MASSACHUSETTS BAY COMMUNITY COLLEGE BOARD OF TRUSTEES

Minutes of the April 28, 2015 Board of Trustees’ meeting – Wellesley Hills Campus

Board members present: Pam Richardson, Tom Peisch, Sylvia Beville, John Brown, Ken Der, Dan Juliani, Emmett Price, and Katherine Tonelli.

Absent: Tom Dretler, Jamie Hoag, Lyris Bauduy-Liautaud.

Staff members present: John O’Donnell, President; Elizabeth Blumberg, Dean of Students; Eileen Gerenz, Controller; Linda Grisham, Executive Director Title III Grant; Lynn Hunter, Assistant Provost of e-learning and the Division of Social Sciences and Professional Studies; Chitra Javdekar, Dean, STEM Division; Mona Khaitan, Professor; Kathleen Kirleis, Vice President for Finance & Administrative Services; Robin Nelson-Bailey, Vice President of Human Resources, Employee Relations and Compliance & Affirmative Action Officer; Robert O’Connell, Associate Professor; Francesca Purcell, Provost/Chief Academic Officer; Yves Salomon-Fernandez, Vice President for Strategic Planning, Institutional Effectiveness & Grants Development; Mary Shia, Assistant Vice President of Institutional Advancement and Alumni Relations; Lisa Slavin, Director of Admissions; Steve Sullivan, Vice President for Enrollment Management and Student Services; Deborah Georgopoulos, Staff Associate to the Vice President of Finance & Administrative Services; and Meridith Phillips, Executive Assistant to the President.

CALL TO ORDER AND INTRODUCTIONS – After establishing quorum, Chair Pam Richardson called the meeting to order at 8:00 a.m.

Review and Approval of Minutes – Chair Richardson asked for the review of the prior meeting minutes (Item 1). Requesting clarification of the Foundation Board asset allocation, the motion to approve the Minutes of the March 24, 2015 Board of Trustees’ Meeting was tabled. President O’Donnell will bring the Trustees’ concerns to the Foundation Finance Committee which is scheduled for April 29, 2015. Trustee Juliani will ensure the full Board of Directors of the Foundation understands the Trustees’ concern.

REVIEW and APPROVAL OF THE CONSENT AGENDA (Item 2)

March 2015 Student Accounts Receivable Report (Item 2a)
March 2015 Local Funds Cash Position Report (Item 2B)
April 2015 Contract Report (Item 2c)
April 2015 Personnel Actions Report (Item 2d)

MOTION: Trustee Dan Juliani made the motion to approve the Consent Agenda; Trustee Sylvia Beville seconded. The motion was unanimously approved.
FOUNDATION BOARD REPORT

President O’Donnell reported that the College is looking to strategically address our alums and chronicle their achievements. The recommendation is to convert the Forbes Board Room to the Alumni Room. Scheduling priorities would be retained; however the theme of the room would reflect Alumni achievements and interests. Details will be forthcoming. The Trustees greeted the concept enthusiastically.

Mary Shia reported that the income for March was $4,800.

- The Art Connection on April 14 was very well received.
- On April 20, a banner in memory of Krystal Campbell was displayed at the Boston Marathon, and surplus T-shirts from the MassBay 5K were distributed.
- The Biotechnology Department held a phone-a-thon and 16 pledges were obtained.
- Tickets for Red Sox game on May 6, 2015 are available for $35.00.
- The end of year appeal will begin on May 15, 2015.
- The Car Show is scheduled for May 17, 2015. We have 7 sponsors for the show and have raised over $2,000.
- 58 students have applied for scholarships for the Summer.
- 258 students have applied for Fall.
- The Foundation has almost $200K for scholarships.

ACADEMIC PROGRAM OVERVIEW

Accounting Program:

President O’Donnell introduced Dr. Lynn Hunter, Assistant Provost of e-learning and the Division of Social Sciences and Professional Studies. Dr. Hunter gave a brief overview of the Division, and introduced Professor Mona Khaitan to provide overviews of the Accounting programs at the College. Dr. Khaitan explained that three Accounting options are now offered at MassBay.

- An Associate in Science in Accounting, for 60/62 credits provides an excellent foundation for entry level positions in the field. The Associate Degree transfers to four-year programs and puts students on track to take the CPA examination after completing advanced coursework.
- The Mass Transfer option provides a smooth transition to State Colleges and Universities. Students who finish 64/68 credits with a minimum GPA of 2.0 are automatically accepted to four-year institutions participating under the Mass Transfer Compact. These students will have completed all required general education courses in pursuit of their Bachelor’s degree, and 60 transfer credits.
Additionally, students who transfer with a 3.0 GPA receive a 33% discount under the Compact.

- The Accounting Certificate is comprised of all accounting courses in the two-year program. No electives are required for the certificate. This option is primarily targeted toward current degree holders pursuing a career change or to further their knowledge.

The Accounting Program underwent a 2014 Academic Program Review. Program learning outcomes were identified and curriculum revisions were implemented through the college governance process. Accounting courses are taught by highly qualified faculty, and internships and mentoring opportunities are being pursued.

Professor Khaitan has applied innovative methods in teaching Accounting. By combining elements of the learning community model with problem-based learning, progress toward a higher completion rate, and a higher standard of work have been achieved.

The program is rigorous and challenging, however the program faces stiff competition from the four-year private colleges that recruit students before they receive their two-year degree. The transfer options offer a significant cost savings, and it was noted that the transfer opportunities could be used as a marketing tool. Institutional Research will develop a student survey to better understand the goals and needs of students in the program. The survey results may point to ways in which student retention can be increased.

BOARD COMMITTEE REPORTS

Finance, Compliance, Personnel & Audit Committee

Trustee Peisch invited Vice President Kathleen Kirleis to report on the January 2015 Budget vs Action Comparison Report. The report has been revised to include a column to reflect annual activity. During the first 9 months, the College has slightly over $1M in reserves. Revenues are below budget, however there are cost savings on the permanent salary line. Financial Aid disbursements are continuing. Vice President Kirleis reported that we are in pretty good shape for the first 9 months.

**MOTION:** Trustee Ken Der made the motion to approve the January 2015 Budget vs. Action Comparison Report. Trustee Dan Juliani seconded the motion. The motion carried unanimously.

Compliance Items

Provost Francesca Purcell reported on the lack of available clinical assignment opportunities for students in the Surgical Technology Program. 9 students placed, 9 students need to be placed, and 2 students have withdrawn from the program. The Provost has reached out to the national accrediting agency, and the Dean has been in contact with the students. The Division is working
diligently at cultivating relationships for affiliations. A meeting with the Advisory Board is scheduled for Saturday, May 4, 2015. The retirement of a full-time faculty member who chaired the program for many years contributed to the lack of placement spaces.

The Board appreciated the immediate disclosure and immediate reaction to the situation. However, they expressed disappointment that the program was allowed to operate without a system of checks and balances in place. The Board warned that recurring problems from the Health Sciences Division is not helping the reputation of the College at a time when we are fighting for enrollments. Additionally, in fairness to the students, reparation must be considered. The college is discussing our responsibility with legal.

The Board discussed options to prevent future issues, and noted the importance of the dashboard. It was suggested that a rubric might be developed in order to monitor what areas to focus on. The College must decide to not to do something that cannot be done well.

The duty of the Board of Trustees is to evaluate all programs. The Board will depend on the administration to do their due diligence and bring forward any issues they need to be aware of.

**Personnel Items**

**Approval of Tenure**

Trustee Peisch reported that the awarding of tenure was discussed at committee. Tenure for four very deserving unit professionals was reviewed and recommended for approval by the Board of Trustees,

**MOTION:** Trustee Pam Richardson made the motion To approve the awarding of tenure to Karen Delorey, Katherine McGrath, Chaya Radin, and Karen Steinhoff as recommended by the President and members of the Finance, Compliance, Personnel and Audit Committee; Emmet Price seconded the motion. The motion was unanimously approved.

**CAMPUS REPORTS**

**Update on the NEASC Evaluation Visit**

Vice President Salomon-Fernandez reported that the NEAS&C site visit went very well. President O’Donnell forwarded the major findings from the exit interview to the Trustees. The draft report has been received and we have the opportunity to correct any factual errors. The report looks good – very fair and valid.

When the final report is received, we will address each issue and report our actions to the NEAS&C Board.

President O’Donnell noted the NEAS&C Team’s view of structure and feels it is not a substantive concern given future adjustments. MassBay has taken a non-traditional model of having Student Services report to Finance, referencing the many compliance requirements for that
area, and he will strongly support this model. The organization will be structured so that
capabilities are not overtaxed.

Dr. Salomon-Fernandez further noted the recognition that communication is evolving at the
College. We need to continue evolving. Good acknowledgement of the progress we’re making
and that we are not there yet are in the report. Intimidation and silence are no longer a concern.

**ACADEMIC PROGRAM REPORTS**

The Manufacturing Certificate Programs have been approved at Department and Division,
Admissions & Curriculum, and by Faculty Governance.

Dean Chitra Javdekar provided a brief overview of the programs which were developed
collaboratively with Northeastern University under an Advanced Technological Education (ATE)
grant from the National Science Foundation (NSF). The goal is to provide students with essential
workplace and technical skills to fill industry positions. The programs will target liberal arts
students who will be provided with essential skills they need to succeed in a manufacturing
workplace. These 1-year long certificate programs consist of a core number of classes, and
require participation in a co-op program. Students will be able to move quickly into industry
positions.

**Manufacturing Technology Certificate** – Designed to provide students with the technical skills
and knowledge needed in today’s advanced manufacturing industry.

Introduces new technologies, i.e., 3-D scanners and printers, provides hands-on computer
science skills offering the opportunity to work with robots, artifacts & data.

**Manufacturing Innovation Certificate** – Designed to provide students with the business and
technical knowledge needed in today’s advanced manufacturing industry

Upon completion, students will have the competencies required to start their own small
manufacturing business or seek operational positions that require knowledge of manufacturing
in a manufacturing company.

The Certificates will be vigorously marketed through admissions, marketing and our community
partners. An industry breakfast will continue to build the relationships. Information sessions will
be held. Grant funding has allowed for print advertisement and Northeastern University is also
marketing the program. Original plans were ambitious but later amended. We will begin
offering an Engineering Design class in Spring 2015, but the actual Certificate Program will begin
in Fall of 2015.

Inquiries are already being received. Two companies, Operon Resources and Conformis have
agreed to partner with us for co-ops and we will be recruiting other companies as well.
**MOTION:** Trustee Tom Peich made a motion to approve the Manufacturing Innovation and Manufacturing Technology Certificate Programs as recommended by the President in the memoranda dated April 23, 2015. Trustee Sylvia Beville seconded and the motion passed unanimously.

**DISCUSSION ITEM**

**FY16 Budget and Tuition/Fees Discussion**

President O’Donnell initiated a discussion regarding the necessity of requesting a fee increase for fiscal year 2016. Public Higher Education is Massachusetts has been historically underfunded. Community colleges across the state are struggling with declining enrollments and potential fee increases. The Higher Education Finance Commission October 2014 Report to the General Court of Massachusetts noted that the Commonwealth’s investments in public higher education have not kept pace with the evolving responsibilities of our system. Additionally, a projected 7% decrease in enrollment and Health Science programs that are struggling contribute to the need for a fee increase.

Noting that tuition is set by the Department of Higher Education, Dr. O’Donnell reported that the state will allow for a reasonable increase in fees. The College must strike a balance between the needs of the institution and the abilities of our students to meet those needs. A request for an increase that is below the maximum level of the Pell Grant will be brought forward. The recommendation is for a 5% increase in the All College Fee which would be an increase of $7 per credit. The questions was asked whether this would be adequate.

Vice President Kirleis distributed the list of fees from the College Catalog. The current cost per credit is $174. A 5% increase would raise the cost to $181 per credit hour. The College faces a $1.6 million decrease without a fee increase. Revenue budget and the proposed increase will be brought to next meeting, and the Operating Budget will be brought in June.

President O’Donnell noted the College has done substantive cutting of non-personnel budgets, retrenchments and reorganization, and is committed to bringing a balanced budget to the Board of Trustees.

**ENROLLMENT REPORT**

Vice President Steve Sullivan reported that registration began on April 3, 2015. As of yesterday, enrollment was up 81 heads for Summer 2015 (26.2 FTEs).

Fall enrollment is down 184 heads (141 FTEs) as compared to this time last year. The Enrollment Planning Committee has been addressing diligently, using a variety of options including social media, posters, addressing classes directly. The Open House scheduled for May 9, 2015 for prospective and accepted students has received 100 RSVPs already.
Three to four new orientations in June are geared toward high schools. It may be worth considering alternate outreach and retention opportunities. Mentoring, marketing, and outreach to non-traditional students have the potential to increase enrollment. A suggestion to market the College in addition to specific programs should be considered.

Dr. Salomon-Fernandez noted that a student survey is being developed which will include a question asking if students plan to return, and if not why not, and offer the opportunity to tell us how we can do better. Additionally, asking students their intent during the admissions process will help to measure attrition and retention.

NEW BUSINESS

Trustee regalia has been ordered.
All Trustees in attendance will be attending commencement.

The Massachusetts Community College Trustees Association (MCCTA) Meeting will be held on May 5, 2015 at Bunker Hill Community College. President O’Donnell, Trustee Der, Trustee Peisch and Student Trustee Brown will be attending. President O’Donnell noted that our Student Trustee, John Brown, will be receiving an award at the meeting.

ADJOURNMENT

The meeting was adjourned at 10:02 a.m.