

**MassArt Board of Trustees
Annual Retreat
Friday, February 21, 2020
10:00am to 1:00pm
Huntington Studio, 3rd Floor, DMC**

Minutes

Trustees attending: Jan Saragoni (Chair), Daren Bascome, Elisa Hamilton, John Intoppa, Karen Keane, Denise Korn, Bill McQuillan, Peter Nessen, Pamela Parisi, Linda Snyder. David Nelson (Ex-Officio).

Trustees absent: David Lee.

Presenting: Maureen Keefe, Bob Perry, Kym Pinder, Kate Russell, and Susana Segat (Board Secretary).

Call to order

Chair Saragoni called the meeting to order at 10:15am. She thanked trustees for attending the MAAM opening reception and congratulated all for creating an incredible, joyful event. Trustees agreed to formally acknowledge the inception of MAAM.

On a motion duly made and seconded, it was unanimously

VOTED: The Board of Trustees expresses their gratefulness for the leadership and dedication of the senior staff in the achievement of the incredible opening of the MassArt Art Museum.

Chair Saragoni proceeded with the agenda by asking President Nelson to begin the discussion on ideas for the upcoming renegotiation of MassArt's partnership plan with the Commonwealth.

President Nelson provided an overview of the visit by the Legislature's Joint Committee on Higher Education, which is being held immediately after this retreat.

President Nelson then presented a slide show: *Partnership Plan, Strategies for Renewal*. He said that the goal for this retreat was to better understand the partnership plan and to strategize about the best approach to renewal. The timeline would include discussing the broad strokes of the strategy with Secretary Peyser in June 2020 and submitting the renewal proposal in October 2020.

President Nelson provided some history on the original partnership plan and its two subsequent renewals. He listed the key features of the plan:

- MassArt keeps tuition and fees and agrees with the state on a set of metrics that would be reported on and reviewed each year.
- Benchmarks include what you see annually in the performance report.

- College projected that enrollment growth and increased fees would account for additional \$7m in revenues over 5 years.
- Commitment to comprehensive campaign to raise \$20m over 5 years (2003-2008).
- Prior to the plan, state appropriations cover 2/3 of cost of education. The partnership plan shifts to 60/40. (We are now at 40/60.)
- The aspiration was for out of state to pay full cost of education and for instate to have full cost covered by T/F + state appropriation.

He then posed the questions to be asked in order to collect the right data:

- What did we gain/lose for partnership plan in past?
- What happens to tuition and fees since inception?
- What parts of original plan did MassArt or the state not fulfill? (e.g. 60/40 commitment, collective bargaining costs (They committed to 100% and have been getting 100/0/0 and may soon get 80/80/80).)
- How as original 'block grant' figured, and what are current baseline operating costs for the college?
- What do we learn from other institutions? (e.g. differentiated tuition.)

President Nelson then posed some questions on strategy:

- What is attainable?
- What will create most effective positive change for next 15-20 years?
- If achieved, what are the implications of 'gets'? (e.g. employee caps and fringe costs.)
- How do we work with other institutions? (e.g. Mass Maritime.)
- How does this relate to the other state universities?
- Return to publicly 'funded' rather than 'supported'? (e.g. 50/50, 60/40.)
- Return to some of the features proposed but not adopted in early 2000's. (e.g. assume ownership of property for less capital \$.)

He summarized his talk by saying that either way, we need a highly effective campaign to improve the perceived value to the Commonwealth and reputation of the college. This begins with our current efforts with initiating MAAM, continues with Drawing Act celebration, and moves toward the 150th anniversary.

Trustees discussed the "Source of Funds" chart in the president's slides. Their questions included how the cost of education at MassArt compares with the cost of education at the other state universities and whether the data on costs includes housing and dining. President Nelson said that he would provide a comparison chart on the cost of instruction for all state universities. Trustees discussed financial aid and state maintenance allocations; the funding formula used by the board of higher education; alternative funding sources; recruiting tactics; and the student debt load upon graduation.

Provost Pinder talked about the challenges of offering a 3-year graduation schedule and of restructuring our work by going online, adapting class schedules, and integrating early college high school classes.

On questions about where MassArt would need to do early investments, President Nelson said that he would provide trustees with his top-10 list, including hiring more employees. Trustees discussed the possibility of leveraging our real estate to reward our needs and other ways to raise funds.

Chair Saragoni thanked the group for participating in a good conversation. She asked trustees to stay after the retreat was adjourned so they may welcome the members of the Joint Committee on Higher Education to the campus.

On a motion duly made and seconded at 1:00pm, it was VOTED: to adjourn.