

## **Minutes of the MassBay Community College Board of Trustees Meeting Tuesday, February 2, 2021, by Webex and Facebook livestream**

Board Members Present: Tim Clifford, Matt Kahn, Sandy Lish, Paulo Machado, Tom Peisch, Mikael Pyrtel, Rodolpho Sanz, Diane Schmalensee, Lili Silva, Dune Thorne, Wendy Vincent

Trustee Clifford departed the meeting at 9:35.

Guests Present: Tom Cleverdon, Foundation Executive Board Member

Staff Present: Steve Baccari, Comptroller; Elizabeth Blumberg, Vice President for Student Development and Dean of Students; Elizabeth Borg, Special Assistant to the President/Capital Campaign Director; Karen Britton, Executive Director, Office of the President; Neil Buckley, Vice President for Finance and Administration; Don Copson, Director of End User Services; Curtis Cormier, Chief Information Officer; Lauren Curley, Director of Procurement and Business Operations; Lynne Davis, Dean of Health Sciences; Joe DeLisle, Director of Facilities; Marcus Edward, Assistant Vice President for Finance and Administration; Howie Ferris, Interim Dean of Automotive Technology; Lynn Hunter, Vice President for Academic Affairs and Provost; Courtney Jackson, Vice President for Institutional Effectiveness and Strategic Initiatives; Chitra Javdekar, Dean of STEM; Nina Keery, Dean of Humanities and Social Sciences; Chris LaBarbera, Assistant Provost; Sue Maggioni, Dean of Business and Professional Studies; Lynn Moore, Chief Diversity Officer; Vinny O'Connell, Director of Public Safety; David Podell, President; Lisa Slavin, Assistant Vice President for Enrollment Management; Jeremy Solomon, Vice President of Institutional Advancement, Marketing, and Communications; Samaria Stallings, Executive Director of Human Resources; Sunny Stich, Director of Grants Development; Richard Williams, Associate Dean for Student Success

### **CALL TO ORDER**

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

### **WELCOME NEW TRUSTEE WENDY VINCENT**

Chair Peisch and all Trustees welcomed new Trustee Wendy Vincent. Trustee Vincent's cv is included in the binder.

### **HONORING TRUSTEE PAM LASSITER**

Chair Peisch acknowledged Trustee Patricia (Pam) Lassiter and thanked her for her contribution during her three and a half years as Trustee. He noted her service as chair of the Student Success Committee and as a member of the Presidential Evaluation Committee. Chair Peisch presented Trustee Lassiter with two resolutions, one from MassBay and one from the Massachusetts House of Representatives. Trustee Lassiter thanked the Trustees, particularly Trustee Schmalensee for getting her interested in the College, as well as President Podell and the faculty and staff. She also read a beautiful poem.

Chair Peisch called for a motion to honor Trustee Lassiter. The motion passed via the following roll call vote: Trustee Clifford – YES; Trustee Kahn – YES; Trustee Lish – YES; Trustee Machado – YES; Chair Peisch – YES; Trustee Pyrtel – YES; Trustee Sanz – YES; Trustee Schmalensee – YES; Trustee Silva – YES; Trustee Thorne – YES; Trustee Vincent - YES

### **REVIEW AND APPROVAL OF DECEMBER 8, 2020, MEETING MINUTES**

**MOTION:** Trustee Schmalensee motioned to approve the minutes of the December 8, 2020, meeting, and Trustee Pyrtel seconded the motion.

The motion passed via the following roll call vote: Trustee Clifford – YES; Trustee Kahn – YES; Trustee Lish – YES; Trustee Machado – YES; Chair Peisch – YES; Trustee Pyrtel – YES; Trustee Sanz – YES; Trustee Schmalensee – ABSTAINED; Trustee Silva – ABSTAINED; Trustee Thorne – YES; Trustee Vincent - ABSTAINED

## **FINANCE ITEMS**

President Podell reported that the budget the Trustees passed last spring was provisional because there were, at the time, several unknowns. Given the pandemic, the College had projected enrollment to be down 15% from the previous year, but it is down less – under 9.8% in the fall semester and, as of now, 14.9% in the spring semester. The State appropriation also ended up better than projected: it was budgeted to be 10% down compared to last year and came out even. The administration will present a final budget at the next meeting but presents an updated one now to allow the College to allocate some funds to several time-sensitive initiatives. While the current budget is in good shape, the administration has concerns about the next two fiscal years when the College will presumably no longer be remote (incurring the expenses associated with being open, e.g., the cost of heat, water, transportation) but when enrollment is likely to be down.

Vice President Buckley reviewed the college's FY2021 budget, comparing the original provisional budget to the revised budget presented today. The College's two main revenue sources are tuition and state appropriation. As described above, both exceed projections. The College is under budget in terms of expenses by over \$350,000, primarily due to lower administrative, energy, and transportation costs with the College being remote. Adjunct faculty expenses are up, given payments for course overloads and technology-related trainings. Compared to the provisional budget approved in the spring, the current proposed budget-to-actual is nearly \$300,000 better than projected. In addition, the federal government has granted CARES Act funding to the College for both the institution and students. In the first CARES Act, which was awarded in the fall, half (\$900K) was disbursed to students in direct aid, and the other half (\$900K) for direct aid for the College's operating budget. This spring, funding from the CARES Act II will be more than doubled to \$4 million, \$900,000 of which must go to students for direct costs, including tuition and fees, and the rest \$3.1 million) is for the College to cover COVID-related expenses. The money does not have to be spent until December 2021, which will be helpful in FY2022. The College anticipates the federal government will pass a CARES Act III, as well. The current year's proposed budget is balanced without the extra funds that we will receive in CARES Act II and that we anticipate in CARES Act III. The College will also likely not need any of the \$550,000 rollover from last year's surplus that was included in the provisional budget.

Vice President Buckley then reported the following in terms of the provisional budget:

### **FY2021 Budget vs. Actual Comparison Report as of December 2020 and Revisions to FY2021 Provisional Budget**

On the revenue side, the revised operating budget projects a 12% decline in enrollment, compared to a decline of 15% per the original board-approved provisional budget, leading to a projected \$922,000 increase in tuition and fees revenue. The budget is slightly improved also in part due to the \$17.8 million state appropriation, which is \$1.8 million higher than what was projected. There is a shortfall in contracts, commissions, and other revenue due to a decrease in interest income and commissions from the food service and the bookstore. CARES Act I funding factored into this budget; the College has not yet received CARES Act II funding so it is not incorporated into this budget. The majority of the CARES Act II funds will be spent in FY2022. Net revenue has increased by \$2.4 million when compared to the original board-approved provisional budget. On the expense side, there are minor additions, but more decreases due to remote learning and remote work as reported previously. The revised budget shows \$883,000 in additional expenses due to adjunct faculty courses and training, which will be offset by a \$1.6 decrease in expenses due to remote learning. MassBay funds certain capital projects itself; others are also funded by DCAMM and Title III.

## **FY2021 Budget vs. Actual Comparison Report as of December 2020**

**MOTION:** Trustee Schmalensee moved to approve the FY2021 Budget vs. Actual Comparison Report as of December 2020, and Trustee Clifford seconded the motion.

The motion passed via the following roll call vote: Trustee Clifford – YES; Trustee Kahn – YES; Trustee Lish – YES; Trustee Machado – YES; Chair Peisch – YES; Trustee Pyrtel – YES; Trustee Sanz – YES; Trustee Schmalensee – YES; Trustee Silva – YES; Trustee Thorne – YES; Trustee Vincent – YES

**MOTION** Trustee Schmalensee moved to approve the FY2021 Provisional Budget, and Trustee Clifford seconded the motion.

The motion passed via the following roll call vote: Trustee Clifford – YES; Trustee Kahn – YES; Trustee Lish – YES; Trustee Machado – YES; Chair Peisch – YES; Trustee Pyrtel – YES; Trustee Sanz – YES; Trustee Schmalensee – YES; Trustee Silva – YES; Trustee Thorne – YES; Trustee Vincent – YES

## **Enrollment Comparison Report**

Vice President Buckley presented a comparison of enrollment over the past five years at the 15 community colleges. Enrollment is down at all schools. MassBay is doing slightly better than the system-wide average. It is likely this downward trend will continue until 2023 given the demographics in New England. There are some unknowns including the post-pandemic economic situation and funding for community colleges. Only 35% of classes at MassBay are taught by full-time faculty, a fact that takes off some of the financial pressure from declining enrollment.

## **Student Accounts Receivable Report, Cash Comparison Report and Cash Position by Month**

Thanks to the excellent work of the Student Accounts staff, receivables are down by 7% compared to last year. There is a \$2.3 million improvement in MassBay's cash position compared to last year. The College's cash is invested in the Massachusetts Municipal Depository Trust (MMDT), which is currently only paying 17 basis points in annual interest. Vice President Buckley suggests that the Board review MassBay's draft investment policy, which was prepared in December, 2017. The cash report does not include any of the additional funds from the CARES Act II. It was noted that \$5 million has been committed to new building by the Trustees, if that sum is not raised in the Capital Campaign. It was further noted that the reserves have grown significantly since President Podell became President.

## **Contracts Report**

Vice President Buckley reviewed five new contracts over \$35,000. The first two – the Carey Building elevator and rooftop replacement unit – are being paid for by DCAMM. Other contracts are for marketing and communications, media services, and COVID testing, which is being funded through the CARES Act. MassBay is the first community college to do mandatory testing. Chair Peisch also acknowledged Director of Facilities DeLisle and his team for their work on renovating the cafeteria before the pandemic caused the campus to be closed.

## **Reconciliation of Board Reports to Audited Financial Statements**

At the end of each fiscal year, MassBay receives financial statements including items paid for outside of MassBay and therefore beyond the purview of the Finance Office and Board of Trustees, but nonetheless put into the College's financial statements. Assistant Vice President Edward reviewed the reconciliation documents, noting items such as fringe benefits covered by the state, student financial aid, scholarships and grants, all of which are

significant items included in the financial statements. These items are not included in the budget-to-actual report. On the revenue side, there is a \$11.9 million difference between the budget the Trustees received and the audited statements. On the expense side, there is \$12.3 million difference between the budget the Trustees received and the audited financials.

### **Preliminary Review of Purchasing Guidelines**

The Purchasing Guidelines document was reviewed at last week's Finance, Compliance, Personnel, and Audit (FCP&A) meeting. Procurement is also part of the current trainings required for Trustees by the Department of Higher Education (DHE). President Podell praised Director of Procurement and Business Operations Curley for all she has accomplished during the pandemic.

### **Preliminary Review of Ratio Analysis**

The Ratio Analysis was prepared by O'Connor and Drew, which completed an independent audit of all of the community colleges and seven of the nine state colleges. MassBay is designated as number 15 on the charts of community college data. Four ratios come from the U.S. Department of Education. Although MassBay ranks in the middle in terms of enrollment, the College is first, second or third (out of 15) in the ratios. The Composite Financial Index is based on all the ratios. On it, MassBay is rated first when GASB 68 (pensions) and GASB 75 (postemployment benefits and other pensions) are factored in. The report at the next FCP&A meeting will include the numerators and denominators to help make them more clear. EY Parthenon's study identified four community colleges at risk in terms of liquidity. MassBay was not one of the four, having enough liquidity in case of an emergency. Further, MassBay stands out for spending less than the community college average to educate its students.

### **COMPLIANCE ITEMS**

Vice President Jackson reported that she and Comptroller Baccari met with the Grants and Student Development staff members, as part of the Compliance Committee's review. They further noted that number of required reports have been submitted to state and federal agencies on time since their last report.

### **PERSONNEL ITEMS**

Executive Director Stallings reviewed the Personnel Actions and Recruitment Reports. In January, Lianne Lowell left her position of Administrative Assistant in the Academic Achievement Center. Executive Director Stallings reported that Robyn Butterfield has been promoted from Senior Associate Director to Director of Financial Aid. The College is recruiting for the Dean of Automotive Technology position and three faculty positions.

### **ENROLLMENT REPORT**

Assistant Vice President Slavin reported that MassBay is currently down 14.9% from last year in FTE for the spring semester. Enrollment for the "Eight Week Two" (late starting) semester is coming up soon. Enrollment Management is currently focusing on the summer semester, for which registration opens March 1. In April, the focus will turn to the Fall 2021 semester. She further reported that Early College courses are again being offered. With money from the state, staff are working with high school students who did not complete the MCAS. They are also reaching out students who did not continue their studies at MassBay this past year. There has been a renewed focus on personal engagement and creating awareness in the community using new virtual methods.

### **FOUNDATION & CAPITAL CAMPAIGN REPORT**

President Podell welcomed Foundation Executive Board member Tom Cleverdon, who reported the following:

### Fundraising

- Almost \$300,000 has been raised year to date, slightly above last year.
- The year-end campaign raised more than \$75,000, a 57% increase over last year.

### Scholarships

- Spring scholarship season is underway. Over 1,000 applications have been received, with almost \$200,000 in awards offered to students.
- Faculty and staff created two new scholarships in January, in addition to the those already in place.

### Foundation Board

- Since the fall, five new members have been welcomed to the Board. One additional member is in the process of being recruited.

Mr. Cleverdon stated that the Foundation Board is sad to see Vice President Mary Shia leave MassBay. The members thank her and wish her well.

The Trustees are invited to the upcoming Foundation Board meeting in April.

\*Special Assistant to the President Borg reported the following:

### General Progress

The campaign has raised nearly \$775,000 in gifts and pledges, in addition to the \$300,000 from the Jacobs Foundation that funds her position. David Bennett, Senior Vice President of Middlesex Savings Bank, accepted President Podell's invitation to join the Campaign Steering Committee. The campaign has entered a period of submitting major requests to the state, federal government, and key private foundations.

### Events

A series of awareness events entitled, "Achieving Equity and Prosperity through Career Pathways," featuring guest speaker Dr. Larry Summers, Rev. Dr. J. Anthony Lloyd, Dr. David Podell, and Dr. Lynne Davis will begin on February 16. These events are an opportunity to tell MassBay's story, state its case, and illustrate its value to the post-pandemic economy. Dr. Summers will speak about the essential role of community colleges in American society, and Reverend Lloyd and Drs. Podell and Davis will speak about the transformative economic impact MassBay's new Center in Framingham will have in the community. We anticipate that these events will generate new excitement, momentum and visibility for the campaign. She thanked Dick Schmalensee for persuading Dr. Summers to serve with him on the Steering Committee and to speak at all four gatherings. She also thanked Trustee Schmalensee, Trustee Thorne, Michelle Drolet, Becky Kannam, and Steve Hibbard for personally inviting and securing attendance from numerous key prospects.

### Framingham Advisory Committee

At the suggestion of Trustee Thorne, President Podell established the Framingham Advisory Committee to help the College maximize the impact of the new Health Sciences building and make connections within the community. There will be eight or nine members, including senior leadership from Greater Framingham Community Church, the Framingham Public School District, the MetroWest Health Foundation, Leadership MetroWest, and Sanofi/Genzyme. The first meeting will be in mid-March, and following meetings will be held quarterly.

Trustee Lish indicated she has ideas on outreach and Advisory Board membership, and she will connect with President Podell and Special Assistant Borg.

## **BOARD COMMITTEE UPDATES**

### **Bylaws Committee**

Committee Chair Clifford reported that Chair Peisch suggested the Bylaws Committee review the Bylaws periodically. Each community college has its own bylaws. The last major revision to MassBay's Bylaws was to the section on remote participation in January 2019. The updated Bylaws will be presented at the March Trustee meeting for Trustee consideration and voted on at the April meeting. Chair Peisch indicated that Legal Counsel Ken Tashjy was involved in the review process and gave helpful insights.

## **PROFESSIONAL DEVELOPMENT FOR SPRING SEMESTER REGARDING EQUITY AGENDA AND REMOTE/ONLINE TEACHING**

Assistant Provost LaBarbera shared the calendar of professional development activities for the month of January. In addition to an *Online Refresher Academy* for 20 faculty, sessions on Blackboard and Webex were offered. He thanked Bernie Sibuma, Assistant Director of Online Learning, and Chris Daniele, Coordinator of Instructional Technology, for their work. He then presented the agenda for this week's Professional Development Day. The three themes are the equity agenda, remote work, and student mental health. The keynote speaker will be Dr. Estela Bensimon, Dean's Professor in Educational Equity at the University of Southern California (USC) and author of From Equity Talk to Equity Walk, which has been mailed to all employees.

Dean Keery provided background on MassBay's three Faculty Learning Community cohorts. One is currently focusing on the College's equity initiatives, and Dr. Bensimon will be working with this group in March. The other two cohorts will focus on Remote Learning and Growth Mindset/Mindfulness. Executive Director Stallings reported that Human Resources is offering various initiatives to keep employees engaged during the pandemic, including hosting its Employee Recognition Program at the end of Professional Development Day. Other offerings include Diversity and Search Committee trainings, Lunch and Learn sessions, and online courses through the Employee Assistance Program (EAP).

## **EXECUTIVE REPORTS**

### **Student Trustee**

Student Trustee Machado shared the activities of Student Government Association (SGA) since the last meeting. In 2020, SGA opened the Textbook Fund for Winter Intersession courses, and awarded approximately \$1,500 to students. It has opened the fund for 2021 as well, and awarded close to 120 students \$14,000 for textbooks and course materials. The College provided additional funding to make this possible, and students can still apply for additional funds from this source. Trustee Machado shared that he encouraged a fellow classmate to apply, and he was pleased that the person's application was approved and the book arrived yesterday. In addition, SGA is hosting Game Night on Fridays to bring more social activity to students. Finally, at this week's Professional Development Day, there will be a panel on Student Perspectives and Experiences, including students from different majors, backgrounds, and areas and hosted by Associate Dean for Student Success Williams. Trustee Machado encouraged Trustees to attend.

### **Board Chair**

Chair Peisch announced the appointment of Trustee Pyrtel as chair of the Student Success Committee and thanked Trustee Pyrtel for his willingness to serve. Chair Peisch reported that the DHE has tried to make the scheduling of its trainings more easily accessible. He also mentioned that the position of community college "segmental rep" to the Board of Higher Education has become open. Filling it is to occur shortly. It remains to be seen what the long-term effect of the EY Parthenon study will be. Finally, all Trustees are encouraged to obtain a MassBay email address for use in college business.

### **President**

President Podell provided the following updates:

\*Spring semester began a few weeks ago. Planning for summer (which will be remote) and fall (the format for which is yet to be determined) are underway.

\*Mandatory COVID testing for employees and students who go to the three campuses regularly will begin shortly. The College hired a staff member to oversee the administration of the testing program. There has been cooperation from both employee unions in implementing this program.

\*MassBay, in partnership with Framingham State University, was awarded a grant from the American Association of Community Colleges (AACC) for an Equity Transfer Initiative, which seeks to increase transfer rates for African American, Hispanic, adult, and first-generation learners.

\*Mary Shia has resigned as Vice President for Advancement and Alumni Relations. The entire College wishes her well. Jeremy Solomon has been promoted to Assistant Vice President for Institutional Advancement, Marketing, and Communications.

## COMMUNICATIONS

### Reports from the Office of Public Safety

Director O’Connell presented the December 2020 Clery and State Police reports, which showed all zeros.

## ADJOURNMENT

**MOTION:** Trustee Pyrtel moved to adjourn the meeting, and Trustee Lish seconded the motion.

The motion passed via the following roll call vote: Trustee Lish – YES; Trustee Machado – YES; Chair Peisch – YES; Trustee Pyrtel – YES; Trustee Sanz – YES; Trustee Schmalensee – YES; Trustee Silva – YES; Trustee Thorne – YES; Trustee Vincent - YES



3/2/21



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Thomas E. Peisch  
Chairman  
Board of Trustees

Date

David Podell  
President  
MassBay Community College

Date