Human Resources, and Lisa Slavin, Assistant Vice President for Enrollment Management

Call to Order and Introductions

Chair Peisch called the meeting to order and established that a quorum was present. He thanked Executive Director Britton for organizing the meeting and everyone at MassBay for seeing the institution through this crisis. He expressed hope that all college students and staff are safe. He mentioned the uncertainty surrounding the State’s re-opening plans, which affect the College’s planning.

PRIOR MEETING MINUTES

Approval of April 7, 2020, and April 23, 2020, Meeting Minutes

Trustee Lish moved to approve the minutes of the April 9 and April 23 meetings, and Trustee Sanz seconded the motion.

The motion passed via the following roll call vote: Trustee Kahn – YES; Trustee Lassiter – ABSTAINED (April 7) and YES (April 23); Trustee Lish- YES; Chair Peisch – YES; Trustee Pyrtel – YES; Trustee Schmalensee – YES; Trustee Sanz – YES (April 7) and ABSTAINED (April 23); Trustee Sherry – YES; Trustee Silva – YES; and Trustee Thorne – YES

FINANCE ITEMS

FY2020 Budget vs. Actual Comparison Report as of March 2020

President Podell reported that the FY2020 Budget vs. Actual Comparison Report reflects the end of

March 2020, and thus is only representing the first month of the pandemic. Overall, the College is in a very good financial position and FY2020 looks good financially.

Vice President Neil Buckley reported on the following:

Revenue is on target, with a slight positive variance. The College was initially down 35% in summer enrollment compared to last year but currently, in FTE (full-time equivalent) enrollment, the College is only down 5%. Notably, it is down 25% in headcount because students are taking more classes. These numbers are in line with projections. The State seems to be fulfilling appropriations for FY2020, and there have been no 9C cuts. The Endowment Incentive Grant paperwork has been submitted to the State, and the College expects to receive these funds (\$166,666). Public Safety and Workforce Development recently submitted State grant proposals. The State has authorized a 1% increase in MassBay's appropriation tied to performance. With regard to expenses, Ashland and Framingham utilities are significantly down, though costs are up somewhat in part-time employees. The Fiscal Office is monitoring the budget carefully and the College will end the year positively. The FY2021 provisional budget will be presented to the Board in June.

Trustee Kahn moved to approve the FY2020 Budget vs. Actual Comparison Report as of March 2020, and Trustee Schmalensee seconded the motion.

The motion passed via the following roll call vote: Trustee Kahn – YES; Trustee Lassiter – YES; Trustee Lish - YES; Chair Peisch – YES; Trustee Pyrtel – YES; Trustee Schmalensee – YES; Trustee Sherry – YES; Trustee Silva – YES; and Trustee Thorne – YES.

Student Accounts Receivable and Cash Comparison Reports

As of March 31, registration for summer and fall had not yet begun, so there is no substantial change in student accounts receivable. In terms of cash comparisons, the College is trending better, which should continue. Nothing out of the ordinary with refunds is expected. There is a positive variance for summer in cash and, so far, the same for fall.

Cash Position by Month

The positive trend of the College's cash position each month should continue.

Contracts Report

MassBay has three new contracts, as follows:

*Taylor and Burns for design work in connection with construction of the new Campus Police office. (DCAMM may fund this project.)

*Bright Edge Technologies – Marketing software for web search optimization

*JNB & Associates – Capital Campaign Consultant (The College is also in a search for a Capital Campaign Director.)

PERSONNEL ITEMS

Executive Director Stallings reviewed the Personnel Actions and Recruitment Reports. The Recruitment Report now shows the number of applicants. The EMT Department Chair position is vacant due to the

unfortunate and unexpected passing of Professor Kim Altavesta. MassBay may have to pull back on some of the planned searches to balance the FY2021 budget.

COVID-19 UPDATE

President Podell reported that students are finishing up the spring semester. They were happy to have been offered a pass/fail option. Most instruction in spring was completed successfully through remote formats; however, some students and a few faculty had difficulties adjusting to the sudden transition. Academic Affairs and IT kept in contact with all groups to offer training. Weekly town halls have been held for both students and for faculty and staff. The Emergency Response Team meets every morning. A subcommittee is looking into re-opening, taking into consideration Governor Baker's framework. Summer classes will be taught remotely and online. The faculty have been very creative in using videos to replace in-person labs. Access to the Wellesley campus is extremely limited to protect the health of essential workers, while access is prohibited in Ashland and Framingham. Areas of the College may be open this summer, with every safety precaution taken, for lab courses in select programs. The Automotive and Health Sciences programs would be the first to re-open, most likely with smaller classes and safety precautions. While no decision has been made, the College anticipates that most classes in the fall will be taught remotely because social distancing would be impossible given the sizes of many of its classrooms. President Podell thanked IT and Purchasing for their small staff numbers occasionally going to campus, as well as Maintenance for all of its deep cleanings.

Financial Aid and Student Development are helping students navigate through applying for CARES Act funding. Spring 2019 payments are down because more students are struggling financially and, because of the pandemic, students currently have no repayment obligation. Vice President Buckley noted there has been no uptick in refund requests and expenses are down. Chair Peisch stressed the importance of the College staying in compliance with the federal rules for the administration of CARES funding.

ACQUISITION OF THE FRAMINGHAM STATE (FSU) UNIVERSITY PARKING LOT

President Podell provided background on the proposed motion regarding the acquisition of land at Framingham State University (FSU) for the new Health Sciences building. When MassBay began pursuing state support for the construction of a new building in Framingham, the Board of Trustees committed \$3.5 million to the project (in a vote on September 5, 2017), the plan being to raise the \$3.5 million by fundraising, falling back (if necessary) on its reserve.

More recently, on January 17, 2020, the Board discussed the option of buying the lot on which the building would sit for approximately \$3 million from the Massachusetts State College Building Authority (MSCBA). At that time, the Board discussed the option that MassBay would cover the additional \$3 million cost by (a) raising the fundraising total from \$3.5 million to \$5 million and (b) reducing the size of the building from 70,000 square feet to 68,500 square feet, yielding a savings of \$1.5 million.

At present, the College is moving from the Design phase to the Schematic Design phase of the project. To complete this transition, DCAMM needs to commit to a final cost of the building with the College's architects, Sasaki, showing the sources of the total project cost of \$56 million: i.e., \$51 million from the State and \$5 million from MassBay. DCAMM has asked for a resolution to this effect by the College's Board of Trustees.

Chair Peisch read the motion (which was approved by the College's Counsel) as follows: The Massachusetts Bay Community College Board of Trustees approves the allocation of up to \$5 million from the College's reserves for the land acquisition and construction of the MassBay Center for Health

Science, Early Childhood, and Human Services in Framingham, to be used in the event the College's Capital Campaign for the Center does not reach its \$5 million goal by or before June 30, 2023.

Trustee Schmalensee moved to approve the motion, and Trustee Lassiter seconded.

The motion passed via the following roll call vote: Trustee Kahn – YES; Trustee Lassiter – YES; Trustee Lish - YES; Chair Peisch – YES; Trustee Pyrtel – YES; Trustee Schmalensee – YES; Trustee Sherry – YES; Trustee Silva – YES; and Trustee Thorne – YES.

Chair Peisch noted that this decision was not made lightly, in light of the costs of the virus crisis (estimated at just under \$7 million), the fact that the College's share of the CARES Act funds was less than expected, and the likely adverse effect the crisis will have on enrollment and the state appropriation. Vice President Buckley noted that the College is expected to receive \$120,000 each year in parking lot rent from Framingham State University.

APPROVAL OF THE PRELIMINARY ROSTER OF GRADUATES

Provost Hunter presented the preliminary list of May 2020 graduates, which will be voted on by the faculty tomorrow. There are 645 graduates on the list, including duplicates for students who are graduating in more than one program. Trustee Lassiter moved to approve the Preliminary Roster of May 2020 Graduates, and Trustee Lish seconded the motion.

The motion passed via the following roll call vote: Trustee Kahn – YES; Trustee Lassiter – YES; Trustee Lish - YES; Chair Peisch – YES; Trustee Pyrtel – YES; Trustee Schmalensee – YES; Trustee Sherry – YES; Trustee Silva – YES; and Trustee Thorne – YES.

ENROLLMENT REPORT

Assistant Vice President Slavin reported that, compared to last year at this time, the College is down only 5% in summer enrollment in FTE, but is down in headcount 25%. Applications are steady compared to last year, with a surge in applications to the Associate Degree in Nursing (ADN) program. She and Interim Director of Marketing and Communications Dill gave a presentation on various advertising and marketing initiatives. (attached). Vice President Slavin is going on maternity leave tomorrow, and Alison McCarty is stepping in as Interim Assistant Vice President for Enrollment Management for a period of three months.

DASHBOARD

Vice President Jackson reviewed the current Dashboard, in particular updates in the Human Resources (full- and part-time faculty and staff) and Finance pages. As of the end of the third quarter, the College revenues are 87% of the total budget, while its expenses are 70% of the amount originally budgeted.

FOUNDATION REPORT

Vice President Shia reported the following:

*Capital campaign gifts and pledges are \$442,880, with an additional \$166,667 from the State Incentive Grant, and \$300,000 from the Jacobs Foundation for a staff person for two years.

*Giving during the month of April was \$24,667.50.

*Summer 2020 scholarship dollars awarded are \$22,850. Forty-two students have been awarded scholarships.

*Emergency Grant Report:

- Allocation - \$91,756
- Spent - \$65,980
- Remaining - \$26,575
- Number of students supported - 79

The \$91,756 came from three funds in the MassBay Foundation: Pathways to Success, Foundation Emergency Fund, and Donors to the Student Emergency Fund (Covid19).

*The End of Year appeal went out in mid-May. Fourteen checks for food and emergency funding were issued afterwards.

BOARD COMMITTEE REPORTS

Student Success

Committee Chair Lassiter reported that the Student Success Committee met on April 14. Agenda items included updates on COVID-19 issues and practices and the Framingham building. The focus of the next meeting on June 2 will be Equity.

Presidential Evaluation

Presidential Evaluation Committee Chair Lish reported that the new deadline from the State for President Podell's evaluation is September 1. The criteria have not changed. Equity is a major focus. The committee needs to determine the best way to reach students during the summer months. Chair Peisch requested that a new schedule be put together and the next committee meeting be scheduled soon. Director Noyes indicated that the September 1 date is flexible, but evaluations need to be submitted by early fall. Executive Director Britton and Trustee Sherry can provide guidance on reaching students.

EXECUTIVE REPORTS

Student Trustee

Student Trustee Sherry reported that Student Government Association (SGA) has been meeting regularly. A new Student Trustee for 2020-2021 has been elected. He reviewed the document entitled Statement of Support Regarding Changes to the Massachusetts General Law Eligibility Requirements for the Position of Student Trustee. SGA recognizes that colleges have different types of students who need to be represented, and is proposing that part-time students with a certain number of credits be eligible for the Student Trustee position. The proposal is being presented to the MassBay Board of Trustees and administration and the Department of Higher Education. Mr. Sherry will be graduating with degrees in Life Sciences and Liberal Arts and transferring to Massachusetts College of Pharmacy and Health Sciences (MCPHS) to study Nursing. Chair Peisch thanked him for his service to the Board.

Board Chair

Chair Peisch mentioned that the recent Finance, Compliance, Personnel, and Audit meeting featured a discussion of the importance of compliance by the College, with all of the requirements of the CARES Act and a discussion of regulatory compliance generally. The College, which is highly regulated, has not had any significant compliance issues recently, but has had them in the past and so must be attentive. The funds available under the CARES Act are administered through the Financial Aid Office. Chair Peisch also mentioned that he and Trustee Schmalensee a couple of weeks ago participated in a conference call sponsored by the Association of Community College Trustees (ACCT) on the effects of the virus crisis on community college operations. He noted that the ACCT annual membership dues are approximately \$5000.

President

President Podell reported the following:

*The sudden passing of Professor Kim Altavesta has been very hard and sad for the entire MassBay Community, especially her department's students and faculty.

*MassBay experienced a data breach when payment procedures changed as the College went online. An employee submitted student bank account information to the Finance Office, and the employee's email was hacked. This was reported to the State, and all students affected have been contacted and given two years of credit monitoring at the cost of \$7500 to the College. No students have lost money. In addition, the College has retained Cold Fire Consulting for a cost of \$21,000 to look at various systems and ensure the College's cybersecurity. It was noted that MassBay has \$3 million in insurance.

*The Board of Higher Education has engaged consulting firm Parthenon-EY to study the finances of each State higher education institution to ensure the colleges' financial viability given the Covid-19 crisis. Parthenon recently completed a similar study of private institutions in the wake of the closing of Mt. Ida College.

*He expressed thanks to the Board for approving the Endowment Incentive Grant proposal.

*The Executive Team is currently meeting to develop the FY2021 Budget, which will be completed next week. The College is budgeting for a 15% decrease in enrollment and 10% decline in the State appropriation. The focus is on Trustee Kahn's slogan "cash is king," with particular attention to the fact that student payments were significantly lower in spring 2020.

*This coming Thursday would have been Commencement, which will now be held virtually in late June. Names will be read, and there will be gowns distributed, photos taken, and gifts given. There will also be both a student speaker and singer. Graduates will be invited to participate in the May 2021 ceremony.

*Vice President Buckley provided updates regarding our institution-wide accreditation agency, NECHE (formerly called NEASC). After the closing of Mount Ida College, NECHE and DHE introduced a template pertaining to financial information for private colleges. The template was adapted from one first

developed by Parthenon-EY for the DHE. NECHE is aware of all of the changes colleges have had to make during the pandemic, and colleges have not had to submit substantive change reports to NECHE concerning the move to remote instruction. The President of NECHE, Barbara Brittingham, is stepping down. Generally, the College has had a positive experience working with NECHE/NEASC.

COMMUNICATIONS

April Clery and State Police Reports

Director of Public Safety O'Connell reported all zeros for the April Clery and State Police Reports. Chair Peisch expressed appreciation on behalf of the Trustees for all of Public Safety's efforts in the midst of the pandemic.

2020/2021 DRAFT MEETING SCHEDULE

Chair Peisch reviewed the 2020-2021 meeting schedule. It is possible there will be a meeting in July or August.

ADJOURNMENT

Trustee Schmalensee moved to adjourn the meeting, and Trustee Sherry seconded the motion.

The motion passed via the following roll call vote: Trustee Kahn – YES; Trustee Lassiter – YES; Trustee Lish - YES; Chair Peisch – YES; Trustee Pyrtel – YES; Trustee Schmalensee – YES; Trustee Sherry – YES; Trustee Silva – YES; and Trustee Thorne – YES.

The meeting adjourned at 9:54 am.



6/16/20

Thomas Peisch, Chairman

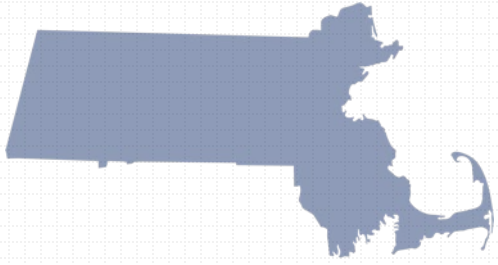
Date



6/16/20

David Podell, President

Date



Opportunities: Marketing, Recruitment & Enrollment

Leveraging challenging and
uncertain times



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May 19, 2020

Recruitment & Marketing

Since March 2020 all on- and off-campus admissions/recruitment events moved to remote – NOT CANCELLED!

- Admissions has hosted 36 virtual information sessions since March 2020
- 21 more sessions scheduled until the end of June 2020
- Hosted 30 counselors for a virtual Guidance Counselor Breakfast on May 1, 2020



Recruitment & Marketing (cont'd)

The College hosted its first ever virtual Open House on Saturday, May 2, 2020.

- Two hours of pre-recorded and live content on a web page now being reset as an active resource for prospective students
- 174 unique visitors to the event, not including MassBay staff or faculty (384 as of 5-18-20)
- Could have been as many as 350 total guests, since families attended together

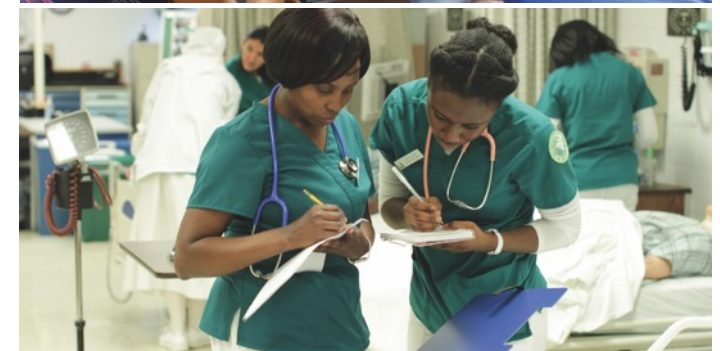


Recruitment & Marketing (cont'd)

Chat feature added to the Admissions web page and staffed by live Admissions team members.

Actively adding summer session classes geared toward high school students to earn college credits.

Promoting online programs in cyber security, paralegal studies, and business.



Recruitment & Marketing (cont'd)

Redirected marketing dollars to digital advertising.

- Purchased over 5000 names of recent HS seniors who took the SATs, targeting their mobile devices with display ads, video ads, and audio spots on Spotify and Pandora
- Promoting summer and fall – online and remote – at affordable prices
- Beginning ad campaign aimed at admitted students to keep their focus on MassBay



Digital Marketing



MASSBAY
COMMUNITY COLLEGE

**SAME
COLLEGE
COURSES**

**MUCH
LESS
\$\$**

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TO REGISTER FOR
FALL 2020**



**Fall Registration Opens
May 11, 2020**

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COMMUNITY COLLEGE

**Virtual
OPEN
HOUSE**

HEALTH SCIENCE

MAY 2, 2020



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Digital Marketing (cont'd)

Ad targeting on Facebook, Instagram, Google Adwords, and Q1 Media (behavior and mobile device IDs):

- First Gen students 18 to 40 years old
- Diversity groups: Brazilian/Portuguese-speaking, Haitian Creole, Hispanic, African American, Asian
- Veterans/Military
- Interest in college, Interest in Health, business, STEM/Engineering, and Nursing



Thank You!

Questions?

Opportunities: Marketing, Recruitment, and Enrollment

