

**Minutes of the MassBay Board of Trustees Meeting, Tuesday, September 14, 2020,  
by WebEx and Facebook livestream on MassBay web site [www.massbay.edu](http://www.massbay.edu)**

Board Members Present: Tim Clifford, Pam Lassiter, Sandy Lish, Michael Patriacca, Tom Peisch, Mikael Pyrtel, Rodolpho Sanz, Diane Schmalensee, and Dune Thorne

Staff Present: Steve Baccari, Comptroller; Elizabeth Blumberg, Vice President for Student Development and Dean of Students; Phara Boyer, Director of Corporate Partnerships and Workforce Development; Karen Britton, Executive Director, Office of the President; Don Copson, Interim Chief Information Officer; Lauren Curley, Director of Business Operations and Purchasing; Lynne Davis, Dean of Health Sciences; Joe DeLisle, Director of Facilities; Sheila Donlon, Director of Student Accounts; 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; Chitra Javdekar, Dean of STEM; Nina Keery, Dean of Humanities and Social Sciences; Chris LaBarbera, Assistant Provost; Rob Lilley, Dean of Automotive Technology; Lisa MacDonald, Director of Equity Compliance; Sue Maggioni, Dean of Business and Professional Studies; Alison McCarty, Interim Assistant Vice President for Enrollment Management; 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; Jeremy Solomon, Interim Director of Marketing; Samaria Stallings, Executive Director of Human Resources; Sunny Stich, Director of Grants Development; Richard Williams, Associate Dean for Student Success,

**CALL TO ORDER & INTRODUCTIONS**

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

**PRIOR MEETING MINUTES**

**Approval of July 14, 2020, Meeting Minutes**

**MOTION:** Trustee Lassiter moved to approve the minutes of the July 14, 2020, meeting, and Trustee Clifford seconded the motion.

The motion passed via the following roll call vote: Trustee Clifford – YES; Trustee Lassiter – YES; Trustee Lish – YES; Trustee Patriacca – YES; Chair Peisch – YES; Trustee Pyrtel – YES; Trustee Sanz – YES; Trustee Schmalensee – YES; Trustee Silva – ABSTAINED; and Trustee Thorne – YES.

**\*FINANCE ITEMS**

**FY2020 Budget vs. Actual Comparison Report**

Assistant Vice President Edward reported the following:

Prior to the pandemic, MassBay was on target to finish the fiscal year right on budget. However, with the pandemic, the College ended the fiscal year with a \$2.9 million surplus.

On the revenue side, the College came in at \$521,000 or 1.4% better than budget, as noted in the following areas:

\*Tuition and fees came in at \$400,000, or 2.1% better than budget. The College budgeted a 5.5% decline in enrollment, and fall enrollment came in on budget. Spring enrollment was down 3.5%, 2% better than budget. Summer enrollment was up 5.7%, 11.2% better than budget.

\*State maintenance appropriation came in at \$187,000 or 1.1% better than budget. The College also received \$490,000 from the state to fund MCCC collective bargaining increases for the last two years. The amount received for the collective bargaining increases was higher than the amount budgeted.

\*With regard to contracts, commission, and other revenue, the College missed its revenue target by \$70,000, or 6.8%. This was due to a decrease in the interest income from the Massachusetts Municipal Depository Trust (MMDT), as interest rates declined sharply. The interest rate went from a healthy 1.85% at the beginning of the year, to a meager .41% as of the end of the fiscal year. The current MMDT interest rate is .25%. Due to the pandemic, MassBay has also experienced a reduction in commissions from the bookstore and food service.

On the expense side, in total, MassBay came in at \$2.4 million, or 8.3%, better than budget, due mainly to the fact of remote operations. The College came in at \$306,000 better than budget in the permanent staff line, due to vacant full-time positions. Additional expenses were incurred in the part-time, overtime, and operational services lines to help with the permanent staff vacancies. For the adjunct faculty line, the College came in \$45,000 over budget. This increase is consistent with the favorable student enrollment numbers for the spring and summer semesters. The College came in at \$311,000 over budget in the part-time employee expense line. In addition to using part-time help to fill the void left by permanent staff vacancies, MassBay incurred \$164,000 of COVID-19 related expenses to train faculty for the move to online and for online course development. The College came in at \$220,000 better than budget in the local fringe payments line, due to the increase in the state appropriation and the favorable variance in the permanent staff expense line, and \$1.1 million better than budget in the administrative expenses line. The College's contingency is budgeted in this line. The contingency was \$446,000 in fiscal year 2020. It is \$570,000 for fiscal year 2021. Expenses in this category include catering, printing, conferences, training and registration fees, out of and in state travel, office supplies, and postage and shipping. MassBay came in \$382,000 better than budgeted in the energy costs/facilities rental line. This is due to savings on the new Framingham lease and energy savings from remote work. The College came in \$235,000 better than budget in the maintenance/construction expense line, due to remote work, and \$227,000 above budget in the information technology expense line, due to \$260,000 of COVID-19 related expenses, primarily laptops for employees and Chromebooks for students. The Capital budget was \$860,000. The pandemic brought all proposed capital projects to a halt. As a result, \$494,000 of that budget remained unspent.

**MOTION:** Trustee Schmalensee moved to approve the Budget vs. Actual Report as of June, and Trustee Clifford seconded.

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

## **FY2021 Budget Update and Discussion**

The State appropriation has been approved through October 31 at the same level as fiscal year 2020. More information on the remainder of the fiscal year will be shared once it has been made available. The College budgeted a 15% decline in enrollment for the year and is currently down 9.6% for the fall semester. It is not clear how enrollment for the remaining semesters will pan out.

## **Student Accounts Receivable and Cash Comparison Report – June and July**

### **Student Receivables and Cash as of June 30**

Overall, receivables are up by \$180,000, or 10%. There is an uptick in receivables of \$43,000 for the spring semester. There is also an uptick in receivables for the summer semester of \$75,000. Revenue increased by \$182,000 this summer compared to the summer 2019. This increase in summer revenue is consistent with

the 5.7% increase in summer enrollment. Cash increased by \$2.4 million year over year. As noted, MMDT's interest rate at the end of June was .41%.

#### Student Receivables and Cash as of July 31

Overall, receivables decreased by \$1.1 million, or 17%, because students are registering late. Fall receivables show a decrease of \$1.3 million, and revenues show a decrease of \$4.4 million. There is an uptick in receivables for the spring semester of \$45,000. There is also an uptick in receivables for the summer semester of \$97,000. Revenue increased by \$218,000 this summer compared to summer 2019. This increase in summer revenue is consistent with the 5.7% increase in summer enrollment. Cash increased by \$2.3 million in July compared to last July. MMDT's interest rate at the end of July was .29%.

#### **Cash Position by Month – June and July Reports**

The monthly cash comparison charts through the end of June and July were reviewed.

#### **Contracts Report**

A list of current contracts was reviewed. The Wellesley campus roadway project will be completed by the end of September. Sierra Cedar has been hired as a contractor for PeopleSoft Managed Services. A consultant with Wiesen has been hired for grant writing services.

#### **\*PERSONNEL ITEMS**

##### **Personnel Actions Report**

Executive Director Stallings reviewed the Personnel Report. Elisabeth Borg has been hired as Special Assistant to the President/Capital Campaign Director, a position funded by the Jacobs Foundation. Jeremy Solomon has returned to the College as Interim Director of Marketing and Communications. Phara Boyer is in a new role as Director of Corporate Partnerships and Workforce Development. Six employees have left the College.

##### **Recruitment Report**

Executive Director Stallings reviewed the Recruitment Report. All searches for Faculty positions in Biology, Anatomy & Physiology, English, Associate Degree Nursing, Emergency Medical Services, Computer Science and Practical Nursing have been completed successfully.

#### **\*AUDIT & COMPLIANCE**

##### **Audit Update**

Assistant Vice President Edward reported that the College currently has five audits underway. Typically, there are three audits each year: the College's financial audit, the Foundation's financial audit, and the College

audit of financial aid and federal funds known as the Uniform Guidance audit (formerly known as the A133 audit). These audits are being done by MassBay's auditors, O'Connor & Drew. There is also an audit of state financial aid, which occurs every three years, as well as an audit by the State Auditor concentrating on purchasing cards and College inventory.

## **Report from Compliance Committee**

Comptroller Steve Baccari reported that the Compliance Committee has held meetings with various offices to review controls and processes and discuss possible changes. The Committee will generate a report once the meetings have been concluded. Vice President Jackson reported that eight of the reports on the Compliance Calendar were submitted on time. Chair Peisch commended the work of the committee.

## **ENROLLMENT REPORT**

Interim Assistant Vice President McCarty reported that, although applications for fall 2020 were up 11% over last year, registrations for both new and returning students are down 9.6 % in FTE for the fall. This is relatively good news, given the projected budget having been based on an enrollment decline of 15%. For new students, the College is down in headcount only 1.3% (5.1% in FTE). For returning students, the College is down 10.3% in headcount (12% in FTE). Factors contributing to a better than expected enrollment picture include extending the admissions application deadline by a few days, adding placement testing dates and testing alternatives, adding two additional orientation sessions during the first week of classes, dropping fewer students for non-payment (due to a lot of hard work on the part of Financial Aid and Student Accounts to get more students to pay), and adding a new two-way texting platform to reach applicants.

President Podell acknowledged the great team effort of faculty and staff in recruiting and advising students. Compared to the other community colleges, MassBay is doing well in terms of forecasted and actual enrollment numbers, although the final numbers could change when the enrollment books are closed. He thanked Interim Vice President McCarty for stepping in and doing an excellent job while also continuing in the role of Director of Admission. He noted that in times of high unemployment, there is usually an uptick in enrollment. The pandemic and related childcare and school issues may change that picture this year.

## **DASHBOARD**

Vice President Jackson reviewed highlights of the Student Success, Academics, and Finance sections of the Dashboard. Fall 2019 to spring 2020 retention is constant at 80%. Full-time faculty taught 43% of sections during the 2019-2020 academic year. Because of the 9.6% decline in FTE enrollment, the College will need to plan to offer fewer sections in spring 2021 than we did in spring 2020. MassBay's Practical Nursing program was recently ranked #1 in Massachusetts for 2020 by PracticalNursing.org, a nursing advocacy organization. The main reason was the high pass rate on the RN licensing exam. There are 31 new Associate in Nursing degree students registered for fall 2020. The College was awarded \$5,857,247 in new grants during FY20.

## **FOUNDATION AND CAPITAL CAMPAIGN REPORT**

Vice President Shia reported that FY20 was a strong year for fundraising. Donors responded generously to appeals for the Student Hunger Fund and the Emergency Fund, in the wake of COVID-19. Many major donors increased their giving. She summarized as follows:

\$756,547.00 has been raised for the Capital Campaign in FY20. This number included gifts and pledges from faculty and staff, Trustees, Foundation Board members, friends of the College and a \$100,000 pledge from Middlesex Savings Bank, as well as \$163,333 from the state in the state match gift program that was available in FY20.

\*\$532,475 has been raised for Foundation initiatives, including \$242,445 in grant funds. The budget was \$307,000.

\*Total fundraising for FY2020 was \$1,289,022.

\*Similar to the July Hunger Fund event, another virtual gathering has been scheduled on September 24 for donors who supported the Emergency Grant Fund.

\*In mid-November there will be a virtual event to celebrate scholarship recipients, instead of the traditional Donor Dinner. The Advancement Team is working on the details and looking forward to showcasing MassBay's students.

With regards to the fall 2020 Scholarship Season, the Foundation allocated \$30,000 in scholarships to help students clear outstanding balances, which helped to keep students enrolled. The goal is to disburse almost \$170,000 during the fall semester.

## **COMMITTEE REPORTS**

### **Presidential Evaluation**

Committee Chair Lish reported that the Presidential Evaluation Committee is in the final stages of its work, and President Podell's evaluation will be submitted this week. Its focus is on equity, closing the achievement gap, and improving success rates. She thanked everyone who participated in the survey, which was low on student responses, which is typical. Vice President Jackson's data show how well MassBay is doing under President Podell's leadership. Trustee Lish acknowledged that President Podell has said he will not accept a salary increase, but the Committee will recommend the largest one nonetheless. Chair Peisch recognized the efforts of the committee, and Trustee Lish thanked Trustee Schmalensee for her work on the survey and Executive Director Britton for her work as well.

## **SPECIAL REPORTS**

President Podell reported on the following:

### **COVID-19 Update**

All summer classes were remote, with the exception of Automotive in Ashland, Health Sciences in Framingham and Biotechnology in Wellesley. The PACES document outlines safety measures, including cleanings and testing. A total of 250 people are going to the campuses, including faculty, students and, essential staff from Campus Safety, Facilities, IT, and Purchasing. Anyone else may come to campus by permission only. Impact bargaining is ahead, although local leaders have already given their assent to the College's safety and testing plans. The College is working with the local Boards of Health in all three of our communities. He acknowledged the Emergency Response Team, in particular the Committee of Five (Liz Blumberg, Lauren Curley, Courtney Jackson, Vinny O'Connell, and Jeremy Solomon) which is operationalizing the College's safety plans. The College is now looking ahead to spring semester, and will be making an announcement soon about staying remote, due to continuing concerns about the College's inability to social distance given that there is not enough space in the classrooms, halls and cafeteria, as well as on public transportation. The health and safety of all employees and students is the top priority.

### **Equity Agenda Update**

Chief Diversity Officer Moore reported that, since Commissioner Santiago's identification of closing equity gaps as the priority of the State, the MassBay team has done much work. Unlike statewide patterns, at MassBay Black females have the highest completion rate in comparison to Black, Latinx, and white males and females. He notes that George Floyd's killing has had a significant impact on the college community, and the President's Town Hall in response to this was very moving. He and Director

MacDonald chair a committee that is looking for systemic racism in MassBay's policies and procedures and that will make recommendations for establishing more equitable policies and procedures. Over the summer, he and Director MacDonald met with Public Safety, the College updated the web site with a statement on equity, and the Cabinet participated in book readings. It is now time for everyone to reflect on their roles and focus on how to best move forward. Dr. Moore is pleased with what MassBay has accomplished and to be part of this initiative.

Director of Equity Compliance MacDonald reported that MassBay is hiring and retaining more people of color, following training that took place last year. She and Director Moore are collaborating with the Criminal Justice faculty to think about directions that program might take in the future. Several staff are attending an Anti-Racism conference next week, and will be presenting on the topic at the upcoming Professional Development Day.

## **EXECUTIVE REPORTS**

### **Student Trustee**

Trustee Patriacca reported that Student Government Association (SGA) met continuously throughout the summer and is looking for more members. Students are doing well in spite of the pandemic. Ninety of 172 applicants received funds for textbook scholarships. Students are keeping an open mind in terms of what keeps students safe.

### **Board Chair**

Chair Peisch reported that he and Committee Chair Clifford expect to convene a meeting of the Bylaws Committee shortly to consider some changes recommended by General Counsel Tashjy. He reminded the Board that it voted on a substantive change to the Remote Participation provision in 2019, and that the last previous Bylaws review took place in 2015. Any proposed Bylaws changes will be presented at a future meeting.

Chair Peisch also noted that the 60<sup>th</sup> anniversary of the College's founding is coming up, and that the celebration may be combined with the groundbreaking for the Health Sciences building.

### **President**

President Podell reported the following:

\*Professional Development Day is September 29. The topic is Remote and Online Learning and it will include a session relating the main topic to the Equity Agenda.

\*The class maximum size has been lowered from 32 to 24 for the subset of classes that have a 32 student maximum, with the exception of the Associate Degree of Nursing classes, which will remain at 32. A maximum of 24 is expected to contribute to student success and will somewhat relieve the burden on faculty as they teach in a remote mode.

President Podell gave a presentation on the new Health Sciences Building. He reminded the Board that it has committed \$5 million from reserves to the project if the College is unable to achieve its \$5 million capital campaign goal. This is the first building ever built for the College in its 60-year history.

## **COMMUNICATIONS**

### **Reports from the MassBay Office of Public Safety**

Director O'Connell reviewed the June and July 2020 Clery and State Police Reports, which show all zeros.

## ADJOURNMENT

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

The motion passed via the following roll call vote: Trustee Clifford – YES; Trustee Lassiter – YES; Trustee Lish – YES; Trustee Patriacca – YES; Chair Peisch – YES; Trustee Pyrtel – YES; Trustee Sanz – YES; Trustee Schmalensee – YES; Trustee Silva – ABSTAINED; and Trustee Thorne – YES.

The meeting adjourned at 9:58 am.



10/7/20

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Thomas Peisch, Esq.

Date



10/7/20

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David Podell

Date