MASSACHUSETTS BAY COMMUNITY COLLEGE BOARD OF TRUSTEES
Minutes of the Saturday December 3, 2016, Board Retreat—Wellesley Campus

Trustees Present: Sylvia Beville, Ken Der, Jamie Hoag, Dan Juliani, Pam Lassiter, Jennifer Maseda, Tom Peisch, Diane Schmalensee, and Katherine Tonelli

Staff Present: Karen Britton, Assistant to the President; David Podell, President

Guests Present: Christian Brown, Student; Colleen coffey, Director of the Metrowest College Planning Center; Va Dayaa Dew-Chrismas, Student; Valerie Kapilov, STEM Implementation Coordinator; Bill Raynor, Director of Athletics

1. INTRODUCTIONS

New Trustee Jen Maseda introduced herself. Her involvement in the Metrowest area includes having worked at the United Way and as host of the Woman to Woman Today television program.

2. PROGRAMS DESIGNED TO STRENGTHEN, RECRUITMENT, RETENTION AND EMPLOYMENT

President Podell introduced three of MassBay’s programs that are designed to contribute to student success. Directors of each program made short presentations.

The Young Men of Color Program. Mr. Raynor discussed the importance of providing extra support for young men of color who often face unique obstacles. Originally funded by the Boston Foundation, MassBay’s Young Men of Color (YMOC) Program, co-directed by Mr. Raynor and Dr. Lynn Moore, is a community in which students can discuss issues they face and learn about paths to success. Any student can participate. The College is currently looking for resources to support the program in coming years.

The Metrowest College Planning Center. Ms. Coffey explained the mission of the Center, namely, to reach out to both youth and non-traditional learners to guide them to pathways to higher education. Funded by both MassBay and Framingham State University, the Center offers a variety of programs that engage individuals from low socio-economic backgrounds to prepare for a college career. She reaches out to school districts, housing projects, and other venues. Staff include Ms. Coffey and one part-time assistant. Trustees Der and Schmalensee requested more data.

The STEM Mentoring Program. Ms. Kapilov introduced the program which connects MassBay’s students in STEM disciplines with professionals working in the field. The purpose of the program is to give students a high-quality mentoring experience to complement their classroom experience. Mentoring is particularly important to students who are first in their families to attend college. The program is grant-funded; staffing includes a full-time coordinator and a part-time assistant coordinator. Most of the participating students continue to four-year colleges.
3. REVIEW AND APPROVAL OF OCTOBER 25, 2016 FULL BOARD MEETING MINUTES

The minutes of the October 25, 2016, Full Board meeting were reviewed.

**MOTION:** Trustee Juliari moved to approve the minutes from the October 25, 2016, Full Board Meeting, and Trustee Lassiter seconded. Trustees Hoag and Maseda abstained. The motion was approved.

4. SABBATICAL REQUEST

The Board reviewed the sabbatical request of Professor Deborah London (Humanities and Social Sciences). President Podell explained that this request is being submitted after the Board’s consideration of an earlier request because of an error in the process that was not on the part of the applicant. Because Professor London’s sabbatical would be used to produce a textbook, Trustee Schmalensee asked if Professor London will receive royalties. President Podell said she would, but the amount is likely to be modest. Trustee Beville noted that, despite the cost to the College, sabbaticals allow the College to attract and retain good faculty.

**MOTION:** Trustee Lassiter moved to approve Professor London’s sabbatical request, and Trustee Tonelli seconded. The motion passed unanimously.

5. REPORT ON STATEWIDE CONFERENCE

Trustee Lassiter highlighted selected items from the conference, her full report having been included in the binder for today’s meeting. The keynote speaker stated that a small amount of college is almost worse than none, because it leaves a student with debt but not with a degree which might lead to a higher income. In its Strategic Plan, North Shore Community College looked at what students could afford and set their budget and raised money accordingly. Secretary Peyser and Commissioner Santiago both referenced MassBay’s facility needs. With fewer traditional students due to demographic trends, Community Colleges will need to raise revenue and think differently about enrollment.

The ensuing discussion addressed state funding for MassBay. President Podell was pleased to announce that the Mayor of Boston has approved MassBay as a third college to participate in the Mayor’s program to support Community College students financially, despite its not being in Boston. He also noted a current struggle to get the University of Massachusetts to accept 60 credits from community colleges, a keystone to the Commonwealth Commitment.

Trustees discussed strategies for ensuring that MassBay’s financial needs are understood by the state government.

The question came up if the Board can go into Executive Session when discussing personnel matters. Ms. Britton will ask Ken Tashij.
President Podell added that he attended sessions on fraud prevention and linking assessment to strategic planning.

6. DISCUSSION OF FRAMINGHAM CAMPUS

President Podell noted that the lease of the Framingham campus (i.e., the Farley School) will end on June 30, 2019; he asked the Town Manager of Framingham whether there might be an extension, and the answer was no. Consequently, the College is working with D-CAMM to develop an RFP for a new lease; given the timetable, D-CAMM expects to issue the RFP at the end of January with a mid-March deadline for submissions. The great likelihood is that bidders will represent commercial space which will be far more expensive than our current municipal lease. While it would be helpful to remain in Framingham, we need to cast the net wider since we do not know which property owners will bid. Working with D-CAMM, we have identified that we will need 35,000 square feet to house most of our Health Science programs. Other programs currently housed in the Farley School, such as Human Services, Education, and some classroom-based Health Sciences programs will move to Wellesley, where we have sufficient capacity. The new facility will need to have sufficient parking. We are exploring accommodating our needs for a Biology lab either in Wellesley or at Framingham State University since including such a lab will considerably increase the price of a newly leased facility. We are likely to have to rent a basketball court in a separate facility.

President Podell argued that we should also think in the long term. Given the decline of the K-12 population and the increase of the Brazilian immigrant population in Framingham, we should try to stay in Framingham if we can. At the same time, we have a large footprint in Wellesley with considerable space to grow, if funding can be found.

Trustee Juliani suggested thinking “outside the box”, including having the Foundation do more fundraising.

Trustee Hoag inquired about the effect this will have on revenue. President Podell indicated moving itself could lead to a possible decrease.

7. ENROLLMENT PATTERNS

Enrollment at MassBay has stayed even, while it is dropping at other community colleges due to an improved economy and the decline of the school-aged population. Twelve to fifteen percent of our students in any given year come from Boston; part-time enrollment is increasing. The faculty have identified programs that will be phased out; these will be presented to the Trustees in February. We may increase the hours of the Automotive Recruiter from part-time to full-time, given the capacity in those programs. Trustee Der inquired about an Autobon and Automax connection. Trustee Torelli stated that offering hybrid classes will also help. President Podell noted that MassBay has more hybrid and online classes than any other college he has worked with, and we should build on this strength and increase the number further. Such classes give flexibility to our students and reduce demands on our spaces, although they increase demands on our IT support. MassBay is already a leader in Ed-X, thanks to the work of Vice President
Hunter. Trustee Juliani suggested surveying students regarding classroom usage in the afternoon. The use of temporary buildings spaces was discussed but thought to be an option only if absolutely necessary.

The number of students in the Nursing Program is decreasing. Trustee Tonelli questioned whether we should continue the LPN program, given the demand for Bachelor’s-level nurses.

8. FIVE MONTHS IN – PRESIDENT PODELL’S IMPRESSIONS

The President provided his impressions at five months on the following:

- Enrollment (recruitment and retention) must remain our top priority; the three programs presented earlier in the day are examples of the types of innovative programs we need.
- The diversity of the faculty and staff is not as great as the diversity among the students; several factors affect this, but we need to do our best.
- The College needs to focus more on workforce development.
- The faculty are highly student-oriented. There are gaps between the faculty and administration that have continued for many years which he is trying to lessen.
- Not all administrative offices connect with each other optimally; the College needs to function as a single unit. We need to improve the level of customer service in the offices that provide student services.
- There has not been sufficient stability in the administration (e.g., four presidents or interim presidents in 12 months; turnover in the chief academic officer role), which holds the College back.
- The College needs more academic programs that garner attention externally, i.e., programs that burnish our reputation. We need to build the reputations of our Computer Science, Health Science, and Automotive programs.
- MassBay is very well received in the community and by our legislators. The College needs to build on this good will.

Trustee Schmalensee emphasized the importance of promoting our students’ success, and the need to put ourselves in the students’ shoes with regard to communications and processes. Trustee Lassiter suggested a survey of students and their experiences. President Podell noted that the focus on compliance has had an unanticipated negative effect on the quality of student experience in that staff members’ concerns about compliance leads to saying no to students more often. Another challenge has been the absence of the Registrar for part of the year.

President Podell updated the trustees about the death of Professor Bruce Jackson. His classes have been covered and Dean Chitra Javedkar is working on replacing him as Principal Investigator in his grants. A new full-time faculty member will be hired to fill his position in the Fall. The College will hold a tribute to Professor Jackson this spring.

9. DISCUSSION OF MASSBAY’S CURRENT AND FUTURE DIRECTION

The following document was distributed:
Trustee Beville suggested exploring the needs of companies with regards to technology and changing skills to ensure that MassBay is on the cutting edge. Trustee Lassiter discussed new distribution channels: corporate, online, and adult, as well as advising. Trustee Schmalensee suggested exploring new markets and audiences (e.g., companies, weekend instruction, new certificate programs). Trustee Tonelli noted that businesses may allow MassBay to use their computer labs on the weekends. Trustee Juliani pointed out there is a major shortage of young students going into the insurance industry, which needs people with computer, social, and writing skills. Account managers and salespeople are also needed. MassBay should look into getting more internships. Trustee Maseda indicated that non-profits have the same gap. The College should consider forming Business Advisory Councils. Some of the skills students need to be marketable are banking, clean manufacturing, and critical thinking. The new Director of Corporate Partnerships and Workforce Development position will be critical to MassBay’s future.

President Podell also provided a handout showing skill gap indicators (three zones). Trustee Beville stated this a good start and useful, but the College also need an on-the-ground inquiry analysis. She will forward a tool her company utilizes to President Podell.

The discussion noted how essential good advising is to student success. Trustee Juliani suggested getting the Foundation involved and utilizing them to raise more money.

10. ADJOURNMENT

MOTION: Trustee Der moved to adjourn the meeting, and Trustee Juliani seconded. The motion passed unanimously.

Thomas E. Peisch  
Chair  
Board of Trustees  
College

David Podell  
President  
Massachusetts Bay Community College