MASSACHUSETTS BAY COMMUNITY COLLEGE BOARD OF TRUSTEES

Minutes of the November 24, 2015 Board of Trustees’ Meeting – Wellesley Hills Campus

Board members present: Sylvia Beville, Lyris Bauduy-Liautaud, Ken Der, Tom Dretler, Jamie Hoag, Dan Juliani, Tom Peisch, Emmett Price, and Katherine Tonelli.

Staff members present: Yves Salomon-Fernandez, Interim President; Elizabeth Blumberg, Dean of Students; Lynne Davis, Dean for Health Sciences; Kate Duchaine, Chair, Business; Eileen Gerenz, Controller; Jim Grenier, Director of Online Education; Linda Grisham, Executive Director for the Center for Teaching & Learning; Lynn Hunter, Vice President Academic Affairs; Kathleen Kirleis, Vice President for Finance & Administrative Services; Lee Koh, Director of Marketing/Communications; Chris LaBarbera, Dean for Humanities & Social Sciences; Guy Lochiatto, Professor, Business; Sue Maggione, Interim Dean for Business & Professional Studies; Robin Nelson-Bailey, Vice President of Human Resources, Employee Relations and Compliance & Affirmative Action Officer; Mary Shia, Vice President for Institutional Advancement and Alumni; Lisa Slavin, Associate Vice President for Enrollment; Dana Thomas, Program Chair for Surgical Technology; Karen Britton, Executive Assistant; and Deborah Georgopoulos, Staff Associate.

Guest present: From O’Connor & Drew: David DiIulius, Partner; Brendan McGuiness, Manager Dr. Michael Corbett, Surgical Technology Program Advisor; David Himmelberger, MassBay Foundation Board

CALL TO ORDER AND INTRODUCTIONS: After establishing quorum, Chair Tom Peisch called the meeting to order at 8:02 a.m.

Review and Approval of Minutes – Chair Peisch asked for the review of the prior meeting minutes for October 27, 2015 (Item 1).

MOTION: Trustee Der made the motion to approve the minutes of the October 27, 2015 Board of Trustees’ meeting as amended and Trustee Beville seconded.

Trustee Der requested that the minutes be amended more accurately to summarize his comment on the responsibilities of the Board. Revisions were noted.

MOTION: Trustee Beville made the motion to approve the minutes of the October 27, 2015 Board of Trustees’ meeting as amended and Trustee Der seconded. The motion passed unanimously.

Review and Approval of the Consent Agenda– These items were considered extensively at the Finance, Compliance, Personnel, and Audit Committee Meeting. No trustee requested that any items from the Consent Agenda (Item 2) be removed for discussion.

MOTION: Trustee Juliani made the motion to approve the Consent Agenda; Trustee Dretler seconded. The motion was unanimously approved.
BOARD COMMITTEE REPORTS

Finance, Compliance, Personnel & Audit Committee

Finance Items

Approval of the Budget vs Actual Comparison Reports (Item 3)

MOTION: Vice Chair Ken Der made a motion to recommend the Board of Trustees accept the September 2015 Budget vs Actual Comparison Reports. Trustee Dan Juliani seconded and the motion passed unanimously.

Approve the Revised FY16 Budget

Vice Chair Ken Der reported that the FCP&A Committee discussed the revised budget in depth and explained that the Board needs to understand revisions.

$728K needs to come from reserves. Open positions or anticipated vacancies have been put on hold. Capital planning has been deferred in order to balance the budget. The College is closely monitoring adjunct faculty costs. Managers have been empowered to reduce budgets. Vice President Kirleis noted the revised budget assumes an enrollment decline of 4.5% for Spring semester. Enrollment was down 7% last Spring semester. The revised budget does not reflect any decrease in spending.

Trustee Dretler questioned the $272K operating budget expenses. The “run rate” is higher than anticipated. The Board should also consider the implications of drawing down almost half of the College’s reserves.

Interim President Salomon-Fernandez explained these expenses include unbudgeted costs, i.e. payouts, the MetroWest College Planning Center, unanticipated compliance and accreditation costs and presidential search expenses. Increased expenses were offset by reserves and deferred capital spending. Also, the budget was built on a 4% enrollment decrease when data showed an 11% decline. It is recommended the budget be based on empirical data. We should be better off next year if we budget wisely. Reserves are generated by increasing revenue rather than cutting budgets. The College needs a strategy to increase funding on all fronts. Revenue generation must be better.

The College may want to consider assigning a percentage of the total budget for reserves, based on the ratio of revenue to expenses. While it has been wise to not increase staff, this option is not sustainable. Interim President Salomon-Fernandez noted the reductions have had an impact on morale.

Discussions at the Retreat should focus on rightsizing the budget so we can align spending with revenues, and rebuilding reserves rather than using them to supplement. Additional topics for the Retreat should include the position of Compliance Officer and consideration of an organizational development plan so we know minimal staffing levels. There are key positions the College has lacked in areas such as student retention and enrollment management.

Chair Peisch asked of the effect of the revised budget reductions on the Athletic Program. The Interim President reported that the Associate Director position has been reduced to a part-time position to assist with compliance issues and the only other change will be the funding source. The Athletic Director will submit a request to the Foundation to help fund the program. The Foundation meets again in January. Vice President Kirleis noted the money is on account, and the College is very confident the request will move forward.
MOTION: Trustee Lyris Baudy-Liataud made a motion to approve the revised FY16 Budget as presented by the Finance, Compliance, Personnel and Audit Committee. Trustee Ken Der seconded and the motion passed unanimously.

Audit Items

Accept the FY15 A-133 Audit Report (Item 5)

David Dillulius, Partner; and Brenan McGuiness, Manager; presented the A-133 Audit.

Mr. Dillulius assured the Board that the College’s Financial Statements were submitted to the state prior to the deadline. The College is in compliance with that deadline.

The A-133 Report presented no material weaknesses, and the College received an unmodified opinion.

Mr. Dillulius noted the College had $10M worth of federal expenditures this year, it would be reasonable to expect findings due to the amount of activity. Several deficiencies were noted, but the audit is still unmodified.

Mr. McGuiness explained the findings:

- A repeat finding relates to reporting to the National Student Loan Data System (NSLDS)
- A repeat finding relates to federal work study program. Students may not work during class hours
- A new finding noted one student received financial aid without meeting academic progress requirement.
- A new finding noted some students did not completing required exit counseling

Prior year findings regarding outstanding checks and the return of Title IV funds have been corrected.

Vice President Kirleis noted the current status of the Financial Aid module of PeopleSoft still puts us at risk for future findings. Chair Peisch noted that this issue may create an unbudgeted item the Trustees may need to address at the retreat.

MOTION: Trustee Emmett Price made the motion to accept the FY15 A-133 Audit. Trustee Tom Dretler seconded the motion. The motion carried unanimously.

Presidential Search Committee

Committee Chair Emmett Price reported that the first meeting was held on November 12, 2015. Sixteen people comprise the Presidential Search Committee and quickly achieved a consensus of goals.

A survey seeking input on important attributes for the new president including priorities and characteristics was distributed. 142 very insightful responses were received. Results will be shared at the retreat. Top concerns were communication, staffing, enrollment and retention. ACCT developed a Presidential Profile based on the survey, which the Committee proposes using as a guiding document, pending the Commissioner’s review and approval.

Town Hall Meetings are being scheduled to allow faculty, staff and students to have input into the process. Next Search Committee Meeting is scheduled for December 10, 2015 at 8:00 a.m.

Trustee Beville reported that one of the likely candidates is a member of the Board of Directors of her employer and her employer’s landlord. After getting advice from Attorney Tashjy and the Ethics
Commission, Trustee Beville has filed the appropriate disclosure with the Governor’s office, as her appointing authority. Trustee Beville stated that she believed she can be fair and impartial, and would like to continue to serve on the Committee. She will continue to serve unless notified that she cannot. The Board commends Trustee Beville for prompt disclosure.

The Search Committee requests the Board adopt the Presidential Profile so that document can be used as a guide.

**MOTION:** Trustee Emmett Price made the motion to adopt the current iteration of the Presidential Profile pending approval of the Commissioner. Trustee Ken Der seconded the motion. The motion carried unanimously.

**Student Success Committee**

Committee Chair Sylvia Beville noted the Committee is in a good position to move forward. Next meeting is scheduled for December 18, 2015 at 8:00 a.m. A confirming notice will be sent. The initial goal will be to determine focus, and set out agenda for the next six months. Committee as a whole will be engaged in the discussion.

**By-Laws Committee**

Trustee Hoag will do presentation on the By-laws at the next meeting. Recognizing that the full Board comprises the Committee, the Board is requested to do a “scrub” of the current version of the By-laws which will be e-mailed to the Trustees for convenience. By-laws of other schools will be reviewed before the next Board Meeting.

For consideration:

- §G12 notes that absence from four regular meetings “shall” terminate Board membership.
- §G8 references a time limit “to the extent reasonably possible” ... “limited to two hours”. Who makes that determination? Frequency and time of meetings, which was an issue raised by NEASC, may be discussed at retreat.

**FOUNDATION BOARD REPORT**

Mary Shia introduced Foundation Board Member David Himmelberger. Ms. Shia reported that the income for October was $6,000, income for September was over $20,000.

- Parent Appeal showed very positive results
- End of year appeal just went out
- December 1 is Giving Tuesday, all Board Members are encouraged to contribute
- Jacobs Foundation donated $25K for Health Science scholarships.
- $23K has been received from non-alums for spend-down in last few days. The Foundation is building relationships with Friends of MassBay.
- Donor Appreciation Dinner very helpful and a great incentive.

Chair Peisch noted that it is very important that every Trustee donate in whatever amount is possible to the Foundation. We are very close to having 100% participation.
PLANNING

Online Enrollment Plan – Interim President Salomon-Fernandez noted that the position that evolved from Title III, reports to Dr. Lynn Hunter. Jim Grenier, Director of Online Education provided the Board with an overview of the enrollment plan for online classes.

Distance Education @ MassBay Community College.

- Increase access
- Greater retention
- Director of Online Education (advocate)
- Outside partners and help (MCO)

Mr. Grenier noted that everything will be hybrid in the future. Online courses offer transferable credits, lower costs, and access for both traditional and non-traditional students. Approximately 12% of the College’s FTE comes from these types of courses, and revenue is increasing every year.

Strategic Enrollment & Marketing Plan

Lisa Slavin, Assistant Vice President of Enrollment Management and Lee Koh, Director of Marketing & Institutional Communications provided an update on the Strategic Enrollment Plan.

Admissions and Marketing efforts have been very successful. The use of best practices, data-driven decision making and faculty and staff collaboration has contributed greatly. A review of demographics reveals a shift in markets to a more non-traditional diverse population. The “traditional” funnel must be strengthened to increase visibility and emphasize affordability. A “non-traditional” funnel will be created to increase visibility, emphasize affordability and opportunity. The Planning Group will continue to develop strategies to address enrollment and retention.

ACADEMIC PROGRAM OVERVIEW

With apologies to the presenters, the Business Communications and Central Processing Technology overviews will be deferred to the next meeting. Interim President Salomon-Fernandez pointed out that this was the second time these presentations have been deferred, but this was unavoidable due to time constraints.

BOARD-FOCUSED SESSION Chair T. Peisch

Chair Peisch reminded the Board that the Board Retreat is scheduled for Saturday, December 12, 2015 from 9:00a.m.-2:00p.m. at the Alumni Board Room on the Wellesley campus. Breakfast and lunch will be provided. Items for discussion include:

- Charge for Board Sub-Committees
- Statement of Institutional Goals and Objectives for FY ’16

EXECUTIVE REPORTS

- Student Trustee (deferred to January)
Board Chair

Chair Peisch noted that Diane Schmalansee has been appointed by the Governor as a Trustee at MassBay Community College. Ms. Schmalansee is a great addition and will attend the retreat on December 12, 2015.

Interim President Salomon-Fernandez, Trustee Juliani and Chair Peisch attend the Statewide Trustee Conference. Speakers included Governor Baker, Commissioner Santiago, Secretary Peyster, UMASS President Meehan, and DHE Board Chair Chris Gabrieli. Trustee Juliani gave a brief overview of the Conference. Terry MacTaggert, Senior Fellow, Association of Governing Boards presented on “Board Leadership for Better Results”, and Trustee Juliani was happy to report that MassBay has been ahead of the curve. Chair Peisch added that the MassBay Trustees should be very proud of what we do.

Interim President

Interim President Salomon-Fernandez reported on the status of Ashland and Framingham Leases. The Ashland lease has been signed for the next five years. The College has a two year lease with Framingham; the Framingham Superintendent may be open to other arrangements.

A new campus is still being sought, and Senator Spilka has offered legislative advocacy.

The NEASC Commission expressed concern regarding enrollment stability and the effect of enrollment revenue on student services; the coupling of Student Services and Enrollment Management with Finance and Administration; and the Academic Master Plan. Participation on addressing these issues is limited as a result of work-to-rule. The College will be reaccredited. The President of NEASC will call the Interim President to debrief.

Chair Peisch commended Trustee Hoag for his suggestion that the Board acknowledge the great work happening at the College and send a campus-wide email commending the hard work of faculty and staff. The Board Chair will send such an email.

COMMUNICATIONS

Two reports from the MassBay Office of Public Safety are provided for the Trustee’s information.

ADJOURNMENT

MOTION: Trustee Emmett Price motioned to adjourn the meeting and Trustee Jamie Hoag seconded. The Motion passed unanimously.

The meeting adjourned at 10:11 a.m.
Thomas E. Peisch  
Chair 
Board of Trustees 

Interim President 
Massachusetts Bay Community College