CALL TO ORDER AND INTRODUCTIONS – After establishing quorum, Chair Pam Richardson called the meeting to order at 8:06 a.m. New Trustee Jamie Hoag introduced himself first and then all others followed.

PRIOR MEETING MINUTES – Chair Richardson asked for the review of the prior meeting minutes (Item 1).

MOTION: Trustee Price made the motion to approve the minutes of the February 24, 2015 Board of Trustees’ meeting as presented and Trustee Bauduy-Liautaud seconded. The motion passed by majority via the following roll call vote: Pam Richardson – YES; Tom Peisch – YES; Ken Der – YES; Emmett Price – YES; Sylvia Beville – YES; Tom Dretler – YES; Dan Juliani – ABSTAIN; Jamie Hoag – ABSTAIN; Katherine Tonelli – YES; Lyris Bauduy-Liautaud – YES.

APPROVAL OF THE CONSENT AGENDA – No trustee requested that any items from the Consent Agenda (Item 2) be removed for discussion.

MOTION: Trustee Beville made the motion to approve the Consent Agenda; Trustee Der seconded. The motion passed unanimously via the following roll call vote: Pam Richardson – YES; Tom Peisch – YES; Ken Der – YES; Emmett Price – YES; Sylvia Beville – YES; Tom Dretler – YES; Dan Juliani – YES; Jamie Hoag – YES; Katherine Tonelli – YES; Lyris Bauduy-Liautaud – YES.
FOUNDATION BOARD REPORT – AVP Mary Shia shared the following report:

- The income collected for February was $2,331.
- The Donor Appreciation and Scholarship Awards Ceremony event on March 15 went very well. The scholarship recipients shared their personal stories during the event and were very well received.
- The Foundation awarded 128 scholarships for the Spring 2015 semester totaling $101,643. AVP Shia provided a chart showing the progression of the distribution of scholarships.
- A reception to meet the artists that have donated to MassBay via The Art Connection is scheduled for April 15. After receiving another round of artwork next year, the process to have MassBay become an open museum will begin.
- A station will be set up in Wellesley to remember alum Krystle Campbell during the Boston Marathon on April 20.
- Alumni Night at the Boston Red Sox is scheduled for May 6.
- An end of year appeal is planned for mid-May.
- The All-Vehicle Show is scheduled for Sunday, May 17 at the Ashland Campus.

Further discussion took place about the amount the Foundation allocates for scholarships vs. the number of recipients; the Foundation’s next developmental goals to keep up with the students increasing demand for scholarships; the implementation of a software program that filters scholarships to applicants based on eligibility; and how to use scholarships as a recruitment tool.

The average corpus for community college foundations in the country is $1.9M, with MassBay has $4.9M.

President O’Donnell spoke the College’s efforts to start gathering data on the achievements of MassBay alum. As a way to highlight alums, a suggestion has been made that the trustees consider using the board room as a venue to emphasize alum contributions, via visual displays.

Foundation Board member Jim Lehan spoke about the rapid growth of the Foundation Board, both in the number of individuals serving and financially. Mr. Lehan agreed with the president’s comments about the Foundation Board needing to revisit what can and cannot be done, how the group can do more; how to keep the momentum going as well as knowing when to take a step back.

Chair Richardson invited Trustee Juliani, as the Board’s liaison to the Foundation Board, to share some observations on developments taking place on the Foundation Board. Trustee Juliani pointed out the Foundation Board is separate from the College and that the Foundation Board has the authority to make any investment decisions without the Board of Trustee’s approval. Trustee Juliani stated that any decisions made by the Foundation Board are a reflection of the College, the President and administration.

Trustee Juliani spoke about discussions taking place at the Foundation Board Finance and Audit Committee level to change the investment portfolio mix from 70% stocks and 30% bonds to an 80/20 mix. Mr. Lehan noted that an investment policy exists with specific guidelines on how the Committee should handle the portfolio.

Trustee Juliani provided more information on the Committee’s discussions.
Trustee Der shared his perspective on investment portfolios and the factors the Foundation Board should consider before making any changes. He cautioned that the Foundation Board should proceed carefully. The importance of maintaining the strength and stability of the Foundation Board finances was emphasized and concerns were raised about the changes being considered to the investment portfolio mix.

VP Kirleis stated that the Foundation Board Finance and Audit Committee needs to review and suggest revisions to the existing investment policy to the Foundation Board. She added that they would need to follow the Request for Proposal procedures if the decision is made to change portfolio managers. VP Kirleis spoke of other measures the Foundation Board could take to lower fees and provide more funding for scholarships.

The members of the Finance and Audit Committee of the Foundation Board monitor the investment policy: they review it on a yearly basis. Any changes to the investment policy must be approved by the Foundation Board.

Suggestions were made for the Foundation Board Finance and Audit Committee members to:
- decide the amount of risk they are willing to take;
- conduct research as to how the best community college foundations manage the risks; and,
- be transparent during the decision making and change processes.

In the end, Chair Richardson acknowledged that the decision to make any changes to the Investment Portfolio should not be taken lightly. She offered to lend support to the Foundation Board from those trustees who are knowledgeable in investments in order to assist the Foundation in making the best decisions possible.

**ACADEMIC PROGRAM OVERVIEW** – Before introducing Dean Lynne Davis and Professor Kim Altavesta, Provost Purcell announced that the Paramedicine program is now in full compliance and seeking national accreditation.

Dean Davis presented an overview of the Paramedicine program via PowerPoint. Professor Altavesta spoke of the large employment demand in the field of paramedicine. Turnover of emergency medical technicians (EMTs) is significant as some individuals leave the private sector to work in fire departments and others return to become certified paramedics.

Currently, the program’s capacity is 15-20 students based on lab space, and open clinic or internship program spots. Dean Davis stated that the program’s Fall 2014 compliance issue was not based on accreditation of the program. The issue was because documentation had not been provided to the state. Enrollment numbers for the Spring 2015 semester are close to capacity.

The Division is hosting its first health careers exploration fair. Suggestions were made to work closely with career centers, and to aggressively market to military veterans, the Boston Fire Department and fire departments that are transitioning from paramedics to EMTs.

**ACTION ITEM**: A follow-up memo will be prepared for presentation at the October 2015 Board meeting.
COMMITTEE REPORT – Vice Chair Peisch introduced the report from the March 17, 2015 Finance, Compliance, Personnel and Audit Committee meeting.

FY15 Budget vs. Actual Budget Comparison Report for January 2015 (Item 3) – VP Kirleis reviewed the report that reflects the results of the first seven months of the fiscal year. There is a positive budget variance of over $4M, which will not continue. There will be an increase in personnel costs as some of the key vacancies are being filled. Expenses were over budget due to snow removal costs.

The College sent its $222K portion of the 1.5% 9-C cut of the state appropriation.

The College is expected to break even at the end of the fiscal year, even with the higher than budgeted decrease in enrollment. The College is planning for a 4% decrease in enrollment in FY16.

Trustee Dretler asked what the process is to project an enrollment decrease. The Cabinet relies on the institutional research data; specific programs, e.g. enrollment is expected to decrease due to the accreditation process. The process also takes into account the length of time it takes new programs to evolve.

MOTION: Chair Richardson made the motion to accept the January 2015 Budget vs. Actual Comparison Report. Trustee Der seconded and the motion passed unanimously, via the following roll call vote: Tom Peisch – YES; Ken Der – YES; Emmett Price – YES; Sylvia Beville – YES; Tom Dretler – YES; Dan Juliani – YES; Jamie Hoag – YES; Katherine Tonelli – YES; Lyris Bauduy-Liautaud – YES; Tom Dretler – YES; and Pam Richardson – YES.

Approval of the Nursing Programs by the MA Board of Registry in Nursing – Provost Purcell reviewed the letters (Items 4) announcing that both the College’s Associate Degree in Nursing and the Certificate in Practical Nursing Program have been fully accredited.

CAMPUS REPORTS

NEASC Evaluation Visit – Vice President Salomon-Fernandez reviewed the role the trustees play during the upcoming evaluation visit.

ACTION ITEM: Send the trustees biographical information on the members of the evaluation team, the December 2014 board self-assessment summary report; the Board Retreat materials, the mission and vision statement.

ACADEMIC PROGRAM REPORTS

Provost Purcell reviewed three programs (Item 5) that have been approved via the College’s governance process. These programs do not require approval by the Board of Higher Education since they are less than 30 credits.

Provost Purcell announced that an associate degree program will be approved in the cyber security, an area with much interest, soon. All interested individuals are targeted with these certificates. Each of the programs can be marketed to firms and professionals that want to advance their careers.
**MOTION:** Trustee Beville made a motion to approve three certificate programs: advanced cyber security, marketing, and entrepreneurship. Trustee Juliani seconded and the motion passed unanimously via the following roll call vote: Pam Richardson – YES; Tom Peisch – YES; Ken Der – YES; Emmett Price – YES; Sylvia Beville – YES; Tom Dretler – YES; Dan Juliani – YES; Jamie Hoag – YES; Katherine Tonelli – YES; Lyris Bauduy-Liautaud – YES; and Tom Dretler – YES.

Trustee Beville asked how long it takes to work through the internal process to develop a program. Provost Purcell answered that it takes from three to nine months. Trustee Beville suggested that members of the business community may consider this amount of time is not meeting their needs.

Academic programs not accredited by an external entity undergo an internal review process. During that process a couple of years ago, the reviewers found that MassBay’s accounting program did not have a component to transfer to a four-year public higher education institution. Provost Purcell reviewed the updated Associate in Science degree in Accounting (Item 6) that now includes the option to transfer.

Discussion took place on the role trustees play in the academic program review process. A suggestion was made to include documentation to the Board in the future on the thought process used to develop the proposed program. Another suggestion is to have the trustees only assess the programs a year after implementation.

President O’Donnell stated that the new program proposal model will identify student group(s) that will be targeted, student projections, and alignment with business and industry

**STRATEGIC PLANNING**

**Enrollment Management Planning** – President O’Donnell, VP Kirleis, VP Salomon-Fernandez, VP Sullivan, Lisa Slavin in admissions and Lee Koh in marketing have started meeting to develop the College’s enrollment plan. VP Kirleis has also been meeting with staff in the enrollment management area to start looking at orientation, retention and other areas to address that can have an impact on fall enrollment for current and new students.

**Academic Plan and Community Partnerships** – VP Salomon Fernandez distributed and reviewed the daily chart of enrollment as requested by the trustees at last month’s meeting. The chart illustrates daily progress from the first day of registration to the first day of class. The goals are to increase headcount by 5% and FTE by 3%. Headcount and FTE numbers are related to the revenue.

VP Salomon-Fernandez reviewed other data charts included in the report.

VP Salomon-Fernandez leads the weekly, two hour academic planning group meeting with the deans and Provost Purcell. VP Salomon-Fernandez outlined the process used by the group to identify short-term strategies that can impact fall enrollment and spring enrollment 2016.

The group is meeting with community and higher education partners to meet the needs of business and strengthen relationships with area colleges.

The goal is to have a draft of a solid strategic academic plan completed by July 2015.
Once completed, this plan will be presented to academic governance.

ADJOURNMENT

The meeting was adjourned at 10:08 a.m.