



BOARD OF TRUSTEES

BOARD MEETING ■ SEPTEMBERR 22, 2021 7:15 P.M. ■ REMOTE & ALUMNI ROOM, MCCARTHY CENTER

In Attendance: Nancy Budwig, Hope Lozano-Bielat, Beth Casavant*, Kevin Foley*, Mike Grilli*, Brian Herr, Anthony Hubbard*, Richard Logan*, Hillary Nna*, Claire Ramsbottom, Robert Richard

Call to Order: The meeting to order at 7:15 p.m.

1.0 Chair's Report

Chair Kevin Foley welcomed the Trustees, University members, and community to the first meeting of the new academic year. He continued by asking for a motion to approve the consent agenda:

- Minutes (May 12, 2021)
- Personnel Actions Report

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On a motion duly made and seconded, it was voted to approve the consent agenda including the minutes from the May 12, 2021 Board of Trustees meeting and personnel actions report.

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Chair Foley welcomed two new Trustees to the meeting:

- Hillary Nna, the newly elected Student Trustee, introduced herself. She is a senior at FSU, majoring in Biology. Hillary was very involved as a SGA Senator and expressed her enthusiasm to represent her peers as Student Trustee.
- Claire Ramsbottom, introduced herself as a FSU alumna, class of '79. She previously served on the FSU Alumni Board and served as board president for several years. Claire is currently the executive director of the Colleges of the Fenway, a consortium of colleges in Boston. She has spent most of her career working in higher education, and is excited to serve on the FSU Board of Trustees.

Chair Foley also welcomed Matt Noyes, from the Board of Higher Education, who joined the meeting remotely.

Chair Foley presented the following updates to the Board of Trustees Committee assignments.

* Notates in-person attendance.



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- Anthony Hubbard is serving as chair of the Compliance, Audit and Risk (CAR) Committee replacing Dana Neshe, whose term ended in August 2021.
- Beth Casavant is serving as chair of the Governance Committee.
- Chair Foley encouraged new Trustees to participate in the committee that they felt they could best contribute.

Chair Foley concluded his report with an update on the Presidential Search.

- In an effort to promote transparency, meeting times and dates, agenda, materials and minutes are published on the FSU website. Additionally, the complete list of search committee members and guidelines from the BHE are also included on the website.
- Chair Foley expressed that he is pleased with timeframe of the search.
 - The committee has met 5 times since the summer, and has engaged in productive discussions, including instructions to the committee on best practices and instructions for the search in general. A very insightful discussion was had on implicit bias.
 - The Presidential Profile has been completed and the position was posted at the end of August. WittKieffer, the executive search firm, will be actively recruiting applicants.
 - The next search committee meeting is scheduled for October 15, 2021. This meeting will be the first opportunity in which committee members will discuss the review of applicant CVs and materials.
 - In November, first round interviews will be conducted.
 - In December, finalists will be on campus for interviews.
 - Following the on campus visits, the Board of Trustees will hold a special December meeting to forward a candidate to the BHE recommended for appointment.

2.0 President's Report

Updates

President Cevallos provided updates on the following items:

- Bargaining Updates: finalizing contracts with all unions.
 - DGCE bargaining is still in progress. It is a separate contract from MSCA.
- COVID – Dashboard
 - 96% vaccinated on campus; glad to report only 120-125 students that are not yet compliant.
 - Student vaccination rate are at about the 95% rate, 100% of residential students are vaccinated.
- Summer Delegation Approvals
 - President Cevallos reviewed the summer delegation approvals:
 - Final approval of FY'20 Audit Report (including CARES Act review). There were no findings in the audit.



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- International Education fee waiver: International Students are all enrolled remotely and since no additional on campus services are being provided, the \$1500 fee was waived; this effort helped retain (10) students.
- DICE: Dr. Constanza Cabello has left the position; Dr. Lorretta Holloway will be overseeing DICE until a new Vice President is in place.

Council on Diversity and Inclusive Excellence (DICE) Report

Dr. Lorretta Holloway provided the following update:

- June 1, the new director of Center for Inclusive Excellence (CIE), Eric Nguyen was hired. He and Emmanuella Gibson will be reporting to Dr. Holloway.
- Some committees have been reassigned, but are being managed.
- Two-day Racial Equity Policy Institute, held August 3 – 4, 2021.
 - Learning outcomes to better understand learning and education.
 - Deep review of University policies through equity lens.

Development and Alumni Relations Report

Eric Gustafson reported on the following items:

- Fundraising year-end results: ended the fiscal year well, with \$2.6M.
 - Endowment Incentive Match from the Commonwealth Program, allowing a 1-2 match for donations made toward endowments.
 - 4th year of comprehensive fundraising campaign, reaching \$20.5M toward planned goal of \$25M.
 - Final goals to be revisited next summer.
- Notable gifts include:
 - The Stop-n-Shop gift of \$100,000 for Food Nutrition program.
 - The *Diversity in Food Nutrition Scholarship* aims to diversify the field of registered dietitians.
 - Stop-n-Shop also gave a \$5,000 gift to RAMS Resource Center.
 - \$25,000 gift to provide scholarships to students majoring in sociology.
 - \$20,000 gift to support the operations of the Danforth Art Museum.
- Alumni Engagement: Offered in-person events this summer:
 - Golf Tournament, large successful event.
 - Polar Park event; sold out event, great marketing opportunity for FSU.
 - Sold out lobster bake.
 - Modified Homecoming Weekend event.
 - With public health considerations, planning for the fall continues.
- Danforth Art Museum is currently transitioning to temporary exhibit, opening on October 9. The exhibition will feature work from Indigenous artists, including three paintings by alumna, Jaune Quick-to-See Smith, class of '76.



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- The Museum has partnered with the Framingham Public Schools on a display of Meta Vaux Warrick Fuller’s life and work, which will be permanently displayed in the lobby of the brand new Fuller Middle School. The Museum has the largest collection of Warrick Fuller’s work.
- Successful summer arts program at the Danforth Art School. Fall classes are enrolling well; hoping to continue with in-person classes.

Student-in-the- Spotlight: Jamiyae Mattress

Dr. Catherine Dignam introduced Jamiyae Mattress. She got to know Jamiyae as a first-year student in the fall of 2018, as a member of the STEMS scholars program. Over the past three years Jamiyae has distinguished herself as a star among FSU students. STEM faculty hold Jamiyae in high regard, often vying for her to work with them as a supplemental instruction leader.

Jamiyae, a senior, comes from South Carolina. She is majoring in Chemistry, with a minor in math, and is a member of the volleyball team. In October 2020, she served on the admissions panel with Dean Margaret Carroll. In January 2021, she served on the student panel for the Teaching and Learning “Unconference”, on the student experience with Dr. LaDonna Bridges. Jamiyae also served on the panel for Rams Rising, accepted student event and is an Academic Strategy and Peer Tutor at CASA.

Jamiyae stated when first arriving at FSU she was very shy, but her time at the University has not only provided her with the opportunity to meet fellow students, it has fostered personal development and growth. FSU has also allowed her to meet faculty and staff that have assisted in helping her reach her educational goals, both in and outside of the University, as well as toward her ultimate goal of become a medical doctor.

In closing Jamiyae thanked the faculty and staff at FSU who have been integral to her student success, noting that she would not have been able to accomplish all she has without their support.

3.0 Student Trustee’s Report

Start of Semester Update

Trustee Hillary Nna reported the following:

- SGA now has a full E-Board; new senators have joined; no elections will be held.
- Educating students on how to comply with new vaccine mandate:
 - How to upload proof of vaccination to Medicat.



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- Vaccine TV giveaway event: 100 students entered the giveaway (must have proof of vaccination).
- Goals for the year include:
 - Identifying unisex bathrooms
 - More diverse events helping to promote diversity and inclusion.
 - Events to improve communication with Campus Police
 - Would like to have SGA member on the Chief of Police search committee.
 - Open Educational Resources (OER) creating new opportunities for students.
 - Address student housing and food insecurities.
 - Collaborations with other student organizations on campus.

Trustee Beth Casavant asked Trustee Nna to elaborate on ways SGA planned on helping students with food insecurity, noting this is a critical issue to address.

- Trustee Nna responded that they will be working with the RAMS Resource Center and the community garden to provide options for students with food insecurity; other ideas will also be explored.

4.0 Presidential Review Committee

Trustee Casavant provided the following update:

- The committee was comprised of Trustee Casavant, Trustee Hope Bielat, and Trustee Mike Grilli.
 - Trustee Bielat reviewed data on enrollment and equitable assess.
 - The committee felt it was important to provide an accurate view of the declining enrollment, while simultaneously there has been an increase in access to underserved populations.
 - The decline in enrollment cannot wholly be attributed to the pandemic as the decline began several years prior.
 - While all state universities are experiencing declines in enrollment, compared to sister institutions, the decline in enrollment at FSU is more significant.
 - Trustee Grilli reviewed and addressed the financial aspect of the University; affordability and student debt, use of Higher Education Emergency Relief Funds (HEERF) to address budget shortfall, personnel and hiring, and capital projects.
 - A notable decision was made in freezing student fees for the current academic year in efforts to put our students needs first and to set an example for sister institutions to follow.
 - Enrollment and student retention was also prominent in this section of the report, as it directly impacts the ability to provide the educational experiences that are expected from students.



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- Trustee Casavant focused on the equity agenda, and the ways in which all areas of the University operations meet the goals set by the Department of Higher Education and in accordance with the FSU strategic plan.
 - Reports produced by each Vice President on their operating area detailed efforts to promote DEI initiatives.
 - The University's commitment to close the equity/achievement gaps and promote diversity, in hiring practices, enrollment and course development, as well as updating the student code of conduct and SGA bylaws.
- Counsel Ann McDonald contributed with essential information regarding:
 - Ongoing response to COVID-19.
 - Ensuring the criteria were met as outlined by the Commissioner.
- The second public meeting was held in August, addressing enrollment as a critical component of the review. The meeting also discussed recommendation for compensation. The committee remained pleased and grateful for President Cevallos' strong leadership during this ever-changing pandemic environment.

In conclusion, Trustee Casavant thanked all members of the committee, as well as Trustee Nancy Budwig, who chaired the committee in the previous year. She thanked Trustee Budwig for attending the meetings and providing important feedback and suggestions to the committee. She also thanked Chair Foley for his support of the committee's work.

Trustee Casavant requested a motion to approve the resolution as included in the Board of Trustees materials.

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On a motion duly made and seconded, it was voted to approve the recommendation of the Board of Trustees Presidential Review Committee for the submission of the evaluation of President F. Javier Cevallos to Commissioner Carlos Santiago of the Department of Higher Education with the accompanying compensation recommendations.

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5.0 Academic Affairs Committee (Trustee Budwig)

Academic Affairs Committee Report

Trustee Nancy Budwig highlighted the following items from the committee meeting:

- Academic Program Enrollment information:
 - Discussion of enrollment numbers:



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- Three findings: 1) 45% drop in enrollment of white students; 2) 40% drop in women enrolled; and 3) 41% drop in enrollment of Massachusetts residents.
- Departmental reorganizations: creative ways to approach reorganization and improve programs and enrollment; new curricular plans.
 - Review and determination of strong, stable, growing majors or discontinued majors.
 - Coherent and integrated approach to leadership: associate deans, for DGCE.
 - Mass Bay Community College partnership for the ADN program is currently being explored.
- Focus on retention: cross-divisional approach to student retention.
- Antiracism initiatives include: Open Education Resources; policy review; Heritage Celebration programing. Student retention is an integral part of these initiatives.

Dr. Ellen Zimmerman stated that the changes reflect the student demographics that have changed from primarily white and female students to a much more racially diverse student body.

Anticipating that this trend will continue, we need to acknowledge and respond to serving this new FSU student body.

- Actions we need to take to support the students that we currently have:
 - Provide more resources and continue to review policies and practices that may negatively affect the current student body.

Trustee Budwig added that the overarching theme was in thinking about the students we have and asking if we are ready for the students we are now enrolling.

Chair Foley thanked Trustee Budwig for the report, and asked Dr. Zimmerman for a follow up on the enrollment report outlining declines, asking that she share preliminary findings in the next Board of Trustees meeting.

6.0 Compliance, Audit & Risk Committee

Trustee Anthony Hubbard provided the following updates:

At their most recent meeting the CAR committee received three reports:

- 1) Roy Galang provided an update on the Information Cyber Security Review: review of practices for nine state universities and 15 community colleges. The Executive Office Education initiates the review that is conducted every four to five years.
 - FSU scored well, rating 4th out of 24 institutions. The University assessed as a top performer within the mid-sized schools. The scoring system is based on all industries. Good report but the University can still make improvements.
 - Second part of the report addressed Identity Access Management (IAM). Our current practices are industry comparable but steps may be made to improve.
- 2) Ann McDonald provided an update on:



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- COVID-19 mandates, labor agreements and student vaccination mandate.
- Initiative to standardize and formalize policies and procedures for the University is underway; training for employees to begin in January 2022.
- 3) Tammy Till reported on internal assessments underway and completed.
 - Banking and Treasury, Accounts Payable, have been completed.
 - Admissions assessment is currently underway, future assessments for Higher Education Emergency Relief Funds, and a follow up on NSLDS will be taken.

7.0 Enrollment and Student Development Committee

Trustee Herr provided the following review of the committee meeting:

- Key topics discussed in the committee meeting:
 - Racial equity institute
 - Police chief search update
 - Enrollment numbers
 - Perception study

Trustee Herr invited Lorretta Holloway to provide further information.

Dr. Holloway presented the following updates:

- As of July 1, the University Police Chief was moved to report to the Vice President of Enrollment and Student Development.
 - Brad Medeiros retired, John Santoro is serving as interim chief; a full search for a police chief is underway.
 - A transparent process is essential and the committee is comprised with representation by each of the unions, a police force member and three students. Additionally, Lester Baker, City of Framingham Chief of Police is the community member representative on the search committee.
 - The first search committee meeting was held on Monday, September 20, 2021.
 - A community survey and listening sessions are being planned.
 - On campus interviews will include an open forum.
 - The goal is to have a Police Chief hired by January 2022.
- Enrollment: Review of overall enrollment for 1st time/1st year students.
 - Ann Caso has developed a student enrollment dashboard detailing headcount by student level; student level and class standing; student type; undergraduate headcount and graduate headcount.
 - Provides overall enrollment based on class standing; may compare enrollment by year; percentage; graduate degree; graduate non-degree totals.



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- Enrollment Data Team to review models for budgeting purposes and to review retention numbers as well.
- Undergraduate change analysis: mapping project is also underway.
- FSU Perception Study:
 - Process began this summer. Selection committee members included: Jeremy Spencer, Daniel Magazu and Shayna Eddy.
 - Focus groups of 50 people included parents of students enrolled and not-enrolled, as well as school counselors. The focus group was facilitated by Elevate Communications (contracted vendor).
 - Perception study results will be available in October. Elevate will present information during the November Board of Trustees meeting.

8.0 Administration, Finance and Technology Committee

Trustee Mike Grilli asked for a motion for the FY2021 Independent Audit of Financial Statements Delegation Approval (attached).

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On a motion duly made and seconded, it was voted to approve delegation to the Board of Trustees Finance Committee (the "Finance Committee") and the Board of Trustees Compliance, Audit and Risk Committee (the "C.A.R. Committee") authority to review and approve the FY2021 Independent Audit of Financial Statements in order to meet Office of the State Comptroller's deadline of October 15, 2021 for submittal. {A joint meeting of the Trustees Finance and C.A.R. Committees will be scheduled by October 15, 2021 for review of financial statements.} Final and approved financial statements will be provided to the full Board of Trustees at its next regularly scheduled meeting.

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Trustee Grilli continued in noting that enrollment projections continue to show a decline, but investments are continuing to do well. He invited Dr. Dale Hamel to present an update.

Dr. Hamel presented the following:

Board of Trustees Finance Committee reviewed assumptions made in the 2021 budget, approved by the BOT in May; the report includes items that have changed since that approval.

- Enrollment assumption was not met, state appropriation met the dollar amount.
- \$509,000 grant through HEERF3 was approved.
- Second bond restructuring, proposed structured refinancing for tax exemption which becomes callable in February 2022.



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- Discussion on potentially using a portion of the cash reserves was held.

In closing Mike Grilli noted that the Senate, House, and the Governor have not cut funding. Projections show that we will need to take from reserved funds for a balanced budget in the future.

9.0 Chief of Staff and General Counsel

Ann McDonald presented the following:

- Reminder of BHE training for BOT members; the final online module (Governance) has been recently added.
- For all but the newly appointed Trustees, training must be completed by November.
- Trustees Ramsbottom and Nna will have until February 2022 to complete the training.

10.0 New Business

No new business to report.

11.0 Public Comment

There was no public comment.

12.0 Adjourn Open Meeting

The open meeting adjourned at 8:41 p.m.

Respectfully Submitted,

Kevin Foley
Chair
Framingham State University, Board of Trustees

Dr. F. Javier Cevallos
President



Framingham State University

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