

**Minutes of the MassBay Community College Board of Trustees Meeting – 8:00 am to 10:00 am
Tuesday, May 21, 2024, by Webex and YouTube**

Board Members Present: Tobey Choate, Alfonso Hidalgo, Matt Kahn, Sandy Lish, Ilissa Povich, Gary Prado, Mikael Pyrtel, Diane Schmalensee, Lili Silva, Wendy Vincent

Guests Present: Becky Kannam, Foundation Board Chair

Chair Schmalensee and Trustee Pyrtel departed the meeting at 9:00 am, and Trustee Silva arrived at the meeting at 9:14 am.

Staff Present: Yvonne Anthony, Senior Director of Grants Development; Steve Baccari, Comptroller; Liz Blumberg, Vice President for Student Development and Dean of Students; Liz Borg, Capital Campaign Director; Karen Britton, Executive Director, Office of the President; Diane Daniels, Assistant Vice President for Human Resources and Payroll; 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; Catherine Gildae, Assistant Dean for Institutional Effectiveness; Courtney Jackson, Vice President for Academic Affairs and Provost; Nina Keery, Dean of Humanities and Social Sciences; Mike Lyons, Chief Information Officer; Lisa MacDonald, Director of Equity Compliance; Sue Maggioni, Assistant Provost; Lynn Moore, Chief Diversity Officer; David Podell, President; David Protano, Dean of Automotive Technology & Interim Dean of STEM; Lisa Slavin, Associate Vice President for Enrollment Management; Jeremy Solomon, Associate Vice President for Institutional Advancement, Marketing and Communications; Halye Sugarman, Dean of Business and Professional Studies; Richard Williams, Associate Dean for Student Success

CALL TO ORDER & INTRODUCTIONS

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

INTRODUCTION OF NEW TRUSTEE GARY PRADO

Trustee Kahn introduced new Trustee Gary Prado. Trustee Prado is Senior Legal Counsel at Fidelity Investments and on the Board of Dana Farber. Trustee Lish spoke highly of Trustee Prado and his and his wife's philanthropic work. Trustee Prado looks forward to working with everyone.

HONORING TRUSTEE DUNE THORNE

Trustee Kahn thanked departing Trustee Dune Thorne and read a resolution in her honor. Trustee Thorne has been a significant part of the Finance and Administration Committee and made many contributions, including a large part in raising MassBay's endowment. Trustee Thorne has enjoyed her tenure as a Trustee and wishes MassBay the best. She will miss everyone.

PRIOR MEETING MINUTES

MOTION: Trustee Lish moved to approve the minutes of the April 2, 2024, meeting, and Trustee Vincent seconded the motion.

The motion passed via the following roll call vote: Trustee Choate – YES; Trustee Hidalgo –YES; Trustee Kahn – YES; Trustee Lish – ABSTAINED; Trustee Povich – YES; Trustee Prado – ABSTAINED; Trustee Pyrtel – YES; Trustee Schmalensee - YES; Trustee Vincent – YES

EXECUTIVE REPORTS

President

President Podell reported the following:

*It is the end of the academic year, and faculty are in the midst of grading. The past year has been a significant one for MassBay. MassReconnect launched in August, and enrollment increased 17% in the fall and 24% in the spring. The College completed, moved in, and opened a new campus, the first building ever built for MassBay, which is now also a foundation for weekend programs, including apprenticeship and workforce initiatives.

*Commencement will be this Thursday and is always a wonderful day to celebrate graduates. Trustee Lish is being honored. Representative Priscilla Sousa of Framingham will be the speaker. Vice President Blumberg reviewed the timing for the reception and ceremony.

*Other ceremonies that have taken place this month include the Associate Degree of Nursing pinning, IMPACT Awards, and Evening of Excellence.

SPECIAL REPORTS

Steps for Arming the Campus Police

President Podell reported that at the April meeting the Trustees voted to arm the MassBay police, and Chief DiBlasi has created a training manual, which is included in the binder. Trustees commended the manual for being detailed and thorough and for being respectful of those with concerns about the downside of arming.

Strategic Plan Draft

President Podell reported that two big projects are currently in process at the College. The first is the Strategic Plan. The second is the New England Colleges and Higher Education (NECHE) ten-year report. They are being worked on simultaneously via a wide variety of committees. The first draft will be shared with the Trustees and also community partners, and then with the Department of Higher Education (DHE). It will then be revised and sent back to the Board of Trustees and the Board of Higher Education for approval in the fall. Retention, student success, and diversity, equity, and inclusion are embedded into each category. The attached Powerpoint was presented, with each co-chair reporting on the strategies that each committee is recommending, as follows:

Enrollment (Vice President of Enrollment Management Slavin) – Advance enrollment through targeted and inclusive strategies; Leverage new state-wide or local free community college initiatives; Promote and expand corporate partnerships and workforce development; Expand course offerings by time and modality; Develop a system of regular reports on student outcomes. It was noted that MassBay is now a member of Hispanic Association of Colleges and Universities (HACU), and many administrators will be attending a conference this summer on becoming a better Hispanic-serving institution.

Teaching and Learning (Assistant Provost Maggioni) – Create a Center for Teaching and Learning; Support faculty in the classroom; Increase online learning and improve support for it; Improve assessment of learning and educational effectiveness; Expand opportunities for students to encounter high-impact practices (HIPs).

The Academic Program (Vice President and Provost Jackson) – Develop new programs and courses; Enhance existing programs; Include courses in Spanish/Portuguese in selected existing programs; Expand other opportunities for credit and learning.

The Student Experience (Vice President for Student Development Blumberg) – Expand and enhance direct student support; Create stronger support system for non-degree students; Improve co-curricular student engagement; Enhance student-centered care and basic-needs support.

Institutional Resources (Vice President of Finance and Administration Edward) – Establish a cybersecurity education and health and fitness center; Increase faculty/staff diversity and inclusion; Create a more welcoming,

engaging, and inclusive campus environment; Diversify sources of revenue; Update technology to support student success and institutional efficiency; Improve sustainability and reduce the College's carbon footprint. It was noted that there will be a comprehensive study of all windows in the Wellesley campus. A question was asked about solar panels, and it was noted that there are no financial incentives from the town of Wellesley, and Ashland is a leased space. (Solar panels are already installed in Framingham.)

President Podell noted that 65% of courses are taught by adjuncts, and securing more full-time faculty in order to lower this percentage will be added to the Strategic Plan.

President Podell reported that he is in the process of looking into funding for a new Cybersecurity Education/Health and Fitness Center through public private partnerships.

Revision of MassBay Mission Statement

President Podell reported that MassBay is revising its Mission Statement, and the new one is in the binder for today's meeting. Vice President Solomon chaired a committee including a variety of members who obtained feedback from many different constituencies within the College.

MOTION: Trustee Lish moved to approve the new MassBay Mission Statement, and Trustee Choate seconded the motion.

The motion passed via the following roll call vote: Trustee Choate – YES; Trustee Hidalgo – YES; Trustee Kahn – YES; Trustee Lish – YES; Trustee Povich – YES; Trustee Prado – YES; Trustee Vincent – YES

COMMENCEMENT

Approval of the Preliminary Roster of 2024 Graduates

Vice President and Provost Jackson reported that there are 620 candidates for degrees and certificates this year, and the list being reviewed today was voted on by the faculty yesterday.

Trustee Choate moved to approve the Preliminary Roster of 2024 Graduates, and Trustee Vincent seconded.

The motion passed via the following roll call vote: Trustee Choate – YES; Trustee Hidalgo – YES; Trustee Kahn – YES; Trustee Lish – YES; Trustee Povich – YES; Trustee Prado – YES; Trustee Vincent – YES

COMMITTEE REPORTS

FINANCE AND ADMINISTRATION COMMITTEE

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

FINANCE

Fee Increase

President Podell reported that the administration is recommending a \$10 per credit increase in the student fee. The increase is motivated by a need to keep up with inflation of costs and will help us maintain the level of service to students that we currently offer. Because of an increase in Pell by the federal government, Pell Grant recipients will not be affected. Similarly, MassReconnect students will not be affected. If Free Community College passes, many more students will be unaffected. MassBay charges lower fees than many of the other community colleges; in fact, we are the fifth most affordable. President Podell noted that a vote will take place on this issue later in the meeting.

Vice President Edward then reported the following:

FY2024 Budget vs. Actual Comparison Report

As of the end of March, MassBay's performance exceeded the projected budget by approximately \$1.2 million, which can be attributed to better performance on revenues and expenses when compared to the projected budget.

Revenue

Overall, there is a positive variance on the revenue side amounting to \$362,000. Tuition and fees revenue outperformed the projected budget by approximately \$214,000, driven by favorable enrollment trends. Through the end of April, MassBay has exceeded the annual budget by \$181,000. The State Maintenance Appropriation stands at \$19.4 million received thus far out of the allocated \$22.3 million. After this report, the College received another allocation from the state bringing it within \$32,000 of the budget. Contracts, Commission, and Other Revenue exceed the budget by \$130,000, mainly due to the superior performance in MMDT interest earnings, reaching a 5.55% rate of return. With regards to Investment Spending, through the end of March, MassBay has taken two quarterly draws. The third draw was taken at the end of April. The final draw will be taken before fiscal year end.

Expenses

On the expense side, MassBay is performing better than the budget by approximately \$838,000. Several expense categories align with the projected budget. A positive variance of \$97,000 on the Permanent Staff line is due to unpaid MCCC increases for FY24. The increases will be paid when the funds have been approved by the Legislature and the Governor in a supplemental budget. Capital expenses amounted to \$597,000 at the end of March. Through May 13, total capital expenses stand at \$1.1 million, leaving \$119,000 left to be spent.

MOTION: Trustee Choate moved to approve the FY2024 Budget vs. Actual report, and Trustee Povich seconded the motion.

The motion passed via the following roll call vote: Trustee Choate – YES; Trustee Hidalgo – YES; Trustee Kahn – YES; Trustee Lish – YES; Trustee Povich – YES; Trustee Prado – YES; Trustee Silva - ABSTAINED; Trustee Vincent – YES

Student Accounts Receivable and Cash & Investments Reports

There has been a year-over-year increase of \$702,000, or 22%, in Student Accounts Receivable. The negative variance is due to an increase in enrollment.

There is \$36.7 million in cash and investments, reflecting a \$4.4 million increase year over year. The increase is mainly due to increases in the value of investments of \$1.6 million, enrollment, grant activity, and in returns from MMDT.

Cash and Investment Position by Month

The chart illustrates monthly cash balances over the past five years.

Investment Update

As of April 30, the investment balance was \$22.7 million, reflecting a 3.2% decrease in value for the month of April. As of yesterday, the investment balance was \$23.7 million, earning a 4.6% return for the month of May thus far. The overall return since inception is 16%. Liquidity is 87.5% daily, 5.3% monthly, and 7.2% quarterly. The Fund has a long-term investment horizon but is expected to maintain at least 50% daily liquidity, no more than 50% monthly liquidity, and no more than 25% quarterly liquidity.

Trustee Kahn reported that the Finance and Administration committee will be looking at investing more of the endowment without tying up funds in the case of emergencies or the anticipated upcoming enrollment decline, or to support a new Cybersecurity Education/Health and Fitness Center.

Contracts Report

The one contract on the list is for a camera replacement project, which is being funded by the state.

Internal Controls

The state mandates that MassBay maintains Internal Control Policies, which must be updated and reviewed by the auditors annually. This document in the binder is MassBay's internal control policy related to financial operations.

The document addresses:

- *Cash management;
- *Accounts payable and refunds processing;
- *Financial Aid drawdowns and disbursements;
- *Budgeting controls;
- *Collections, abandoned property and write-off procedures; and
- *Other items affecting financial operations and reporting.

It was noted that this document does not address technology issues such as ransomware or dealing with phishing as it is related to financials. MassBay's IT policies are addressed elsewhere.

Fee Increase Vote

MOTION: Trustee Povich moved to approve the fee increase of \$10 per credit, raising fees from \$210 to \$220, and Trustee Choate seconded the motion.

The motion passed via the following roll call vote: Trustee Choate – YES; Trustee Hidalgo – YES; Trustee Kahn – YES; Trustee Lish – YES; Trustee Povich – YES; Trustee Prado – YES; Trustee Silva – YES; Trustee Vincent – YES

PERSONNEL

Tenure Recommendations

Vice President and Provost Jackson explained the tenure process as outlined in the contract. A tenured Professor cannot be fired without just cause. The Unit Personnel Practices Committee reviews and sends to the applicant's Dean, Provost, and President for approval.

Trustee Silva moved to approve the Tenure Recommendations for Professors Getchell-Bastien, Nambudripad, and Watson, and Trustee Choate seconded.

The motion passed via the following roll call vote: Trustee Choate – YES; Trustee Hidalgo – YES; Trustee Kahn – YES; Trustee Lish – YES; Trustee Povich – YES; Trustee Prado – YES; Trustee Silva – YES; Trustee Vincent – YES

Executive Director Daniels reported the following:

Personnel Actions Report

The following new employees have been hired:

Holly Wielsma, Assistant Professor of Emergency Medical Service (EMS) in the Health Science Division (reports to Dean of Health Sciences, Lynne Davis)

James Brennan, Coordinator of Advising Operations (reports to Director of Academic Advising, Coaching, and Transfer, Bryan Wint)

Joanis Nieves, Academic and Transfer Counselor (reports to Director of Academic Advising, Coaching, and Transfer, Bryan Wint)

Abigail Vars, Biology Lab Technician (reports to the Interim Dean of STEM, David Protano)

Bryan Wint, Director of Academic Advising, Coaching, and Transfer (reports to Vice President for Student Development and Dean of Students, Liz Blumberg)

In addition, Gabby Cuddy moved into an Academic and Transfer role (reports to the Director of Academic Advising, Coaching, and Transfer, Bryan Wint)

Recruitment Report

Most of the ten open faculty positions are expected to be filled by the fall. There are 69 applicants for the Dean of Teaching and Learning position.

STUDENT SUCCESS COMMITTEE

Committee Chair Silva reported that at the last Student Success Committee meeting, Executive Director for Corporate Partnerships, Workforce Development, and Community Education Coffey gave an excellent presentation on the programs she is running to connect community members and incumbent workers through workforce education. These programs facilitate opportunities for education and learning and also build systems for support. They include partnerships within healthcare and human services as well as automotive adjuster and appraiser trainings.

PRESIDENTIAL EVALUATION COMMITTEE

Committee Chair Lish reported that the Presidential Evaluation Committee has been meeting. The survey responses are being compiled, and the Data Dashboard and President Podell's self-evaluation will be added to the evaluation submitted at the end of June. The Board will approve President Podell's increase at an upcoming meeting.

ENROLLMENT REPORT

Associate Vice President Slavin reported that summer enrollment is up 17.3% in FTE and 13% in headcount, and fall enrollment is up 13.5% in FTE and 18.3% in headcount. Applications for fall are also up almost 40% compared to last year. A few weeks ago an Open House was held on the Wellesley campus. It was well attended and well supported by many faculty and staff, as well as students. One of the most appealing sessions was the Early Childhood Education in Portuguese. President Podell also reported that Professor Gutilla's Communications students put together a wonderful podcast.

DASHBOARD REPORT

Assistant Dean Gildae reported that the Dashboard now includes metrics determined by the Department of Higher Education comparing MassBay to other community colleges. MassBay students do somewhat better than their peers with accumulating credits. The data regarding how well MassBay students do in their gateway English and Math courses should continue to improve. MassBay has had its biggest growth in five years in terms of the number of new faculty and staff. Data on gender and race of new employees are also included. One new figure reports on the revenue generated through the College's corporate partnerships, workforce development, and community education. The five-year trends are included as well.

FOUNDATION & CAPITAL CAMPAIGN REPORTS

Foundation Board Chair Kannan reported the following:

- *A total of 126 students applied for summer scholarships, and 63 have been awarded.
- *The Wellesley Symphony Orchestra (WSO) and Foundation are hosting a concert on May 29, benefitting MassBay General Scholarships and WSO operating funds.
- *The Celebration of Scholars took place at the new Framingham campus. A total of four students spoke.
- *A Nursing Alumni event will be taking place on the new Framingham campus soon.

Capital Campaign Director Borg reported the following:

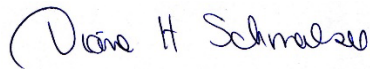
- *President Podell hosted an Employee Recognition event on May 3 on the Framingham campus. A total of 119 donors have together contributed \$81,000.
- *Tours of the new campus are currently taking place for prospective donors.
- *The new mobile simulation unit has arrived which looks like an actual ambulance.

ADJOURNMENT

Trustee Choate moved to adjourn the meeting, and Trustee Hidalgo seconded.

The motion passed via the following roll call vote: Trustee Choate – YES; Trustee Hidalgo – YES; Trustee Kahn – YES; Trustee Lish – YES; Trustee Povich – YES; Trustee Prado – YES; Trustee Silva – YES

The meeting adjourned at 10:00 am.



6/11/24

Diane Schmalensee, Chair Date
MassBay Community College
Board of Trustees



6/11/24

David Podell, President Date
MassBay Community College