

MASSACHUSETTS COLLEGE OF ART AND DESIGN
BOARD OF TRUSTEES ANNUAL MEETING
June 11, 2019, 4:15pm
Huntington Studio, 621 Huntington Avenue

MINUTES

Trustees Present: Pamela Parisi (Chair), Hazel Afamefuna, Elisa Hamilton, Karen Keane, Denise Korn, Bill McQuillan, Peter Nessen, Jan Saragoni, and David Nelson (Ex-Officio)

Trustees Absent: David Lee, Linda Snyder

Special Guest: Valentine Talland

Staff/Faculty Participating: Ellen Carr, Bob Perry, Kym Pinder, Chris Wright, and Susana Segat (Board Secretary)

Call to Order

Chair Parisi called the annual meeting to order at 4:20pm.

Adoption of the Agenda

On a motion made and seconded, it was unanimously

VOTED: to adopt the agenda.

Consideration of the Minutes of Prior Meeting: April 9, 2019

On a motion duly made and seconded, it was unanimously

VOTED: to approve the minutes of the April 9, 2019 board meeting.

Report of the President

President Nelson distributed the reaccreditation letter from NECHE, noting that the next re-accreditation would occur in eight years, with a five-year review in the year 2021. He mentioned that the NASAD reaccreditation process has also been completed for this cycle. As for the approval process for our new strategic plan, President Nelson explained that the Board of Higher Education had produced their third touch-point and would be forwarding the revised plan to the full BHE for final action at their June 18th meeting. He added that the Partnership Plan with the Commonwealth would be renegotiated next year.

President Nelson then made his annual report for 2018-2019, using the strategic planning rubrics as a guide:

Environment for a creative campus

- Looking back: MAAM/South renovation; campus safety; Tower study; DMC use; Tower galleries and mural
- Looking forward: campus safety; campus development (ASG, LMP, Rawn); Accelerated Energy Program; MAAM grand opening; wayfinding

Quality workplace and effective organization

- Looking back: completion of strategic plan, recruiting/hiring/retention workgroup; internal communication; Phase I organizational changes; EO/ADA compliance
- Looking forward: implementation of strategic plan (ARCI); Phase II organizational changes; IT strategies

Transformative learning and teaching

- Looking back: enrollment and retention successes; critique initiative; new provost; new graduate dean; classroom climate working group
- Looking forward: enrollment strategies and curricular development; Intracurricular; address completion gaps; development of space, equipment, technology; pathways

Reputation and resources

- Looking back: marketing and communications; fundraising; alumni engagement; development of partnerships; BOT retreat
- Looking forward: comprehensive campaign; capital proposal (DCAMM); MAAM launch; alumni engagement; development of partnerships; determine model for future via Partnership Plan

Justice, equity, diversity, inclusion

- Looking back: opening of JET office; MassArt Day 2019; recruitment/hiring/retention workgroup/Undoing Racism
- Looking forward: development of JET, Strategic Enrollment thriving study, Undoing Racism workshops, develop sustainable resources for student support; Cornel West lecture

Trustees thanked the president for his leadership, commitment to improving completion gaps, and aspirational work.

Report of the Chair

Chair Parisi reported on the recent achievements of Trustee Afamefuna and then yielded the floor to Trustee Afamefuna for a report from the students.

Report of the Student Trustee

Trustee Afamefuna, a rising junior in architectural design, reported that she had been re-elected to serve as MassArt trustee for the 2019-2020 cycle. She provided an update on the new Student Government Association executive board, the newly approved school mascot and school colors, and the class gift provided by DIMEO.

Report of the Chair (cont.)

Chair Parisi distributed the board's meeting schedule for 2019-2020. She then asked trustees to consider the governance votes before them.

On a motion duly made and seconded, it was unanimously

VOTED 19-27: To appoint standing committee chairs and members of each standing committee, effective 7/1/19

- Academic and Student Affairs: Elisa Hamilton (Chair), Hazel Afamefuna, Denise Korn
- Administration and Finance: Linda Snyder (CoChair), Peter Nessen (CoChair), Karen Keane, Elisa Hamilton
- Development: Karen Keane (Chair), Denise Korn, Pamela Parisi. Richard Marshall Ad-Hoc.
- External Affairs: Jan Saragoni (Chair), Linda Snyder, Peter Nessen

On a motion duly made and seconded, it was unanimously

VOTE 19-28: To reinstate the Special Committee on Tower, renamed Campus Development, maintaining current membership: Linda Snyder (Chair), Pamela Parisi, Bill McQuillan, Peter Nessen. David Lee Ad- Hoc.

Report of the Standing Committees: Executive Committee

Chair Parisi continued with the governance votes. She brought forward the Executive Committee's recommendation on 2019-2020 officers and asked if there were any further nominations. There were no further nominations.

On a motion duly made and seconded, it was unanimously

VOTE 19-29: To elect officers, effective 7/1/19

Jan Saragoni, Chair
Elisa Hamilton, Vice Chair

Trustees congratulated the new officers.

On a motion duly made and seconded, it was unanimously

VOTE 19-30 to delegate authority:

- **Summer actions:** to delegate to the president, in conjunction with the chair and members of the executive committee, authority to take such actions over the summer 2019 months, as is deemed necessary or desirable and as permitted by law, until the next regularly scheduled meeting of the board of trustees. The president shall report to the board of trustees on any such action(s) taken under this motion.
- **Annual audit:** to delegate the executive committee of the board of trustees approval of the fiscal year 2019 audit for MassArt in order to meet the October 15th deadline of the State Comptroller. The executive committee will schedule a special executive committee meeting on October 11, 2019 to accept this FY19 audit. The audit will be presented to the full board in November 2019.
- **MSCA reappointments:** to delegate to the president the authority to act as the board's designee in taking actions to reappoint MSCA unit members.

Chair Parisi reported, as per the vote of the board to delegate action, that the Executive Committee had approved the revised MassArt Strategic Plan at their last meeting and had forwarded this plan to the Board of Higher Education for further action.

Report of the Standing Committees: Development Committee

Committee Chair Nessen asked VP O'Malley to update trustees on the two recent fundraising events. VP O'Malley provided an update on the auction and the fashion show. She said that this had been a good fundraising year and that

there has been a marked change in the philanthropic feel of the institution. She said that the college was close to reaching its annual fund goal and asked for 100% participation from the board.

Chair Nessen introduced Foundation Chair Valentine Talland and asked her to introduce trustees to the Foundation work. Foundation Chair Talland provided some Foundation history and described the composition of its board. She described the Foundation's Engagement Committee, whose goals is to make informed, knowledgeable decisions about funding. She listed the points of engagement, including faculty fellowships, the Helen Blair Sculpture competition, Artward Bound, and student studio tours. She explained that fundraising through the auction and fashion show is coordinated by Advancement staff and supported by Foundation directors. She listed future goals: "UNBOUND's success sets a precedent; advocate for private financial support; MassArt's strategic plan maps programmatic development; directors will stay current with programming objectives (endowment, MAAM, scholarships, faculty professional development); and support these initiatives." Trustees asked about membership on the Foundation board and how new members are recruited. Chair Nessen thanked Chair Talland for her presentation.

Report of the Standing Committees: External Affairs

Committee Chair Saragoni said that at its most recent meeting, External Affairs received a comprehensive review of media campaign activities by InkHouse. Marketing and Communications Executive Director Carr explained that InkHouse has been a partner for the past three years and that her department works with InkHouse's three-person internal team for press coverage. Trustees discussed the roll of students in possible press coverage. Chair Saragoni explained that as the External Affairs committee develops, members would be looking for ways to engage with externals, legislative, media, and community groups. President Nelson said that E.D. Carr would provide trustees in September with an annual report on that department's work from this past year and its proposed strategies for the future.

Report of the Standing Committees: Academic and Student Affairs Committee

Committee Chair Hamilton asked trustees to consider the recommendations from the committee.

On a motion duly made and seconded, it was unanimously

VOTE 19-31: To approve the sabbatical request-Prof. Ericka Beckman, Spring 2020

On a motion duly made and seconded, it was unanimously

VOTE 19-32: To approve the Dean Emeritus nomination for George Creamer

On a motion duly made and seconded, it was unanimously

VOTE 19-33: To accept the Professor Emerita nominations:

Ellen Shapiro, History of Art

Ellen Shortell, History of Art

Chair Hamilton asked Dean Wright to provide an enrollment report. Dean Wright distributed his report and provided highlights with point in time comparisons. "For undergraduates: 14.7% increase in first-year deposits 2018-2019, flat in transfer deposits; ALANA numbers are 18% ahead of last year; All New England states with the exception of New Hampshire are up; Lots of interesting states; International deposits are up 23% ; First-Year GPA is 3.47 (3.52 in 2018); and currently on pace to enroll 516 students (Post Oct 1 number). For graduates: 20% increase in deposits (76 in 2019 versus 60 in 2018); Art Education programs are very strong this year; DMI and M.Arch strong rebound compared to prior year; big dip in MFA Low Res Program (47% decrease); 2D/3D model is not attracting 3D majors; and 31.6% international (24 students)." Dean Wright then distributed the enrollment report with more detailed information on student yield by different categories.

Report of the Standing Committees: Administration and Finance Committee

Acting Committee Chair Nessen said that the committee had looked at the operational report and budget and was pleased with the completeness of preparation of these reports. He asked VP Perry to present the fiscal operations report. VP Perry asked trustees to review the one-page summary. As for issues, he said that there was now a comprehensive plan for housing which included reaching 104% capacity so there was room for melt and that the \$206,000 deficit was based on the timing of revenue coming in and out. VP Perry said that challenges included moving operations money to fix South Building issues. Trustees discussed the possible budget shortfall.

On a motion duly made and seconded, it was unanimously

VOTED LOG 19-34: to accept the fiscal operations report through 4/30/2019.

VP Perry provided the FY2020 budget recommendation, which anticipated revenues of \$82,356,416 and proposed expenditures of \$81,780,021. Student enrollment was budgeted at 1,735 students, with tuition and fee revenues of \$33,951,300 and financial aid support of \$8m plus other waiver assistance. He noted that the recommended budget is built from a conservative approach, with level funding except for a few exceptions. VP Perry described the pre-semester program and noted that it would be fully funded this year.

VP Perry said that the real budget deficit would be \$300,000, and that the reserves were good enough so that there would be no peril to having such a deficit. Trustees discussed their fiduciary responsibilities and their concerns about deficits. President Nelson noted that the deficit in FY17 was at \$1.5m, so that the budget was trending in the right direction. Trustees discussed housing costs, grad programs growth, and student enrollment. Trustees discussed the Accelerated Energy Program (AEP) and the \$200k/year return on investment.

VP Perry asked trustees to consider page 3 of the FY2020 budget vote document for the estimated program summary, noting that the FY2020 estimated revenue less the FY2020 estimated expenses totals a \$576,397 surplus. He confirmed that the FTE count is unchanged.

On a motion duly made and seconded, it was unanimously

VOTED LOG 19-35: To approve the FY2020 budget.

Other Business

Chair Parisi reminded trustees that committee assignments had been made but that if trustees wanted to join more committees, they were encouraged to talk directly to committee chairs. She noted that in general, all trustees are invited to attend all committee meetings.

Noting that this was her last meeting as chair, trustees thanked Chair Parisi for her service as chair and appreciated her leadership over the past several years. She thanked the trustees and welcomed Trustee Saragoni to her new role as the next chair.

Adjournment

On a motion duly made and seconded, at 6:20pm, it was unanimously

VOTED: to adjourn.