

Saint Mary's College of California

Moraga, California

BOARD OF TRUSTEES

Minutes for Meeting of

January 21, 2021

**Minutes of the Regular Meeting of the
Saint Mary's College of California
Board of Trustees**

January 21, 2021

- 1.1 A Regular Meeting of the Board of Trustees (the "Board") of Saint Mary's College of California, a California nonprofit public benefit corporation (the "College"), was called to order by the Chairperson of the Board of Trustees, Mr. Kevin Nagle, on January 21, 2021, at 9:00 a.m. The meeting was conducted via telephonic and video conference due to the COVID-19 pandemic. Mr. Nagle noted that the meeting was being held pursuant to written notice and that no defects in notice were raised and, therefore, were waived. Secretary Elizabeth Phelan called roll and stated that a quorum was present for the transaction of business. Mr. Nagle then introduced a surprise guest, President-elect Richard Plumb, and invited him to make a few remarks. Brother Michael O'Hern, FSC, then offered an invocation.
- 1.2 Trustees Present: Mr. John Arnaudon; Dr. Karl Beutner; Dr. James Donahue, President; Mr. Michael Brisbin; Brother David Caretti, FSC; Mr. Eric Flowers; Mr. Kevin Flynn; Ms. Margaret French Isaac; Brother James Gaffney, FSC; Ms. Shirley Gee; Ms. Michelle Higgins; Brother Charles Hilken, FSC; Brother Donald Johanson, FSC; Mr. David Kenney; Brother Bernard LoCoco, FSC; Mr. Mark Madgett; Dr. Dennis Meiss; Mr. Charles Moore; Mr. Joseph Motta; Ms. Sharon Muir; Mr. Kevin Nagle, Chair; Brother Michael O'Hern, FSC; Ms. Elizabeth Phelan, Secretary; Brother Gustavo Ramirez, FSC; Ms. Kimberley Vogel; Mr. Song Woo; and Mr. Michael Zumbo.
- 1.3 Trustees Absent and Excused: Mr. Kevin "Casey" Eichler and Mr. Timothy McCaffery.
- 1.4 Guests present: Dr. Jane Camarillo; Ms. Carolyn Otis Catanzaro; Ms. Susan Collins; Dr. Corey Cook; Dr. David Ford; Dr. Jennifer Heung; Dr. Margaret Kasimatis; Dr. Dana Lawton; Mr. Mike Matoso; Dr. William Mullen; Dr. Megan Mustain; Mr. Larry Nuti; Dr. Richard Plumb, President-elect (9:00-9:05am); and Dr. Frances Sweeney. See 1.11 below for guests present for the faculty panel from 11:00am-12:00pm.
- 1.5 Mr. Nagle asked if there were any comments, questions, or corrections to the minutes of the October 15, 2020, Regular Meeting of the Saint Mary's College of California Board of Trustees. None were noted.

MOTION: To approve the minutes of the October 15, 2020, Regular Meeting of the Board of Trustees as submitted. Moved by Brother James Gaffney, FSC, and seconded by Ms. Sharon Muir. Motion passed.

1.6 PRESIDENT'S REPORT

President Donahue welcomed everyone to the meeting and thanked the Board members for their tireless work during these challenging times. He indicated that he was delighted with the appointment of Dr. Richard Plumb as Saint Mary's next president and looks forward to working with the Board and Dr. Plumb to make his transition as successful as possible.

President Donahue indicated that he is finding his work in fundraising engaging and is pleased with the positive results he is experiencing.

1.7 INTERIM EXECUTIVE VICE PRESIDENT'S REPORT

Interim Executive Vice President Margaret Kasimatis indicated that today the Board will be hearing from the Chair of the Academic Senate, who will give academic updates, Vice President Susan Collins, who will provide a financial update, and Vice Provost Corey Cook, who will facilitate a discussion on the strategic plan. She then provided updates in the areas of the College's COVID-19 response, athletics, enrollment, and fundraising.

In terms of Saint Mary's COVID-19 response, Dr. Kasimatis indicated that Contra Costa County is currently in the Purple Tier. Some students are living on campus during Jan Term, and most classes are online. We had a very successful screening and testing process for those returning students and have already launched into our surveillance testing. A few students returned from the holiday break testing positive. Those students were immediately isolated, and we had no student-to-student spread. We have obtained access to less expensive tests that have a quicker turn-around time with results. For the spring semester, she indicated that we will repeat the incoming-student testing and screening to ensure all students are clear of the virus before they begin in-person classes. All classes will be online the first two weeks of spring semester. Afterward, we plan on offering more in-person and HyFlex classes than in the fall. She indicated that there are roughly 685 students registered to live on campus in the spring, about 200 more compared to fall.

Dr. Kasimatis then provided some highlights from athletics. She indicated that the student-athletes were the first group of students on campus to have to grapple with what COVID-19 means for the way they do their work. Athletes have been put in "bubbles," meaning if they have in-person classes, only athletes are in those classes. They are all living together and tested on a regular basis. Adherence to health protocols among athletes has been remarkable. She applauded Athletics for creatively and responsibly helping the athletes safely resume conditioning, practice, and competition. She indicated that we will have sixteen sports playing in the spring. Vice President Mike Matoso and the coaches have had to be very flexible in scheduling games and have responded admirably.

In terms of enrollment, Dr. Kasimatis indicated that for Spring 2021 we currently have 19 net deposits for first-time students and 28 net deposits for transfer students. She expects the number of transfer students will continue to grow. She indicated that the number of new students this spring is more than we typically have in the spring and, because of that, we will run special new-student orientations for those students and create cohorts among them. We also had good retention among continuing students, which bodes well for our spring enrollment.

For Fall 2021, Dr. Kasimatis indicated we are seeing strong inquiries for first-time students and we have more deposits at this point than we ordinarily do, although applications are lagging by about 15%, which is a national trend. Transfer students are

looking good, as both applications and deposits are higher than they were last year. She indicated that Saint Mary's is implementing a number of new recruitment and yield strategies. We are the only institution in the Bay Area that is offering in-person campus tours following county health guidelines. We are also implementing a more fine-tuned financial aid-awarding model and have evaluated all of our endowed scholarships. We are asking faculty and alumni to reach out to our prospective and admitted students to help with yield. For transfer students, we are implementing an Associate Degree for Transfer initiative with community colleges that facilitates the transfer from community colleges to Saint Mary's and facilitates students graduating within two years.

With regard to fundraising, Dr. Kasimatis indicated that so far this fiscal year we have raised \$4.7 million as of the end of December. This puts us on track to reach our annual goal of \$10.0 million for the fiscal year. We have launched the \$10.0 million scholarship initiative and have already raised \$2.3 million toward that goal. She highlighted a few notable gifts this fall, including a \$1.0 million gift from an anonymous donor for the Library and Innovation Center, a \$500,000 gift from a member of the Brother Jerome West Leadership Council, and a \$500,000 pledge for athletics from Trustee John Arnaudon. There has been a 38% increase in the number of donors as of December 30, 2020, compared to last year, and alumni giving so far this year has already surpassed last year's total results.

In response to questions from Board members, Dr. Kasimatis indicated that Saint Mary's communicates regularly with the Contra Costa County Health Department and they know that the College is willing to serve as a vaccination site. The health department reaffirmed that college professors are considered essential workers and, therefore, are included in Phase IB of the vaccination rollout. (California is currently in Phase IA.) She also indicated that there are four modular units installed on campus in the parking lot near the Museum of Art, and each one can house up to eight students who may need to be quarantined or in isolation. Interim Vice President for Advancement Carolyn Otis Catanzaro indicated that this year's class reunions, like last year's, will likely have to be moved online due to safety precautions. Advancement has already begun planning for Reunion 2022, which will be an expanded reunion on campus for the three cycles of Reunion classes, two of which will have missed their traditional, in-person reunion experiences due to the pandemic.

1.8 **ACADEMIC SENATE REPORT**

Senate Chair Dana Lawton thanked the Board for the opportunity for her, as the Chair of the Academic Senate, and Jennifer Heung, as Past-Chair, to attend today's meeting. She indicated that commitment to communication, collaboration, and courage has been her mantra in these challenging times of stress and uncertainty. She reported that faculty are feeling the same "pain points" as she: teaching on-line while navigating homeschooling and caregiving, spending multiple hours on Zoom for committee and departmental meetings, scheduling advising sessions and holding office hours with students, writing Form A's and B's for job security of tenure and/or promotion, while also engaging in shared governance, faculty forums, and campus-wide discussions. Faculty at Saint Mary's are more committed than ever to partake in moving forward in collaboration and with courage, but it does come at a price. Senate Chair

Lawton then provided updates on current Senate and committee work and described several new task forces on the Senate's future agenda.

Presidential Search Committee: She expressed a heartfelt thank you to the Presidential Search committee for a successful search culminating in Dr. Richard Plumb's appointment as the 30th President of Saint Mary's College of California. She especially thanked the faculty representatives on the committee: Jennifer Heung, Ron Ahnen, Vidya Chandrasekaran, Bedford Palmer, and Brother Charles Hilken.

Strategic Planning Committee: An incredible amount of work has already been accomplished and continual progress is being made. There are two new members on the committee from the Board of Trustees: Joseph Motta and Mark Madgett.

The Academic Contingency Planning Working Group: The tireless work of this collection of faculty is keeping everyone safe with recommendations for academic planning with a holistic and intentional approach that attends to pedagogy, public health safety, and the mental health of our community members.

The Academic Senate: These faculty representatives take their job very seriously and are ever-ready to work hard by asking pointed questions of me, each other, and the administration. Due diligence is paramount when vetting policies, resolutions, and petitions. The Senate thanks Sharon Muir who has been attending Senate meetings as the Board representative.

The Omnibus Academic Alignment Task Force: This task force will research points of friction and issues within academic policies and propose a policy or policies that can holistically address as much of this as possible with an eye for the bigger picture. The task force membership will include: Director of the Advising Office; Chair of the Core Curriculum; a Senate Member; four full-time faculty representatives, one from each of the four schools; the Vice Provost for Academic Programs and Planning; and the Dean of the Core or Faculty Designee from the Core.

Faculty Remote Work Policy Task Force: This task force will research and recommend a policy governing remote work by full-time faculty, especially when such work involves a faculty member living outside of California. The task force membership will include: five voting faculty members from all four schools, with at least two who teach undergraduate and two who teach graduate courses—and one non-voting; and a representative from HR appointed by the Interim Executive Vice President.

1.9 FINANCIAL UPDATE

Vice President for Finance and Administration Susan Collins provided a financial update. She shared a chart (see Exhibit I below) showing a variety of revenue assumptions for best-, worst-, and expected-case scenarios for this fiscal year.

Exhibit I

Revenue Scenario Assumptions

	June Working Budget	Actual Fall Enrollment	Expected Case Jan 2021	Best Case Oct 2020	Worst Case Oct 2020
New first year	500	468	20 new	35 new	20 new
Transfer students	182	155	35 new	60 new	50 new
Continuing students	1,692	1,735	2,194	2,194	2,194
Total Undergraduates	2,374	2,358	2,249	2,289	2,264
Room and board	1,242 fall 1,192 spring	460	460 fall 678 spring	460 fall 948 spring	460 fall 700 spring
Graduate net revenue	Shortfall \$500k		Shortfall \$1.0m	Shortfall \$500k	Shortfall \$1.0m
Athletic revenue	Regular season		Fall sports played in spring	Fall sports played in spring	Limited sports

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She shared another chart (see Exhibit II below) that illustrates how those assumptions translate into budget scenarios for this fiscal year.

Exhibit II

Budget Scenarios

(in thousands)	Approved (March 2020) 2020/21	Working (June 2020) 2020/21	Expected (January 2021) 2021	Best (October 2020) 2021	Worst (October 2020) 2021
Revenue:					
Net tuition and fees	\$ 92,121	\$ 84,522	\$ 83,659	\$ 85,271	\$ 84,144
Auxiliary enterprises	24,635	18,999	8,800	12,570	10,808
Other	15,567	14,337	16,911	14,512	14,512
Total Revenue	132,323	117,858	109,370	112,353	109,464
Operating Expenses:					
Compensation	86,460	78,185	76,299	76,799	76,799
Auxiliary enterprises	10,127	9,144	8,699	9,090	9,090
Facilities	6,728	6,696	5,390	5,246	4,886
Program costs	24,208	20,292	16,828	19,509	19,509
Total Expenses	127,523	114,317	107,216	110,644	110,284
Revenue net of Expenses	4,800	3,541	2,154	1,709	(820)
COVID expenses			3,200	3,400	3,650
Revenue net of expenses before depreciation	\$ 4,800	\$ 3,541	\$ (1,046)	\$ (1,691)	\$ (4,470)

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In terms of cash flow, Vice President Collins indicated that the College expects to have a boost in its cash flow in February when it receives federal stimulus funds of \$3.7 million, of which approximately \$1.5 million will be provided as direct support to our students. The remaining \$2.2 million will be available to offset lost revenue and additional expenses incurred due to COVID-19. She indicated that we anticipate being able to manage cash flow through June 2021 without having to draw on our line of credit. At that point, we will have to draw down about \$2.0 million from our line of credit. Once we start receiving tuition payments in August, we will be able to pay back what we borrowed from our line of credit.

Mr. Nagle indicated that due to the successful performance of the endowment, the Board, in Executive Session later today, will consider withdrawing funds from the endowment in order to make some needed capital investments in the College's infrastructure and to bolster its working capital. If the Board approves this action, he indicated that we will be able to shore up the balance sheet so that we will not have to draw on our line of credit and we will meet our debt covenants.

1.10 **STRATEGIC PLAN DISCUSSION**

Mr. Nagle indicated that the Strategic Plan Steering Committee has been working very hard on developing Saint Mary's next strategic plan. He indicated that it is imperative that the incoming president, Dr. Richard Plumb, have an opportunity to provide his input on the next draft of the strategic plan. He also indicated that the final draft of the strategic plan will need to be reviewed and approved by the Governance Committee before going to the full Board for review and approval. He then invited Vice Provost Corey Cook to facilitate a discussion regarding the strategic plan.

Vice Provost Cook first gave a brief overview of the strategic planning process and where the Strategic Planning Steering Committee is in that process. He indicated that the purpose of strategic planning is to create a bold vision and a road map. Strategic planning when done well can be transformative and help the institution make strategic decisions about how to move forward. At its best, strategic planning is optimistic, forward looking, bold, and builds consensus in the community regarding its vision and roadmap. It creates smart goals, which are specific, measurable, attainable, relevant, and time-based. He indicated that the strategic planning process has been inclusive, transparent, collaborative, and, most important, based on Saint Mary's unique assets.

He described the changing and challenging context of higher education and asserted that the strategic plan is not a response to that context, but instead shows how Saint Mary's is uniquely positioned to excel in that context. He described four phases that the planning process has followed. He indicated that Saint Mary's is now in Phase Four, the prototyping phase. In this phase, the Steering Committee is hosting multiple campus forums to discuss various prototypes and to get the community's feedback on them. He indicated that the Saint Mary's community has identified four core themes it wants the plan to address, not as strategic themes, but as themes that cross through the six strategic themes. Those four core themes are: 1) our Lasallian identity, 2) financial sustainability, 3) diversity, equity, and inclusion, and 4) social justice.

He shared Prototype 5.0 of the strategic plan with the Board and invited Board members to break into groups and asked each group to focus on two of the prototype's six strategic themes. In particular, he asked them to focus on three questions for each theme: 1) what do you find interesting and exciting? 2) what is missing? and 3) how well are the four cross-cutting themes integrated into the strategic themes? After the breakout groups reconvened in the plenary session, the facilitators of each group briefly shared what they heard in their breakout session. Vice Provost Cook thanked the Board for their input on the current prototype and indicated that he would bring their input to the Steering Committee for incorporation into the next prototype of the strategic plan. He indicated that in the coming weeks, the Steering Committee will be sharing the current prototype with faculty, staff, and students and will continue to refine the prototypes with their feedback as well.

1.11 FACULTY PANEL: INNOVATIVE PEDAGOGY

Acting Chief Academic Officer Megan Mustain introduced three faculty panelists who joined the meeting and spoke about innovative pedagogies they developed for their classes during this challenging time of the novel coronavirus pandemic. Dr. Jackson Allison, Assistant Professor of Economics (SEBA), shared new approaches to teaching that he designed for introductory economics and the feedback he received from students on those approaches. Dr. Mark Lingwood, Associate Professor of Chemistry (SOS), spoke about flipped classrooms and the challenge of developing remote laboratory courses during the time of pandemic. Professor Shaunna Vella, Director of the LEAP Program (SOLA), discussed the history of the Liberal Education for Arts Professionals (LEAP) program, created to serve dancers in the Bay Area, and its online program expansion during COVID across the country. Board members expressed their gratitude and appreciation to the faculty panelists for their dedication to our students and their creativity in teaching our students, especially during the pandemic, and engaged them in discussion about their innovative pedagogies.

Mr. Nagle thanked everyone for their participation in today's Board meeting and adjourned the meeting at 12:02pm.

Respectfully submitted,



David Ford, Recording Secretary
On behalf of Secretary Elizabeth Phelan