Call to Order and Approval of Prior Meeting Minutes – Tom Peisch called the meeting to order at 5:00 p.m. After introductions, Vice Chair Peisch called for the review of the November 18, 2014 meeting minutes (Item 1).

Vice Chair Peisch spoke about the nursing program update being cleared up at the November 18, 2014 meeting.

**MOTION**: Chair Richardson made the motion to accept the minutes as presented and Trustee Der seconded. The motion passed unanimously via the following roll call vote: Tom Peisch – YES; Ken Der – YES; Pam Richardson – YES; Sylvia Beville – YES; and Tom Dretler – YES.

FINANCE ITEMS

FY15 Budget vs. Actual Budget Comparison Report for November 2014 (Item 2) – VP Kirleis reviewed the report that reflects the first five months of the fiscal year. Revenues are $529K above budget and expenses are $850K below budget. The College has received 52% of the budgeted state appropriation.

Disbursements for financial aid continue to be below budget, but with $1.2M disbursed in November, the gap between the budgeted versus actual amount has decreased from $1.8M in October to $635K in November. Governor Baker has not announced any 9-C cuts to higher education, but with the state’s budget deficit, there is a possibility that cuts may be made.

On the expense side, there have been cost savings realized in the permanent salary account due to delays in filling some of the College’s open positions.

The College has close to a $1M in the bottom line, moving us to an area of stability. Trustee Der asked what the implications are by not posting any amount to the reserves. VP Kirleis explained that the funds are just going directly to the bottom line, reflected in the cash account. The funds are in the College’s local account so that the state cannot access. The State would be more likely to lessen the appropriation amount.

The College budgeted $2.5M for reserves. Trustee Der commended the staff for their efforts to keep the College fiscally sound but also expressed concern about the overall staff morale if positions are not being filled. Dr. O’Donnell stated that the College has been monitoring morale.
**MOTION:** Trustee Dretler made the motion to recommend that the Board of Trustees accept the November 2014 Budget vs Actual Comparison Report as presented at the January 27, 2015 meeting and Trustee Der seconded. The motion passed unanimously via the following roll call vote: Tom Peisch – YES; Ken Der – YES; Pam Richardson – YES; Sylvia Beville – YES; and Tom Dretler – YES

**December 2014 Student Accounts Receivable Report (Item 3)** – The accounts receivable balance at the end of December 2014 was at $8.3M. A total of 2,049 bills were sent out in December for the Spring 2015 semester. The College placed $154K into collections in December. A total of 915 student accounts were placed with Intercept, at a total dollar value of $1,085K. MassBay received $4K from Intercept during December for collection on such accounts. The amount is not uncommon for this time of year, before tax filing season.

VP Kirleis expressed concern about the $1.2M from Fall 2014 included in the accounts receivable balance since the financial aid funds have all been disbursed. During the Fall 2014, student accounts that were pending awarding of financial aid were still placed on hold. This practice is no longer the case for Spring 2015.

**November 2014 Local Funds Cash Position Report (Item 4)** – The cash position was $2.5M higher than it was in November 2013. Close to $1M of this increase is due to the intentional budgeting of reserves by the College. Trustee Dretler commented that the College should feel good about the cash position. VP Kirleis pointed out that a comparison should not be made to the end-of-the fiscal year balances included on the report. Trustee Dretler asked for the report to include the prior balances from the same period of time for the past years.

**COMPLIANCE ITEMS**

**Update on the 2011 Clery Performance Review** – The Clery and Public Safety (CAPS) Committee has been granted an extension until January 30, 2015 to submit MassBay’s response to the report received in October 2014 from the U.S. Department of Education’s audit conducted in 2011. The report is currently being reviewed by the MA Community College’s general counsel Ken Tashjy.

The College will also submit a biannual review on the drug and alcohol program in March 2015.

**Report on the December 2014 Accreditation Visit for the Surgical/Technology Certificate Program** – The Accreditation Review Council on Education in Surgical Technology and Surgical Assisting (ARC/STSA) visited the College on December 15, 2014. The President’s office received the Council’s post-visit report (Appendix A) on the morning of this meeting. Before reviewing the report, Provost Purcell pointed out that in June 2014, the Surgical/Technical program director retired after 20 years at MassBay. In the report, the Council cited strengths of the program as well as many concerns. Health Sciences Dean Lynne Davis is working with the program director to address concerns and to prepare the response to the Council, due March 9, 2015.

The report will include resolutions to areas of concern or an action plan on how the area of concern will be resolved. Strengths included: a supportive administration, devoted faculty, good relationships with clinical sites, and a generous budget. Areas of concern included: recordkeeping, documentation and data management; the makeup of the program advisory committee; definition of the curriculum and program outcomes; and the size of the program requires more than one faculty member. Provost Purcell stated that the interview process is underway to add an additional faculty member.
The Division’s goal is to address and respond to the agency’s specific list of concerns. Provost Purcell feels confident that each concern will be resolved or addressed with an action plan in the report.

The program enrolls between 12-15 students each semester.

*Trustee Juliani joined the meeting at 5:24 p.m.*

When the program director retired, the College actively started recruiting to fill the vacancy. Like other positions in the health care field, it has been difficult to fill. ARC/STSA acknowledged the difficulty but is more concerned on the issues related to documentation, providing evidence, and the curriculum.

Provost Purcell stated that these issues were long term. The Surgical/Technology certificate program is required to submit a brief report on an annual basis, but there had not been a site visit in over 10 years.

President O’Donnell spoke about the College “undoing history” and making a cultural shift. Much discussion took place about taking responsibility to ensure all key programs go through due diligence and are prepared for any review. Not having a process in place can jeopardize the certifications.

President O’Donnell stated that the responsibility falls to management, with the deans leading the program directors to implement a process where ongoing, yearly monitoring is taking place. Advisory boards, required for every career/technical program, should provide insight on a program’s curriculum.

There was discussion of the trustees’ evaluation of programs being a part of their fiduciary duty. The Board can help foster a sense of team effort to ensure resources are provided to the deans for programs to perform at optimal levels.

The question was asked as to whether each program has clear standards that can be used to gauge performance. The NEASC guidelines and the strategic plan can be used to establish those goals. Dr. O’Donnell stated that preparing for the five academic program reviews has been a major culture change for MassBay. The College needs to make sure it is ready for all program reviews by external reviewers.

Chair Richardson stressed that the message be sent about the Board’s expectations: accountability, that programs be run properly, and that programs receive positive reviews during accreditation visits.

Vice Chair Peisch asked how these program reviews and accreditation reports will affect the upcoming NEASC evaluation. The evaluation team will meet with individuals throughout the campus. President O’Donnell expects the team to look at history, planning, outcomes, and demonstration.

**PERSONNEL ITEMS**

**Fall 2015 Sabbatical Leave Request (Item 5)** – Provost Purcell presented an overview of Professor Susanne Steiger-Escobar’s sabbatical proposal. The sabbatical review committee, the academic deans and the president all recommended the approval. Trustee Beville asked if there is a capital investment for this type of funding post-sabbatical. Provost Purcell said that budget decisions are made based on requests, e.g. additional courses or equipment needs.

**MOTION:** Trustee Beville made the motion to have the Committee recommend that Board of Trustees approve and accept the request for sabbatical leave from Professor Susanne Steiger-Escobar for the Fall 2015 semester at the January 27, 2015 meeting. Professor Steiger-Escobar is requesting full salary for half year. Chair Richardson seconded the motion which was approved unanimously via the following roll
call vote: Tom Peisch – YES; Ken Der – YES; Pam Richardson – YES; Sylvia Beville – YES; Tom Dretler – YES; and Dan Juliani – YES.

January 2015 Personnel Actions Report (Item 6) – VP Nelson Bailey reviewed the report. The interim positions of captain and sergeant in the department of Public Safety were awarded to Vincent O’Connell and Rebecca Grondin, respectively. It was noted that the newly hired director of Public Safety has extensive experience working on the Clery Act.

Two key positions have been filled: the Director of Marketing will start in mid-February and the Director of Admissions at the beginning of March.

AUDIT ITEM

FY14 Massachusetts Office of Student Financial Assistance (MOSFA) Audit Report (Item 7) - The Commonwealth requires an audit of its Financial Assistance program every three years. This audit includes an examination of compliance in the following areas: institutional eligibility, student eligibility, reporting, disbursements, and refunds.

The audit found that MassBay had materially complied with the requirements for the audit. There was one nonmaterial noncompliance item noted related to student refunds. There have been some issues in this area as reported during the federal A-133 program audit. There are no financial implications with this report; the College will submit a response on how the issue is being addressed. The report has already been filed with the state and the next audit will be conducted during fiscal year 2017. The current governor may make cuts, but none have been announced as of yet.

VP Kirleis pointed out that the Commonwealth’s requirements are similar but not exact to those required by the Federal A-133 audit. VP Kirleis expects to present the A-133 audit to the trustees in February, adding that more than one finding is expected in the report.

Spring 2015 Enrollment Report – Enrollment is currently down by 10% in head count (HC) that translates to approximately an $800K loss. The College budgeted for a 4% full-time equivalent (FTE) loss.

President O’Donnell compared the change in procedure regarding dropping students for non-payment. In the past, students were dropped after the semester began; now the drops occur before. The recent HC was down about 540 students. Today, 229 students re-registered, but lost 29 that completely withdrew that causes an ebb and flow. The freeze date to have final numbers is in early February.

Also, in the past, students with pending financial aid packages were not dropped.

President O’Donnell said that even though business system changes have been made, without an enrollment plan being implemented, there is nothing to offset the declining numbers. The reality is that what has been set aside for reserves will be used up.

Dr. O’Donnell spoke about two morale-based decisions made by administration:

- To either cancel classes that were under enrolled, i.e. less than seven students or offer adjunct faculty members the opportunity to teach those courses and get paid on a per capita basis.

- To grant a 3.5% salary increase to non unit professionals (NUPs). The decision was also based on equity since members of the primary unions received their raises.
President O'Donnell spoke about the need to be much more decisive in implementing a plan and focusing on enrollment management. The final enrollment numbers will be available during the first week of February.

Trustee Der said that during the recent retreat, the trustees agreed that the college would have a plan that brings the enrollment to a level that satisfies the needs of the College. If the College is not able to meet that level, next steps need to be considered.

MassBay is not the only school facing enrollment decreases. Dr. O'Donnell attributed some of the decrease to students leaving higher education to return to the workforce. An enrollment plan would include a plan for that loss.

Trustee Beville asked about the retention figures. The President said the College is about average in comparison to the rest of the state. Dr. O'Donnell is concerned that so many of the students transfer before completing their degree. MassBay does not currently screen students prior to leaving.

Discussion turned to President Obama’s proposal to make the first two years of community college tuition-free. If the proposal becomes a reality, program eligibility requires that colleges maintain completion rates and job employment data in key industries. Currently, MassBay does not have employment data available for all programs. Chair Richardson stated that the topic will be added to the next board meeting agenda for discussion by the entire group.

Trustee Juliani asked if enrollment numbers are lower now than what was previously presented, based on tuition revenue, i.e. were the enrollment numbers higher when there were students in classes that had not paid?

President O'Donnell stated that by enforcing the pre-semester payment policy, the College is now closer to a real enrollment level, adding that with an enrollment management plan, MassBay would have cyclical enrollment activities with better projections.

Trustee Dretler asked about the status of ideas offered on how to boost enrollment. Dr. O'Donnell responded that the College has to have, within a month, an outline prepared of the tasks and resources allocated needed to meet goals for September 2015.

**ADJOURNMENT**

**MOTION:** Trustee Der made the motion to adjourn the meeting; Chair Richardson seconded. The motion passed unanimously via the following roll call vote: Tom Peisch – YES; Ken Der – YES; Pam Richardson – YES; Sylvia Beville – YES; Dan Juliani – YES; and Tom Dretler – YES.

The meeting was adjourned at 6:16 p.m.