Board members present: Sylvia Beville; Ken Der; Jamie Hoag; Dan Juliani; Pam Lassiter; Tom Peisch; Katherine Tonelli

Staff members present: Lisa Bacon, Interim Vice President of Human Resources; Elizabeth Blumberg, Dean of Students; Karen Britton, Assistant to the President; Eileen Gerenz, Assistant Vice President of Finance and Administration; Deb Georgopoulos, Staff Associate to the Vice President of Finance & Administration; Linda Grisham Executive Director of the Center for Teaching & Learning; Lynn Hunter, Vice President of Academic Affairs; Courtney Jackson, Chief Strategic Planning & Institutional Effectiveness Officer; Kevin Kane, Foundation Board Chair; Kathleen Kirleis, Vice President of Administration and Finance; Chris La Barbera, Dean of Humanities and Social Sciences; Matthew O'Connor, Associate Director of STEM; David Podell, President; Mary Shia, Vice President of Institutional Advancement & Alumni Relations

CALL TO ORDER AND INTRODUCTIONS: After establishing quorum, Chair Peisch called the meeting to order at 8:01AM.

Review and Approval of Minutes

The June 14, 2016 Full Board Meeting minutes were reviewed.

MOTION: Trustee Lassiter moved to approve the minutes from the June 14 Full Board meeting as amended. Trustee Tonelli seconded. The motion was approved unanimously.

ENROLLMENT REPORT/DASHBOARD REVIEW

President Podell announced that Full-Time Enrollment (FTE) is ahead by one percent but that head count is down one percent. FTE is the more precise measure. Enrollment applications are up by 26% from last year due to the effort of the Admissions Office.

Chief Strategic Planning & Institutional Effectiveness Officer Jackson presented a handout to the Board reviewing current enrollment compared to previous years. Dr. Jackson reported that there are more activities planned this year to encourage new and returning students to register. It is still too early to report the results of this outreach. There have been no complaints because of the fee increase thus far. However, there is a concern about the impact of FAFSA requiring students to link their FAFSA application with their parents’ tax returns, and the long process of uploading the information into and completing the applications.

FOUNDATION REPORT

Vice President of Alumni Relations and Advancement Shia reported the following on behalf of the Foundation:
*Income to the Foundation for FY 2016 was $166,000, which was down $60,000 from the previous year due in part to the grants moratorium. Income from June is $8658.40.

*Vice President Shia invited the Trustees to the following events:

Red Sox Community College Day at Fenway Park – September 14
All Campus Tour – September 21 1:30-5:00PM
Donor Appreciation – October 20

*MassBay submitted five applications to the One Family Scholars program and all were accepted! Past recipients have transferred to Wellesley College and Worcester State and are getting a full ride. Everything (e.g., books) is covered. One student is legally blind. Marketing will do a story.

Chair of the Foundation Kevin Kane commended Lynn Hunter for her tenure as Interim President. Mr. Kane then introduced a new member of the Foundation Board, Joseph Assaya from Boston Scientific, who is a graduate of MassBay and has worked on the Strategic Plan. Mr. Assaya is happy to be giving back now and Assaya provided the following update:

The Foundation recently completed its strategic plan and has asked various committees to focus on strategic priorities per the below:

1. Strategy & Resource Distribution – Better ways to link scholarships and student support to college goals for retention and completion of degrees and programs

2. Resource Development and Building a Community of Support -- Deep dive into the best way to increase our pipeline of friends of MassBay and donors

3. Board Development, Membership & Governance – Focus on onboarding new board members, how we develop annual individual engagement plans for each board member, and how we embed continuous learning and training into our annual cycles

4. Investment, Finance & Audit committee will continue to oversee the investment of the endowment and our fiscal policies

Mr. Assaya also joined the Trustees in welcoming President Podell. The Foundation looks forward to working with the Trustees and President as partners in generating much greater visibility and impact in the MetroWest community. President Podell has already agreed to support the Foundation in launching Meet the President small group cultivation events to reach out to lapsed or new potential friends, companies, and community leaders.

BOARD COMMITTEE REPORTS

*FINANCE, COMPLIANCE, PERSONNEL AND AUDIT*

Finance Items

Vice Chair Der commended the Finance Office for a job well done with the budget and finances this past year.
FY17 Budget Discussion

Vice President Kirleis reported that the College is still waiting for the final numbers from the State. The FY17 Capital and Operating budgets included in the binder were approved at the June meeting, and the Trustee budget included is the same as last year’s reduced level, less the Presidential Search costs.

Surgical Technology Exam Fee

The administration recommended a change in practice by which students would now be charged a new $247 Surgical Technology Exam fee, which is required for licensure. President Podell indicated that charging students this type of fee is typical and in accordance with the way MassBay handles fees in other programs. The change should not adversely impact enrollment. Vice-President for Academic Affairs Hunter stated that this exam is part of accreditation, and 100% complete participation is required. Ten to twelve students are currently enrolled.

**MOTION:** Vice Chair Der moved to approve the $247 Surgical Technology National Exam Fee set forth by the NBSTA as presented. Trustee Beville seconded, and the motion passed unanimously.

FY16 Budget vs Actual Comparison Reports with Projection – May 2016

Vice President Kirleis summarized what had been presented at the Finance, Compliance, Personnel and Audit meeting the previous week. This report reflects eleven months of the fiscal year. Revenue is slightly above budget. There have been some savings and the College is presently projected to end the year with net income... The auditors are working on the Foundation’s books and then the College’s.

**MOTION:** Trustee Der moved to approve the FY16 Budget vs. Actual Comparison Reports with Projection for May 2016 as presented. Trustee Lassiter seconded, and the motion passed unanimously.

June 2016 Contracts Report

Vice President Kirleis summarized what was presented at the Finance, Compliance, Personnel and Audit meeting the previous week. The ISA contract includes new pricing, Blackboard is for a three-year subscription, and the PeopleSoft managed services contract has been awarded.

June 2016 Student Accounts Receivable

Vice President Kirleis summarized what had been presented at the Finance, Compliance, Personnel and Audit meeting the previous week. The college has completed its FY16 write-offs, which are reflected in the 6/30 balance.

Compliance Items

Final FY15 Audit Determination Letter

Vice President Kirleis summarized what had been presented at the Finance, Compliance, Personnel and Audit meeting the previous week. The final letter has been received. The College had to submit an additional corrective action plan last year but was not required to this year. The FY16 audit is now underway and it was noted that there will be at least one finding, unfortunately. The Board commended the staff for improvements but is looking for no findings in the future.
Personnel Items

Personnel Actions Report

Interim Vice President Bacon summarized the recent hires/promotions that had been presented at the Finance, Compliance, Personnel and Audit meeting the previous week.

Recruitment Report

Interim Vice President Bacon summarized what had been presented at the July 26 Finance, Compliance, Personnel and Audit meeting the previous week. This report is consistent with the By-Laws discussion/revisions regarding Section L2 (Personnel Actions) that also took place in the FCP&A meeting regarding the level of employee to be reported upon. There are six vacancies, with two about to be filled. One new vacancy is not on the list – Assistant Dean of Students. The Surgical Technology position was added because the incumbent is leaving this week. The Director of Facilities position has been delayed because the college had been unable to come to terms with the most recent 2 finalists.

*BY-LAWS*

Final discussion and revisions of the By-Laws took place. A list of changes made previously was distributed.

Section H1: At a previous meeting, the Board voted on a change to Section H1 (Remote Participation). Trustee Hoag recommended that this change be vacated in light of a provision in the Massachusetts General Laws.

MOTION: Trustee Hoag moved to accept Section H1 as previously written. Trustee Dan Juliani seconded, and the motion passed unanimously.

Section L2: The language in Section L2 (Personnel Actions) was revised to read: “Personnel actions taken by the President at the level of director or above will be reported to the Board of Trustees at its next regular meeting. Other personnel actions will be reported to the Board at the President’s discretion.”

MOTION: Trustee Hoag moved to accept Section L2 as revised. Trustee Beville seconded, and the motion passed unanimously.

Section J1b: It was questioned whether Facilities should be part of the Student Success and Academic Affairs Committee. A small part of facilities is related to students, but not as much to academic programs. Perhaps a new Committee should be formed. President Podell recommended the Student Success Committee work with the By-Laws Committee on the language. Trustee Der recommended forming a separate ad-hoc Committee focusing on the campuses, State, etc.

Trustee Hoag pointed out that the other changes that have been made to the By-Laws are more significant since they bring the By-Laws into compliance with other laws and regulations. He suggested that a new Facilities Committee is more of a Board decision than a By-Laws Committee decision. Chair Peisch noted that it is important that the By-Laws are finalized. The concept of Facilities as part of a Committee or its own Committee needs to be considered more. In the meantime, the Student Success
Committee will proceed under the current language. Trustee Lassiter has been appointed to this Committee by the Board Chair. Trustee Hoag will distribute a clean copy of the By-Laws as they currently read after the most recent amendments. The Board commended Trustee Hoag for his work.

*PRESIDENTIAL WELCOME*

Chair Peisch has appointed Trustees Juliani and Tonelli as Board liaisons to the College for purposes of planning this event. A meeting will take place soon to begin planning. President Podell would like to involve and honor faculty and students.

EXECUTIVE REPORTS

Board Chair Tom Peisch

Chair Peisch commended Lynn Hunter for her tenure as Interim President.

President Podell

President Podell stated he is thrilled to be here at MassBay and commended Lynn Hunter for her tenure as Interim President. President Podell then reported on the following items:

Program Review: The College will be reviewing existing programs and considering offering new ones for which demand exists. The College must consider its identity and sharpen its focus on what programs it should offer. Some programs can afford low numbers while others cannot.

Vacant positions:

The President informed the Board that he intends to move forward with the hiring of a Title IX and Affirmative Action Coordinator, which was planned as part of the FY17 budget to start September 1st. The position will report directly to the President and filling it will allow the staff of Human Resources to focus on the many other tasks they perform. This position will also maintain a list/calendar of compliance deadlines and will be a member of the Compliance Committee.

President Podell does not feel there is a need to fill the vacant Vice President of Enrollment Management and Student Development position that had been budgeted because there are already strong leaders in these areas. Further, we are unlikely to find someone with significant experience in both Enrollment Management and Student Development. The salary savings from not filling this position will fund a Grants Administrator position and accelerate the hiring of selected vacant positions instead. The newly created Grants Administrator would be a “go-between” between Principal Investigators, Grants Development, Human Resources, Budget and Finance, and the Provost. It is important for MassBay to aggressively pursue grants and this position would help provide support to faculty and staff in the deployment of grants.

Three positions that had been budgeted to start later in the fiscal year would now start immediately: Campus Officer, Director of Career Services and Director of Corporate Partnerships.
Dashboard: The College seeks to improve the dashboard of institutional data. The framework for a new dashboard was reviewed by the Executive Team, as well as an example of Otis College’s dashboard as a sample. A revised dashboard including data on adjunct teaching and classroom space utilization will be ready for the next meeting. Assistant to the President Britton will email everyone Otis’ dashboard.

Division of Capital Asset Management and Maintenance: DCAMM will be on campus on August 10. This is a new initiative by the state to visit campuses and look at regional collaboration, workforce talent and development and capital investment. MassBay’s visit will include tours of all three campuses, and is a great opportunity to make a compelling case for College’s capital needs, particularly the tough position the college is in due to the Framingham and Ashland leases. President Podell and the Committee decided that the presence of a Board member was not needed. Trustee Berville mentioned she has an interview with DCAMM next week related to Workforce Development, if the Board would like her to focus on anything in particular.

The Presidents of MassBay and Framingham State University met recently with members of the Education Alliance, Keefe Tech, and the Framingham School District, to discuss a joint proposal for a new facility in Framingham.

It was noted that a member of Keefe Technical had been recommended to join the Board, representing vocational boards per A5 of the By-laws. Nominations for new members were sent to the Board of Higher Education back in February, and Ms. Britton will forward the letter to the Chair and Vice Chair. It was also suggested that a representative from High Schools be considered for the Board as well.

Chair Peisch asked what President Podell is looking for from the Board. President Podell indicated that MassBay is in a great position. Morale is low in some areas, but there are wonderful stories. The College needs help from the Trustees in getting the word out, celebrating and promoting all of MassBay’s achievements.

COMMUNICATIONS

Reports from the MassBay Office of Public Safety

Vice President Kirleis reported that both the June 2016 Clery and State Police Reports have been prepared and reported as required.

NEW BUSINESS

Vice Chair Der suggested that the meetings focus more on content regarding enrollment/retention and student success as opposed to only reports. Chair Peisch indicated the Full Board meetings may be restructured. President Podell suggested focusing on individual topics at each meeting to make the discussion richer. If needed, separate follow-up meetings for individual topics can be arranged. Trustee Berville pointed out that enrollment/retention and student success are covered by the Student Success Committee. Should the Student Success Committee report more extensively at bigger meetings? The focus of the upcoming retreat will be on Student Success. Chair Peisch commended the group for its preparation, which has made the meetings more productive. The Dashboard will help as well.
Ms. Britton will send out a poll to set up the date for the Fall Trustee Retreat.

**ADJOURNMENT**

**MOTION:** Trustee Der moved to adjourn and Trustee Hoag seconded. The motion passed unanimously.

The meeting adjourned at 9:35AM.

[Signatures]

Tom Peisch  
Board Chair  
MassBay Community College  
Date 10/16/16  

David Podell  
President  
MassBay Community College  
Date 9/28/14