

**Minutes of the MassBay Community College Board of Trustees Meeting**  
**Tuesday, April 12, 2022, by Webex and Facebook livestream from 8:00 to 10:00 am**

Board Members Present: Matt Kahn, Sandy Lish, Ilissa Povich, Mikael Pyrtel, Azalea Rodas, Rodolpho Sanz, Diane Schmalensee, Lili Silva, Dune Thorne, and Wendy Vincent

Guests: Jennifer Borggaard and Kate Taylor, Alderbrook Advisors, and Jim McKenzie, Foundation Board Chair

Trustee Pyrtel departed the meeting at 8:55 am.

Staff Present: Yvonne Anthony, Director of Grants Development; 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; Phara Boyer, Director of Corporate Partnerships and Workforce Development; Lauren Curley, Director of Procurement and Business Operations; Lynne Davis, Dean of Health Sciences; Mishawn Davis-Eyene, Executive Director of Development; Joe DeLisle, Director of Facilities; Phil DiBlasi, Director of Public Safety; Marcus Edward, 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; Michael Lyons, Chief Information Officer; Lisa MacDonald, Director of Equity Compliance; Sue Maggioni, Dean of Business and Professional Studies; Alison McCarty, Associate Dean for Admissions and Community Learning; Lynn Moore, Chief Diversity Officer; David Podell, President; David Protano, Dean of Automotive Technology; Lisa Slavin, Assistant Vice President for Enrollment Management; Jeremy Solomon, Assistant Vice President for Institutional Advancement, Marketing, and Communications; Richard Williams, Associate Dean for Student Success

**CALL TO ORDER AND INTRODUCTIONS**

Interim Chair Schmalensee called the meeting to order and announced that a quorum was present.

**INVESTMENT RECOMMENDATION**

Committee Chair Kahn explained that the Finance and Administration Committee worked with a consultant, AlderBrook, to choose an investment firm for MassBay. Vice President Edward introduced Kate Taylor and Jennifer Borggaard from AlderBrook, who explained that a Request for Proposals (RFP) for an Outsourced Chief Investment Officer (OCIO) had been developed and College management reviewed responses. A comprehensive spreadsheet detailing the criteria used to select the recommended company was provided to the Finance and Administration Committee prior to its meeting. Consideration was given to structure, stability, expertise, philosophy, performance, governance, and fees.

Ten responses to the RFP were received. Three companies were interviewed by College administration and AlderBrook: Aetos, F.L. Putnam, and Prime Buchholz. AlderBrook analyzed the responses. Based on the scoring rubric developed taking into account MassBay's mission, Prime Buchholz is the recommended firm. Prime Buchholz is noted for its high standards and work with non-profits, including college endowments.

The Finance and Administration Committee and College management will meet with Prime Buchholz to develop the Policy Statement, and questions requiring consideration by the Full Board will be produced. It was noted that the College is in favor of a diverse Prime Buchholz team. Prime Buchholz will work

with the College to meet its goals and will be sending funds to a third-party custodian for holding. Account information will be accessible in real time through their portal.

Interim Chair Schmalensee thanked Alderbrook for its work and acknowledged former Board of Trustees Chair Tom Peisch and former Chief Financial Officer Neil Buckley for their contributions to this process.

**MOTION:** Trustee Kahn moved to approve the recommendation to hire Prime Buchholtz as the College's investment advisor, and Trustee Thorne seconded the motion.

The motion passed via the following roll call vote: Trustee Kahn – YES; Trustee Lish – YES; Trustee Povich – YES; Trustee Pyrtel – YES; Trustee Rodas – YES; Trustee Sanz – YES; Interim Chair Schmalensee – YES; Trustee Silva – YES; Trustee Thorne – YES; Trustee Vincent – YES

## **INTRODUCTION OF NEW TRUSTEE ILISSA POVICH**

Interim Chair Schmalensee introduced new Trustee Ilissa Povich, who is currently a Title IX Investigator at Harvard University, and previously has held several other legal roles. Trustee Povich has been a member of both the Wellesley Town Meeting and Wellesley School Committee. Trustee Povich stated that she enjoys volunteer work, especially with students, and is happy to be involved with MassBay's Board of Trustees.

## **INTRODUCTION OF NEW STUDENT TRUSTEE AZALEA RODAS**

Interim Chair Schmalensee introduced new Student Trustee Azalea Rodas, a Hospitality Management major currently taking five classes and graduating in December. Student Trustee Rodas indicated she had a hard time during the pandemic and is happy to be back on campus. She is excited for the opportunity to be part of the Board of Trustees and for this new experience.

## **APPROVAL OF MARCH 8, 2022, MEETING MINUTES**

**MOTION:** Trustee Pyrtel moved to approve the minutes of the March 8, 2022, meeting, and Trustee Sanz seconded the motion.

The motion passed via the following roll call vote: Trustee Kahn – YES; Trustee Lish – ABSTAINED; Trustee Povich – ABSTAINED; Trustee Pyrtel – YES; Trustee Rodas – ABSTAINED; Trustee Sanz – YES; Interim Chair Schmalensee – YES; Trustee Silva – YES; Trustee Thorne – YES; Trustee Vincent – YES

## **BOARD COMMITTEE REPORTS**

### **FINANCE AND ADMINISTRATION**

Committee Chair Kahn turned over the committee report to President Podell and Vice President Edward.

#### **Finance Items**

President Podell reported that MassBay's finances continue to look good at this point in the semester, given better-than-expected enrollment, more support from the state than expected, and lower costs than anticipated.

Vice President Edward reported the following:

### **FY2022 Budget vs. Actual Comparison Report**

The February Budget vs. Actual report shows a favorable variance of approximately \$2.1 million. The variance is due to better performance than projected on revenue and expenses when compared to budget. On the revenue side, better enrollment is driving the positive variance. MassBay budgeted for a 10% decline in enrollment for the Fall semester and saw a 7.7% decline. The decline for the Spring semester is 2.4%, the lowest decline among the 15 Massachusetts community colleges.

On the expense side, MassBay continues to see savings in the permanent staff line, although about half of the savings is from salary bonuses that have not been paid for the fiscal year. There are also savings on the adjunct faculty line, given the reduced number of courses resulting from lower college enrollment. Positive variances were also shown in other lines such as employee-related expenses, administrative expenses, and maintenance expenses. A negative variance is shown in IT expenses due to various initiatives, including e-911 services, equipment upgrades, and using outside IT professionals. The College has a contingency, which is approximately 2% of the budget and not aggressive.

Vice President Edward reported that MassBay is currently working on the FY2023 budget and will bring a draft to the June meetings. This budget will be conservative, based on the current economic reality and taking into account the effects of demographics as well as the pandemic.

**MOTION:** Trustee Kahn moved to approve the Budget vs. Actual Report as of February, and Trustee Thorne seconded the motion.

The motion passed via the following roll call vote: Trustee Kahn – YES; Trustee Lish – YES; Trustee Povich – YES; Trustee Pyrtel – YES; Trustee Rodas – YES; Trustee Sanz – YES; Interim Chair Schmalensee – YES; Trustee Silva – YES; Trustee Thorne – YES; Trustee Vincent – YES

Vice President Edward reported the following:

### **Student Accounts Receivable and Cash Comparison Reports**

Receivables more than doubled from \$2.4 million to \$4.8 million through the end of February due to timing. Last fiscal year, financial aid was disbursed in February. This year, financial aid was disbursed in March. The March report indicates MassBay is doing much better than this report reflects and will not need to dip into reserves.

Vice President Edward reported that the Cash Comparison Report shows cash is approximately \$9.7 million higher than last year. Included in the cash balance of \$32 million is \$7 million of the *Coronavirus Aid, Relief, and Economic Security* (CARES) Act funds, which the College has earned and will be used fractionally over the next few years.

He explained the seasonality of MassBay's cash flow, occurring more in certain months of the year than others based on money coming in from students and salaries being paid out to employees, as well as state appropriation.

The College had to meet certain criteria to be eligible to earn CARES Act funds. Those requirements were met, and the funds received are now in reserves, although designated separately, and will be used over the next few years to make up for lost revenue.

### **Cash Position by Month**

The Cash Position by Month shows a comparison of FY2022 cash by month, with and without CARES Act funds.

### **Contracts Report**

MassBay currently has one contract with Taylor and Burns for the improvement of the student parking lot, which will be covered by DCAMM.

### **Tuition and Fee Survey**

Vice President Edward presented a comparative report of the tuition and mandatory fees at the Massachusetts Community Colleges over a ten-year period. Of the fifteen community colleges, the enrollment ranking report for FY2021 shows that Bunker Hill had the largest enrollment, and MassBay was tenth. For the Tuition and Fees ranking, Bunker Hill had the lowest tuition and fees. MassBay ranked sixth, just outside the top third most affordable community colleges. MassBay is below the weighted average in tuition and fees.

A few of the larger community colleges are more expensive than MassBay, which has not increased fees in the last two years and likely will not increase them in FY2023. MassBay does a good job of addressing student needs while keeping fees low, which is a selling point for the College.

### **Personnel Items**

#### **Personnel Actions Report**

Assistant Vice President Samaria Stallings reported Jared Brockway has been hired as an Admissions Recruitment Counselor. In addition, there are seven employees in new roles, as follows:

Nhon Pham, EDP System Analyst III, Office of Information Technology  
Ashanty Valentin Brito, Data Specialist, Business and Professional Studies  
Jacqueline Hanlon Rosati, Assistant Comptroller, Fiscal Affairs  
Feby Sesar, Director of Grants Administration  
Max Pacheco, EDP System Analyst IV, Office of Information Technology  
Neil Buckley, Special Advisor, President's Office  
Samaria Stallings, Assistant Vice President of Human Resources and Payroll

Four employees have left the College.

### **Recruitment Report**

MassBay continues to recruit for full-time Automotive Technology, Emergency Medical Services, and

Sociology faculty positions for Fall 2022. Greenwood & Asher is leading the search for the Vice President for Academic Affairs and Provost position. The College will be working with Stockman Search to assist with filling the Assistant Dean of Nursing position, which has been upgraded from a Director position.

Assistant Vice President Stallings reported that compensation for some of the harder to fill non-unit professional (NUP) roles may be adjusted to closer to market value. Union positions are more constricted due to contracts.

## **PRESIDENTIAL EVALUATION**

Committee Chair Lish reported that the process for this year's Presidential Evaluation has begun. Trustee Sanz has joined the committee, which has met twice and, with the help of Executive Director Britton and Staff Assistant Rowlings, is close to sending out the survey to various constituencies, including a larger than usual group of students. The evaluation will also include President Podell's self-evaluation and various student data. It is important to get 100% participation from the Trustees, whose responses are not anonymous.

## **TENURE RECOMMENDATIONS**

President Podell reported that two faculty are up for promotion: Richard Clark in Surgical Technology and Rita Rzezuski in Early Childhood Education. It was noted that the next time promotions are on the agenda, biographies will be included as well.

**MOTION:** Trustee Lish moved to approve the recommendations for tenure for Richard Clark and Rita Rzezuski, and Trustee Thorne seconded the motion.

The motion passed via the following roll call vote: Trustee Kahn – YES; Trustee Lish – YES; Trustee Povich – YES; Trustee Rodas – YES; Trustee Sanz – YES; Interim Chair Schmalensee – YES; Trustee Silva – YES; Trustee Thorne – YES; Trustee Vincent – YES

## **ENROLLMENT REPORT**

Assistant Vice President Slavin reported that students are currently registering for Summer Sessions I and II. Summer I is down 14.2% in head count, but it is still early, and Admissions is working with Marketing on various methods of outreach. Registration for Fall 2022 just opened and is currently up 10% in FTE. New student applications are up. The first in-person Open House since the beginning of the pandemic is in a few weeks. Many participants have already uploaded their required proof of vaccination.

## **DASHBOARD**

Vice President Jackson reported several updates to the Dashboard. She noted that the newly updated items are noted in yellow. Fall 2021 to Spring 2022 retention increased from 73% to 79% in full time students. Part-time student retention declined from 68% to 66%. At this time of year, the Integrated Post-Secondary Education Data System (IPEDS) report is updated. Graduation rates declined from 20% to 17% among the 2017 and 2018 cohorts, and transfer rates declined slightly from 24% to 23%. These data reflect the impacts of the pandemic. In addition, there has been a decline in faculty and staff from 558 in Fall 2020 to 532 in Fall 2021, with the biggest decline in part-time faculty, from 276 to 239 due to section declines. As of Fall 2021, MassBay faculty has a slightly more diverse faculty, with 10% identifying as Asian, 4% as

Black, and 6% as Hispanic. Also, the number of staff who identify as Black increased from 14% to 15%. The last page shows grant information and fundraising information. \$303,075 was awarded in grants in 2021, and the Foundation raised \$668,097 the same year.

## **FOUNDATION AND CAMPAIGN REPORTS**

Assistant Vice President Solomon explained the work of the Foundation Board, a group of volunteers dedicated to raising money for student scholarships and the Capital Campaign, and then introduced Foundation Board Chair Jim McKenzie.

### **Foundation**

Foundation Board Chair McKenzie reported that the primary focus of the Foundation is to assist students financially. For the past session of scholarship reviews, there were 920 applications from 168 students, and 109 scholarships awarded, for a total of \$118,331 distributed, an increase from fall semester. The Foundation is also assisting with textbooks, which can be very expensive, and has increased the Textbook Fund from \$5000 to \$8000. The Foundation web page is being updated to be more appealing and informative. The Foundation Board is looking for another investment firm instead of Vanguard, which is increasing its fees and seems geared towards working with larger accounts. Other funds that help students are the Emergency Grant Fund for one-time disbursements and a Small Balance Fund to help with remaining balances. He noted that funds from the CARES Act had become very attractive to students during the past few years, but now that these have ended, it is expected that students will need more help from scholarships. The Foundation Board is looking into better ways to make students more aware of the various funds available to them. He thanked Executive Director Davis for all of her work. He noted that a new Assistant Director of Development has been hired and begins later this month.

### **Capital Campaign**

President Podell provided the following update regarding the Capital Campaign:

\*The highest beam has been placed, and MassBay is now in the public phase of the campaign, with just over 50% raised. The link to the video and photos from the Topping Off Ceremony is at <https://www.massbay.edu/ourfuture>.

\*The building now being visible provides excitement and momentum for the campaign as we approach to more stakeholder groups, including Framingham corporations, MetroWest businesses, major (individual) prospects, alumni by program, employees, and key foundations requiring 50-80% of the goal raised before being approached.

\*The key to opening doors for the public phase lies with new, influential, well-placed volunteers. There are two new members of the Steering Committee, one of whom is Trustee Lish.

\*Marketing has done great work on videos targeted to key alumni groups, beginning with nurses.

\*Special thanks were given to Diane and Dick Schmalensee, who continue to bring many viable ideas and connections to the table, as well as to the entire Board for its 100% participation.

President Podell also reported that the EDA (Economic Development Administration) grant has been re-submitted. He acknowledged Director of Grants Anthony and Vice President Jackson for their work on this grant over the past weekend.

## **EXECUTIVE REPORTS**

### **Student Trustee**

Student Trustees Rodas reported that SGA has been, and will be, hosting several events, those with food being the most well attended. A new club, the Unified Sports Club, is working with Accessibility Resources and Athletics to involve all students, with and without disabilities, in various sports. MassBay is the first Community College in Massachusetts with this program. Students are eager not to wear masks as soon as possible but understand the administration's decision to require them. Holding some classes in-person is helpful for those who are struggling with remote learning.

### **Board Chair**

Interim Chair Schmalensee reported the following:

\*The April Retreat focused on increasing enrollment and retention and MassBay's five-year strategic plan, which is near its end. She thanked the six Trustees who attended and the faculty and staff who gave an excellent presentations highlighting several distinct groups of students whom the College can focus on and support. The first group is students who express interest in MassBay but do not attend, the main reason for which is "life" (i.e., they need to work rather than attend school). Discussion ensued around what the College can offer these prospective students in terms of financial and wrap-around services. The second group is non-degree seeking students, who have the disadvantages of not receiving financial support or much counseling. The third group is high school graduates who have not yet attended college.

The rise of inflation is likely having a big impact on students, and affordability is very important in their decision-making. It was noted that students should meet with their both their academic and financial aid advisors whenever possible before enrolling in classes. Messaging about what students can do with a MassBay certificate or degree is especially significant. Credit bearing programs are eligible for financial aid, but Workforce Development programs, which are growing at MassBay, are not eligible for traditional financial aid.

### **President**

President Podell reported the following:

\*The recent issue of *Inside Higher Ed* featured an article on education in Massachusetts, where state support for public education has declined 20% (adjusted for inflation) since 2002.

\*The wearing of masks and providing proof of vaccinations are going well for those coming to campus. Everyone is cooperating. The administration is taking emerging from the pandemic one semester at a time, watching the number of cases and following CDC guidelines, putting safety first.

\*Sadly, Jim Cleary from Student Accounts passed away recently. He was with MassBay for over 30 years and will be missed. Chair Schmalensee thanked all employees for their hard work over the past two years.

\*The Provost Search Committee, chaired by Dean Lynne Davis and Professor Judy Elliston, has narrowed down the applications to ten finalists, three or four of whom will be brought to campus in the beginning of May. This is a significant position in the leadership at MassBay.

\*Commencement is on Thursday May 26. The ceremony will be held under tent with distancing. Dr. Jamie Washington will be the Commencement Speaker.

## ADJOURNMENT

**MOTION:** Trustee Vincent moved to adjourn the meeting, and Trustee Sanz seconded the motion.

The motion passed via the following roll call vote: Trustee Kahn – YES; Trustee Lish – YES; Trustee Povich – YES; Trustee Rodas – YES; Trustee Sanz – YES; Interim Chair Schmalensee – YES; Trustee Silva – YES; Trustee Thorne – YES; Trustee Vincent – YES

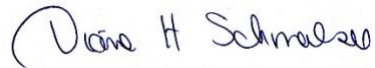
The meeting adjourned at 9:40 am.



5/24/22

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David Podell, President      Date  
MassBay Community College



5/24/22

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Diane Schmalensee, Chair      Date  
MassBay Community College  
Board of Trustees