

MASSACHUSETTS COLLEGE OF ART AND DESIGN

BOARD OF TRUSTEES

September 25, 2018 - 4:15 pm
Huntington Room

MINUTES

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

Trustees Absent: Christine Kondoleon, David Lee

Staff/Faculty Presenting: Jamie Costello, Maureen Keefe, Lyssa Palu-ay, Bob Perry, Chris Wright, and Susana Segat (Board Secretary). Also attending: Dr. Kymberly Pinder, provost as of 1/1/2019.

Call to Order

Chair Parisi called the meeting to order at 4:20pm. She welcomed Dr. Pinder and yielded the floor to her for a brief address to the trustees. Dr. Pinder thanked the trustees for inviting her to the meeting and noted that she was looking forward to her collaboration with the board.

Adoption of the Agenda

On a motion made and seconded, it was unanimously

VOTED: To adopt the agenda as submitted.

Consideration of the Minutes of Prior Meeting: June 12, 2018

On a motion made and seconded, it was unanimously

VOTED: to approve the minutes of the June 12, 2018 board meeting.

Report of the Chair

Chair Parisi welcomed Trustee Afamefuna to the first meeting of the new academic year and congratulated her on her election to a new term on the board. Chair Parisi yielded the floor to Trustee Afamefuna for a report on student activities.

Report of the Student Trustee

Trustee Afamefuna talked about the first meeting of the Student Government Association (SGA) executive committee. She listed two issues needing more attention: the potential arming of campus police and the new sexual violence climate survey.

Report of the President

Chair Parisi yielded the floor to President Nelson for his report. He introduced SGA executive board members who were in the audience and thanked Trustee Afamefuna and the rest of the SGA leadership for their service.

President Nelson reported that no actions were taken this summer under the board's delegation of authority.

He gave a brief campus update, listing some current gatherings and an extended list of faculty achievements. He welcomed Dr. Pinder and told trustees that Dr. Pinder would be returning for another campus visit in November.

President Nelson then made a presentation on strategic planning. He described the process to date and thanked the faculty and staff leading this effort. Since the last board meeting, five working groups and 21 input groups were created. Approximately 150 people worked over the summer to produce materials for the steering group. Over 200 actions were created to accomplish the plan, which were then braided into the four initiatives to ensure that they fit into the overall vision. Included in the strategic plan that will be presented to the board in November for approval are the following drafts:

A new mission statement:

Massachusetts College of Art and Design is a public, independent institution that prepares artists, designers, and educators from diverse backgrounds to shape communities, economies, and cultures for the common good.

A new values statement:

- We pursue a just, compassionate, and equitable learning environment
- We cultivate rigorous creative practices by observing, questioning, making and remaking
- We honor courage, honesty, mutual respect, and self-expression
- We believe in the power of art and design to transform our world

10-year horizon: Drawing on our rich legacy and proven strengths, in ten years MassArt will:

- Be recognized as a leading cultural institution with an international reputation for excellence
- Be a national resource for learning and teaching methods and practices
- Serve the Commonwealth as a leader for cultural inquiry and new ways of seeing, thinking, and doing
- Be an exemplary organization in which makers, educators, scholars, and entrepreneurs thrive
- Develop a significant focus on research, innovation, and creative practices
- Sustain the MassArt mission through effective use of a growing array of resources
- Be rooted in just and equitable practices for the good of everyone in our community

5 priorities:

- Environment for a creative campus
- Quality workplace and effective organization
- Transformative learning and teaching
- Reputation and resources
- Justice, equity, diversity, and inclusion

4 initiatives:

- We are a college-ready campus
- We are a student-ready campus
- We are an institution that invests in people
- We are creating our future

20 goals in 5 years:

WE ARE A STUDENT-READY CAMPUS

- We design our time and space to best serve students.
- We communicate in ways that resonate with students.
- We shape curricula, pedagogies, and critique for student and alumni success.
- We keep the cost of attendance as low as practical.
- We recruit, enroll, support, and retain students with justice and equity in mind.

WE ARE A COLLEGE THAT COLLABORATES

- We create time and space for interdepartmental and interdisciplinary collaboration.
- We communicate well with one another and with the world around us.
- We create PK-16+ pathways that support artists, designers, and educators.
- We work with community, commonwealth, college, corporate, and alum partners.
- We partner with our reconceived EDI office to reform our campus culture.

WE ARE AN INSTITUTION THAT INVESTS IN PEOPLE

- We promote safety and wellness.
- We develop faculty, staff, and student workers as professionals.
- We support faculty as they lead us in the transformative power of art and design.
- We open our doors to the public.
- We recruit, support, and retain faculty and staff with justice and equity in mind.

WE ARE CREATING OUR FUTURE

- We invest in effective, responsive, sustainable systems and infrastructure.
- We organize to implement.
- We research and innovate.

- We raise long-term support for scholarships, faculty, programs, and facilities.
- We envision a campus where every member of our community thrives.

President Nelson explained that the college is now building an assessment model, organizing campus work around the priorities. On questions on how progress would be evaluated, President Nelson explained that vice presidents would be responsible for every action. Progress would be reported internally every quarter and to trustees twice each year. On questions about how trustees would be involved, President Nelson said that the clearest places would be within the budget planning process and through the work of the Development Committee. He said that the cost of student attendance is a key factor in our deliberations.

Trustees discussed infrastructure needs, alumni engagement and support through their first five post-graduation years, project management, the difference between being named 'college' versus 'university,' work study and coop programs, and next steps in the process. They asked President Nelson to provide a more specific example of a goal so that trustees may be able to evaluate projected long-range outcomes. On questions about the college's graduation rate, President Nelson said that the six-year graduation rate was approximately 72%-74%, and he would provide the four-year graduation rate as soon as possible. Chair Parisi said that trustees looked forward to seeing one of the goals teased out and thanked President Nelson for his impressive report and for the exemplary work of staff and faculty.

Report of the Standing Committees: Academic and Student Affairs

Committee Chair Hamilton yielded the floor to Dean Wright for an update on this year's enrollment. Dean Wright went through a slide show presentation, stating that enrollment 2018 is at 520 new undergraduate students. In comparison, the 2017 October 1 census reported 541 students, and the 2016 October 1 census reported 473 students. Dean Wright said that the original goal was to enroll 522 new undergraduate students, and we landed at 520. With the discount this year lowering to 18.81%, the budget will be off approximately \$20,000 in tuition revenue from last year. He noted that this would be one of the larger in-state classes, with every qualified student from Massachusetts was admitted. As for International students this year, there are 26 students from nine countries. The average grade point average is 3.51, the highest in the college's history. As for diversity, 150 (31%) students reported as ALANA. This year also includes a large commuting class (127 students commute and 393 live on campus). Sixteen students are dependents of those who serve in the military.

Dean Wright provided a snapshot of the incoming graduate class, most of whom are low-residency. The goal was to enroll 40 students, and we finished with 68 students, with no melt. Fifteen identified as ALANA and 17 are International.

Trustees discussed what happens to students after they graduate and the challenges of measuring how skills learned are used in different business sectors.

Report of the Standing Committees: Executive Committee

Chair Parisi said that the executive committee has been reviewing the roles and responsibilities of the board and will bring the discussion to the full board at a future date.

Report of the Standing Committees: Administration and Finance Committee

Committee Chair Snyder asked for a vote on the final FY2018 fiscal operations report. She noted that the A&F committee had had a vibrant two-hour discussion on this report so she felt comfortable in presenting it. She said that the budget ended with \$1m in the black as a result of a one-time refinancing of residence hall bonds. Not including that factor, the budget reached its goal of ending in balance. Chair Snyder explained that the committee would be paying attention to housing, legal, and adjunct line items in the future to keep them more in line with projections. She thanked the administration for doing a great job on managing the budget and opened the floor for questions.

On a motion made and seconded, it was unanimously

VOTED LOG 19-01: To accept the final FY18 fiscal operations report through June 30, 2018

Chair Snyder then pointed out the detailed list of capital projects in the documents available for this meeting. She noted that the Accelerated Energy Project would cost \$11M, with the debt service to be paid by the project's cost savings. As for the galleries and south building projects, Chair Snyder said that trustees would know the overall liability by next month.

She also summarized the process by which DCAMM advanced \$5.4m to fund emergency work. She thanked the administration for their efforts in in facilitating the permitting process.

Report of the Standing Committees: Development Committee

Committee Chair Nessen noted that MassArt's advancement team has had a successful year, where every budget bucket exceeded its projected dollar amount. Next year's goals are less ambitious due to the end of the gallery funding project, and future year's goals will be established based on the direction of the strategic plan.

Other Business

Chair Parisi invited trustees to attend the Frances Euphemia Thompson Gallery dedication and reception, immediately following the adjournment of this BOT meeting.

Adjournment

On a motion duly made and seconded, at 6:05pm it was unanimously

VOTED: To adjourn

Documents Distributed:

Notice; agenda; enrollment slide show; strategic planning slide show; facilities projects chart; fiscal ops FY18 memo, FY2018 data through June 30, FY2018 program budget and actual summary; minutes 6/12/2018