

Meeting of the Regularly Scheduled Board of Trustees
Wednesday, June 11, 2014, 5:30 p.m.
Louison Board Room, Brockton Campus

Attendees: Peter Asiaf, Jim Barrows, Bonnie Blackler, Mary Brophy, Pamerson Ifill, Jeanne Martins, Nelson Ross

Call to Order

Chair Ifill called the meeting to order at 5:50 p.m.

Chairman's Report

Chair Ifill stated that the atmosphere at Commencement last week was fantastic and that the energy from the students was overwhelming. He noted that the common thread for our students' success is the faculty and staff that support them. He noted that Student Trustee Heather Hilton is a powerful example of what this College produces in terms of our graduates. He stated that although she was a victim of domestic violence and a single mother of three, she was successful. He noted that she represents our Massasoit students because many of our students have struggled with similar hardships. He stated that Massasoit draws from all types of individuals and that is what makes this College strong.

Chair Ifill stated that when he was a student at Massasoit 27 years ago, it had a predominately white student body and now the student body is almost 50% diverse. He stated that the women graduating almost doubled the men and that, although we celebrate their success, it is a warning to us to find a way to tackle the problem of educating and retaining our male population. The enrollment numbers of men and women are not that dissimilar; however, these numbers become very different in terms of student success and graduation rates.

Chair Ifill stated that he is very proud that we had the largest and most diverse graduating class in the history of the College. He added that we had students from all age groups and that speaks to what we do as an institution. He congratulated the faculty and staff for their collaborations and efforts that brought this level of success to our students.

President's Report

Dr. Wall stated that he would like to echo what the Chair said about Commencement. He noted that Commencement is something that we at Massasoit do very well, both historically and currently.

Dr. Wall stated that our Associate in Applied Science in Veterinary Technician Program was approved enthusiastically by the Academic Affairs Committee of the Board of Higher Education. He noted that the Committee was pleased that we were collaborating with Norfolk County Agricultural High School (Norfolk Aggie) in Walpole and they were also pleased that we have a local veterinary practice ready to accommodate our needs for surgery and related procedures. He added that a student from Norfolk Aggie, Lisa Quinn, spoke to the committee about her experience at that school and her education in the animal field. She also spoke about how wonderful it would have been if this program had been in existence for her and her peer students. He explained that Lisa Quinn is now a third year student at the Veterinary School of Medicine at Mississippi State University. Dr. Wall explained that our Vet Tech Program will be based at the Canton Campus. He stated that final approval will come from the Board of Higher Education on Tuesday.

Dr. Wall stated that today, he, along with Yolanda Dennis, executive director of the Office for Institutional Diversity, and Dean Peter Johnston, attended the second annual *Leading for Change Conference: Diversity Practices in Higher Education* at Bridgewater State University. It drew a cross-sector of public and private research universities, liberal arts colleges, community colleges, etc. He stated that these colleges and universities, including Massasoit, are going to create a Diversity Consortium for Massachusetts Higher Education, which will set standards, benchmarks and goals, and determine best practices.

Dr. Wall stated that, thanks to DCAMM and many individuals, specifically Vice President Mitchell, Massasoit now owns Christo's. He added that thanks to Vice President Mitchell and his team, Massasoit will control the demolition of the existing building.

Dr. Wall stated he will have more information very soon regarding the new entrance project, including potential property acquisition.

Dr. Wall stated that meetings are proceeding regarding a Higher Education Center in downtown Brockton and the next meeting involving Massasoit, Bridgewater State University, and U. Mass Boston will be held on June 30. He stated that Mayor Carpenter, DCAMM, and the legislative delegation are all strongly involved in this process. He explained that the plan is that DCAMM will provide the funds to completely rehab the Ganley Building, which is currently owned by the City of Brockton, resulting in a turn-key operation, and that Massasoit and the universities will pick up the operating costs. Dr. Wall stated that this project remains a work-in-progress and work still needs to be done to provide parking and make the site hospitable to students in both the day and evening.

Dr. Wall stated that Massasoit has agreed to be the lead institution for the submission of a new 15 community college consortium grant from the U.S. Department of Labor to continue our workforce development outreach projects. He stated that the previous grant we are working under, the Trade Adjustment Grant, provided \$20 million for the 15 community colleges to draw up new models for short-term and mid-term educational training working with workforce investment boards. That grant is expiring this year and we are the lead institution in applying for this new grant. Dr. Wall explained that this involves a lot of work between now and the submission date in July; however, he is confident Massasoit is on the right track.

Dr. Wall stated that, in his opinion, Massasoit, through our Middleborough Site, has become the leader in the Commonwealth in terms of paramedic education. Trustee Ross asked if Massasoit will be offering our students in the paramedic program an opportunity to learn more than emergency training in terms of providing care to the communities. Scott Meagher stated that what Trustee Ross is referring to is called a community paramedic. He stated that through workforce development we are projecting that Massasoit will be running a second launch of the program consisting of paramedics who are already certified to be educated in the field of community paramedicine.

Trustee Ross stated that it appears from Dr. Wall's report, on page 4, under Business Office, that Massasoit is getting ready for an audit and everyone is well aware of his opinion that the Trustees should be involved in the audit process. He stated that he would encourage Chair Ifill to appoint some Trustees who could fulfill the role he has suggested in the past and report back to the Board.

Academic and Student Affairs Committee Presentations

College Police Report from May 2014 presented by Police Chief Christopher Cummings

Chief Cummings stated that he is happy to report that at the close of the year, crime levels are at an all-time low, with only 2 incidents of College property theft and 54 student-on-student thefts, down from 74 at the same point in 2013. He stated that the cameras, technology, and police involvement are contributing to this downward trend. Chief Cummings stated that motor vehicle crashes were also at an all-time low, with zero on Massasoit Boulevard, which he believes is a direct result of the presence of the new radar speed sign.

Chief Cummings stated that Commencement 2014 went off without any law-enforcement incidents. He thanked the Brockton Police Department, the Massachusetts State Police, and the East Bridgewater Police Department for their help in providing security, both before and after Commencement.

Chief Cummings stated that the Police Department will use the downtime during the Summer to conduct further training and enhance techniques.

Chair Ifill thanked Chief Cummings and his staff for the great job they performed at commencement, and he thanked Chief Cummings personally for his efforts as Chief.

Trustee Ross stated that there was another school shooting yesterday and he would like to know if any consideration is being given to providing administrators, faculty, and staff with "live shooter" training. Chief Cummings stated that he spoke today with Library Services and Gateway to College and we are in the preliminary stages of initiating some type of drill in which individuals will be exposed to what would be seen in a real life situation. He explained that if this drill is successful, it will be branched out campus-wide with the support of Dr. Wall. Vice President Palantzas stated that he wants the College to take its time to make sure we put the best policies in place. Trustee Ross stated that he does not know what the training should be; however, he does not ever want to hear, "Why didn't you do more?" Chief Cummings stated that there are things that we do every day to prepare to react proactively and we will begin to implement training.

Dr. Wall stated that as CEO he works closely with the Chief and senior staff to review various security measures and he receives briefings. He stated that at Commencement several security procedures were executed that were obviously not talked about. He added that Chief Cummings goes way beyond reasonable expectations to ensure the security of the students and the people who work at Massasoit.

Trustee Ross stated that his training consisted of watching a 20-minute uncomplicated video that was very straightforward but provided the four necessary steps to take during a live shooting. Trustee Brophy stated that she agrees that there are a few simple steps that need to be in place of which everyone needs to be aware. She added that the drills should not be planned or scripted but spontaneous. Chair Ifill stated that as a Board we need to ensure that the College has a solid plan in place and he would like the Board to see a plan in place, in writing, that works for all types of incidents. Chief Cummings stated that he feels that the final piece of the plan is the siren and once that is in place, the College can put the comprehensive procedures in place.

Presentation by Nathaniel Baum, Manager of Training and Technical Assistance, Mass Mentoring Partnership

Dr. Wall asked Yolanda Dennis, executive director of the Office of Institutional Diversity, to speak briefly about the program. Ms. Dennis stated that Massasoit is in the process of initiating a Minority Male Mentoring Program and she has looked into many different programs that offer this initiative. She explained that during this process, she came across Mass Mentoring Partnership, based out of Boston, and she attended an intensive training to learn the process of starting a mentoring program.

Beth Frasier introduced herself as the Director of Program Services at Mass Mentoring and she introduced Nate Baum, manager of training. She explained that Mass Mentoring is a state-wide organization and the partnership works with over two hundred mentoring programs across the state and serves over 30,000 young people ages 6 – 24. She stated that the job of Mass Mentoring is to help organizations to understand best practices to implement and to develop programs that offer high quality and high standards. She added that Mass Mentoring is also a fundraiser and that the organization develops partnerships to get mentoring projects funded. She added that another goal of Mass Mentoring is advocacy to help fuel the movement of mentoring so that the state is united around the concept of mentoring.

Ms. Frasier stated that, in the past, formal mentoring programs matched an adult with a younger participant. She stated that this practice has been broadened to include all relationships between young people and adults. She stated that she thinks of mentoring as a social justice issue and a movement to help make things better for race equity and for the issues of oppression and economics. She stated that whole communities can be transformed through mentoring efforts. Ms. Frasier stated that Mass Mentoring focuses on three areas to broaden the scope of mentoring: workforce development and employment readiness; violence prevention; and academic engagement and success. Research has shown that mentoring positively affects these three areas. Ms. Frasier stated that she is also looking into mentoring beyond the formal program. She stated that most people can name people who were mentors; however, they were probably not matched with those individuals in a formal way. She explained that Mass Mentoring wants to identify ways to help these informal mentors be more mindful of the interactions they have with people so that they may influence, inspire, and invoke goodness in young people's lives.

Ms. Frasier stated that race equity and field diversity are very important in mentoring, and involves expanding the ideas of mentoring to include helping to learn to interact in a world that is not equal and helping young people to navigate in that world.

Mr. Baum stated that mentoring can play a huge role on college campuses by helping students who might not have academic success in the past find that success. He stated that Mass Mentoring has done a lot of work with Roxbury Community College to help them get a dedicated Ambassador of Mentoring AmeriCorps Member to help them start their program. He stated that almost all of the mentees at Roxbury Community College are graduating or taking that next step to their goals.

Mr. Baum stated that Ms. Dennis attended the *Building a Quality Mentoring Program* training, which goes over the process of starting a mentoring program; however, a wide range of trainings are also provided around screening and training mentors.

Mr. Baum stated that Mass Mentoring is also working with Bunker Hill Community College and Bristol Community College to help them with implementing mentoring programs. Ms. Frasier stated that she has been having meetings at the

Department of Higher Education, indicating that mentoring is getting statewide attention as a way to inspire students to get in school, be successful, and stay in school.

Chair Ifill asked what challenges other institutions have faced in establishing mentorship programs. Ms. Frasier stated that one of the challenges is being realistic as to what can be done because there are so many steps in establishing a mentoring program. She stated that there is significant prep work required before the program can launch if it is to succeed. Chair Ifill asked about the average size of a mentorship program. Ms. Frasier stated that they can be small, with 20 to 30 matches; however, with the support of external organizations, through partnerships, those programs can also be much larger.

Trustee Barrows asked if there has been any thought to creating a mentoring community by teaching individuals how to be approachable to and engaging students. Ms. Frasier stated that she has been talking to Ms. Dennis about mentoring on many levels, including getting all faculty thinking about their roles as mentors and making that decision to mentor or not. Ms. Dennis stated that there is already a lot of informal mentoring going on at Massasoit. Chair Ifill asked about the next steps. Dr. Wall explained that we are working intensely on fine-tuning a position description to get this program started.

Presentation on College Communication

Laurie Maker, executive director of college communications, stated that she and Jim Lynch, director of marketing, have prepared an overview of the 2013-2014 marketing initiatives, which included both traditional and non-traditional outreach activities. She added that they will also be presenting a brief look at their marketing plans for 2014-2015.

Mr. Lynch showed the a web driver television spot, which prompts the viewer to go to wcvb.com to see digital advertising that Massasoit has placed on that site. He added that Massasoit also advertises in the Fall and Spring on the Spanish Language Channel. He explained that radio advertising is done on WKLB, the largest country station in Boston, and WBOS. Dr. Wall voices an ad each semester that airs on WATD in Marshfield and WPLM in Plymouth. Mr. Lynch added that Massasoit also advertises on WBRU in Providence, which has more urban programming.

Mr. Lynch stated that Massasoit advertises in The Brockton Enterprise and The Patriot Ledger, as well as in 32 local papers that reach 90,000 homes. He added that we have outdoor advertising and that Massasoit has a high-profile billboard spot in downtown Bridgewater, that on Rt. 28 & Rt. 18. Chair Ifill asked about the cost of the billboard costs; Mr. Lynch explained that it is \$7,000 per year. Trustee Barrows asked for the traffic count. Mr. Lynch stated that they would get that information.

Mr. Lynch stated that Massasoit also does direct mailings of postcards, course schedules, and brochures. Digital advertising is done in conjunction with radio stations, Massasoit has a very active social media presence: the Facebook page is approaching 3,000 likes; the twitter feed has over 1,500 followers; there have been almost 5,000 views on the Massasoit YouTube channel; and we have 923 followers on LinkedIn.

Mr. Lynch stated that Massasoit has recently introduced a mobile website and we have already had almost 32,000 unique visitors. He stated that the advertising invites the viewer or listener to www.massasoit.edu/apply and there have been over 13,000 unique impressions on that link over the last six months.

Mr. Lynch stated that going forward the goals seek to increasing recruitment, improving storytelling (advertising through sharing Massasoit success stories), strengthening diversity, addressing crisis communications, strengthening brand management, and measuring the marketing strategies' return-on-investment. Mr. Lynch then described the budget allocations for marketing and advertising.

Ms. Maker explained that, a few years ago, Vice President Tracey suggested that marketing and advertising partner with enrollment management to draw lists to target potential and lapsed students with direct marketing campaigns to invite these students to an event or to simply come back to Massasoit. Individuals from enrollment management then follow-up with phone calls to the individuals who received those mailings. This process has proven to be very successful in increasing enrollments.

Mr. Lynch explained that we are moving forward with new initiatives, including a new format for the continuing education brochure for Summer 2014, and a new magazine-style design for *The Associate*. Trustee Barrows asked about the distribution of *The Associate*. Ms. Maker stated that it is approximately 22,000.

Mr. Lynch stated that, in the future, students with compelling stories will be invited to share those stories on videos. New campaigns will be designed for the EMS (Paramedic), Telecommunications, and Vet Tech programs. There will be a renewed effort with workforce development, and focus groups will be designed for feedback from students. Mr. Lynch explained that we will increase efforts to promote diversity. He added that we are in the process of finishing a new design for a more user-friendly website.

Trustee Ross stated that this was an excellent presentation. He added that he attended a meeting regarding workforce development and it was the unanimous opinion of the attendees that prospective students are drawn to institutions that offer internships and shadowing. Ms. Maker explained that Massasoit does have the Center for Experiential Learning, which identifies internship opportunities, and that the Center is marketed in our brochures and on buses. It is also promoted through Admissions in their guidance newsletters. Trustee Ross stated that the term experiential learning does not transfer quickly into internships and shadowing. Ms. Maker stated that she will pass that feedback on to the Admissions team to be considered in its recruiting efforts.

Trustee Barrows stated that a big part of his day job is building civic and community engagement; he would suggest that Massasoit students wear Massasoit gear whenever they are engaging in the community in a Massasoit-sponsored event (for courses or as a club activity). He noted that doing so is a great way to build the brand. Ms. Maker stated that they did have slides prepared this evening representing the power of public relations and civic engagement; however, in order to keep the presentation brief, these slides were not presented. She noted that Massasoit's civic engagement is one of the Institution's great strengths.

Trustee Brophy asked if the Communications Department is involved in the internal communications in the College. Dr. Wall stated that he would be happy to have that information presented at another meeting.

Fiscal Affairs and Administrative Policy Committee

Personnel Action Report

Vice President Lowery stated that May was a light month in terms of hiring activity on the report. She noted that the Human Resources Department is in the process of conducting 24 searches. She explained that since she arrived at Massasoit, she has expanded this report to make it more informative.

Chair Ifill asked if Massasoit utilizes outside agencies for hiring and staffing. Vice President Lowery stated that during her tenure at Massasoit, she has not utilized any search firms. She explained that for the majority of our job searches, we have not had any problems identifying candidates. She noted that as we start to more proactively target diversity advertising, HR will certainly consider whether using an external firm would be beneficial. She noted that there are very small numbers of qualified minorities for certain fields. Chair Ifill stated that what he heard in Washington DC, at the AACC Conference, refuted some of that thinking. He explained that there was a diverse population represented at all levels of higher education. He stated that there is an issue of self-identification with our students and we need to make our hiring reflect that factor. He stated that we can attract minority candidates even if that involves going outside of the New England area. Dr. Wall stated that we are expanding what we are doing and the results are showing. He stated that we are also working on an extensive recruitment plan.

Financial Reports

All College Purpose Trust Fund Report

Vice President Mitchell stated that the fiscal year is winding up and that we are on-budget with this fund. He noted that it has been customary that we produce a very detailed narrative of the expenditures associated with the All College Purpose Trust Fund.

Chair Ifill stated, if his memory is correct, that last year Massasoit had a \$2.5 million surplus. Vice President Mitchell stated that we ran a \$2 million surplus on the financial statements; however, on a cash basis, we were closer to about \$1 million. Chair Ifill asked about the outlook for the budget this year. Vice President Mitchell explained that in projecting the year-end, we anticipate coming in on-budget for both revenues and expenditures.

Investment Activity Report

Vice President Mitchell stated that our portfolio grew by \$200,000, which is indicative of what happened in the market for the month of May. He stated that he would like to propose that we invite the individuals from the Commonfund to come back to present to the Board in the Fall. He added that our portfolio has grown to just over \$8.5 million.

Requests for Board Actions

At the request of Chair Ifill, Trustee Brophy took over as Chair of the meeting.

A motion was made by Trustee Asiaf and seconded by Trustee Ross to approve the minutes of the April 9, 2014 Annual Meeting. The motion carried with one abstention.

A motion was made by Chair Ifill and seconded by Trustee Ross to approve the minutes of the Regularly Scheduled Meeting of the Board of Trustees of May 14, 2014.

Trustee Ross stated that on page two of the minutes, in the fourth paragraph, it states, "Trustee Ross stated that the only way the colleges can make up for this shortfall in the budget is to raise fees." He stated that he does not want that to be interpreted as his endorsing the raising of fees. He explained that what he was trying to say was that from a revenue standpoint, if you can't do it with state funding, you need to do it with fees.

Trustee Brophy called for a vote on the motion. The motion carried with two abstentions.

Proposal for electronic Board Package Delivery

Dr. Wall stated that Raelyn Lincoln, executive administrative assistant to the President, has worked diligently to prepare the supporting materials behind this board action. He noted that this request basically calls for electronic delivery of the board package to all Trustees who desire that form of delivery.

Ms. Lincoln stated that this proposal for electronic Board package delivery is an effort to streamline and be more in alignment with sustainability efforts by moving away from paper delivery. She explained that because the by-laws state that the package needs to be sent by mail, the best process is to email the package as a password-protected PDF, seven days prior to the Board meeting. She explained that the Board Members will actually receive the package sooner than if it was sent through the traditional mailing process. She stated that the reason for the password is that technically the Board meeting minutes are not public record until they have been approved at the following Board meeting.

Ms. Lincoln stated that hard copies will be sent in addition to the electronic copies to individuals who prefer that method. She added that this proposal is a first step towards an even more streamlined process in which we would establish a secure website through the MyMassasoit Portal, which would offer additional functionality like an events calendar, area for announcements, and the ability for the Trustees to talk via a forum page. She stated that the first step would be to provide the Board package via email beginning with the September meeting. Ms. Lincoln added that it costs approximately \$1,600 per year for the traditional Board package printing and mailing.

Trustee Ross stated that he sees this proposal as shifting the cost because he in turn will have to print the package from home. He asked if laptops will be provided to the Trustees to be brought to the meetings to use in place of the paper package. Ms. Lincoln stated that most people have their own electronic devices from which they can access the Board package. She stated that the current rate to purchase an iPad is between \$600 and \$800; therefore, if necessary, we could purchase iPads for those individuals who do not have their own devices and that the costs would be covered by the savings from one year's worth of paper and mailing savings.

Trustee Barrows asked if we would be a leader with the implementation of this practice. Ms. Lincoln stated that we are in fact far behind the trend; most other Boards have been using electronic delivery for a long time. She added that we cannot move to a web-based option unless there is a change to the by-laws, which currently state that the Board packages must be delivered by mail. Chair Ifill stated that he proposed a move to electronic delivery approximately three years ago.

A motion was made by Trustee Barrows and seconded by Trustee Ross that the Board of Trustees approve a proposal to allow for electronic delivery of the monthly Board meeting materials. The motion passed unanimously.

A motion was made by Chair Ifill and seconded by Trustee Barrows that the Board of Trustees approve the following fee increase. Effective Fall semester 2014, the General College Fee would increase by \$10 from \$137 per credit to \$147 per credit; the implementation of this proposed fee increase is dependent upon the final FY2015 state appropriation to the community colleges.

Dr. Wall stated that as he has mentioned at the last two meetings, he feared that we were coming to the point of recommending a fee increase. He added that we have a responsibility to our students to provide the best quality education and services. He explained that we, along with most of the community colleges across the Commonwealth, are faced with a situation in which the state appropriation is not sufficient to maintain or advance current services and programs. He stated that we had hoped to receive from the legislature this year \$20 million given the funding formula. He noted that the Governor and the House both proposed \$13.1 million with no stipulation or request to freeze fees. He further noted that the Senate proposed a 0% increase for community colleges and state universities. He stated that the best that we can expect would be \$13 million divided among the 15 community colleges by the formula, which for Massasoit would be approximately \$600,000 added to our current appropriation.

Dr. Wall stated that we are in our second year of a funding formula that is based on many factors, including funding inequities that have developed over the past 30 years. He stated that because of this history, under the formula, some colleges are receiving one-to-two million dollars added to their budget as opposed to Massasoit's \$600,000.

Dr. Wall explained that Massasoit has not raised fees for two years, and before that increase, we had not raised fees for four years. Dr. Wall stated that if we receive a miracle in terms of the state appropriation, we could reduce fees throughout the year. He noted that if we choose to implement a fee increase we need to do it by June 26, 2014. He added that we have been fiscally prudent and we are in the middle or lower-middle of the 15 community colleges in terms of what we charge our students.

Vice President Mitchell stated that in developing the FY2015 budget, we look at the revenue side first, including our major revenue sources, which are state appropriation, student fees, and enrollments. He stated that we then look at our base expenses, including what we have in the current fiscal year, and roll those forward. He stated that we then review strategic investments to which we are already committed for FY2015, and then look at the expense side and reallocate resources to those strategic investments as needed.

Dr. Wall stated that all colleges are facing a demographic issue that will result in a likely enrollment decrease this year. He stated that we are projecting a 3% drop in enrollments.

Bill O'Neill, director of budget and financial reporting, presented the FY2015 Budget Development Briefing via PowerPoint. Mr. O'Neil stated that revenue is broken out into two categories: those which are based on past fiscal year trends, and those based on current fiscal year trends. He stated that the FY2015 revenue development calculations were based on the final FY2014 allocation, which assumes a \$19.4 million dollar appropriation. That figure includes the formula funding from last year that was rolled forward into this year, as was planned for by the state. Vice President Mitchell stated that in all three segments of the budget process, the Governor, the House, and the Senate, last year's \$20 million formula was rolled into our base. Mr. O'Neill stated that, in terms of formula funding, we are calculating the \$13.1 million at 3.5%, which translates into \$629,451 for Massasoit next year. He stated that with this projection we assume there is no increase in college fees. He added that the assumption was made that there would be a 3% decrease in college enrollments, which translates into a revenue loss of \$664,998 for next year. He noted that the drop in enrollments would also mean a \$38,106 loss in revenue from the technology fee.

Mr. O'Neill then discussed some of the considerations for FY2015 including: a 3.5% increase to non-unit professional payroll; a 3.5% increase to DCE, which is a contractual obligation; a 3% drop in enrolled credit hours, which reduces adjunct cost by \$24,270; an additional \$171,921 increase in payroll due to reorganizations; a \$531,448 increase in payroll due to the Faculty and Instruction new hiring plan; a \$131,647 in payout salary due to retiring faculty; \$193,355 in proposed new hires; an additional \$288,631 in pre-planned staff retirement payouts; and a \$438,381 projected increase in fringe costs for FY2015.

Mr. O'Neill then explained the projected end-state for FY15, with projected revenue at \$48,339,797, and expenses at \$47,788,216, for a preliminary bottom line of \$551,581. He stated that when we take that figure and deduct some of the things we are planning to do next year and things we are contractually obligated to do, the bottom line is (\$1,744,601).

Mr. O'Neill then presented some proposed solutions. He explained that by bringing on full-time faculty, we were able to reallocate part-time faculty expenses for \$180,000. Additionally, we have had the foresight over the past few years to plan and build-up reserve funds, of which one is targeted to cover retirement payouts. One solution involves taking two-thirds of the amount set aside in that reserve fund and reallocating those funds to help defray the \$420,000 in payouts. He stated that after the \$180,000 reallocation and the transfer from the retirement payout reserve, the College is still \$1.2 million in the red.

Mr. O'Neill explained that a \$10 per credit fee increase would increase revenue by \$1.5 million and put the College at \$250,783 in the black. He stated that because a fee increase would be a burden on our student body, we are recommending a 5% financial aid increase in the amount of \$77,007, bringing the bottom line after the financial aid increase to \$173,776. Chair Ifill asked how the 5% increase in financial aid was determined. Vice President Mitchell stated that it was determined with the assistance of the Director of Financial Aid and that the Director was comfortable with that number. He added that there will be an increase in Pell, not only next year, but also through 2017 and 2018, which covers the costs for our neediest students.

Trustee Barrows asked if all the new hires are critical or if any of those hires can be deferred. Vice President Mitchell stated that most of the new hires are full-time faculty and many of those searches are in the final stages. He added that the Student Financial Services Reorganization has resulted in new positions. He added that all new positions go through a very stringent review and vetting process.

Trustee Ross stated that he agrees with Dr. Wall that this is a huge decision for the Board and it is the first time he has had to deal with a fee increase. He noted that he was on campus when Senator Warren was here and he heard the students tell her the impact that student loans have had on them. He asked if we have assessed how many students will not enroll because of the increase. Vice President Mitchell stated that the majority of our students take 12 credits per semester; so, with a \$10 per credit charge, the annual increase to our students will be approximately \$240. He stated that he does not mean to minimize this increase. He explained that our students with an expected family contribution of \$0 now receive more grant money than the cost of tuition, fees, and books, even before the fee increase.

Trustee Ross stated that an article was sent to the Trustees that indicated that 43.4% of Brockton High School graduates will go to a two-year public school. He noted that we have not experienced a 3% drop in enrollment and, because we are Brockton, he is concerned that we are making an assumption not based on experience. He stated that he is also concerned about why the increase is \$10 rather than \$7, \$8, or \$9. He added that when faculty and staff leave, we hire people at lower salary levels. Vice President Mitchell stated that replacement costs for faculty were built into the calculations. Trustee Ross stated that this type of decision is one that the Fiscal Affairs Committee should have studied and then reviewed the alternatives to a fee increase. He does not feel that hearing a presentation allows that to happen. He stated that we are making decisions that are not based on a careful, thoughtful analysis. Dr. Wall stated that in terms of a careful and thoughtful analysis, he hopes that Trustee Ross is referring to the Board because the College Administration did examine this issue for months. Trustee Ross stated that the proper role of the Board is to have something like this discussed prior, so that when the Trustees attend a Board Meeting, the Board has a recommendation from the Fiscal Affairs Committee based on a very careful analysis, including discussions with administration. He added that he has concern about the projected 3% drop in enrollment and he does not understand why we are showing a positive bottom line of \$174,000 when the bottom line should be zero. He stated that he does not feel comfortable voting in favor of this motion. Trustee Ross asked if we could propose a fee increase for just the first semester and then see where enrollments are.

Trustee Asiaf asked what the cost-of-living increase was over the past two years when we did not raise fees. Vice President Mitchell stated that the rate was approximately two to two-and-a-half percent over the past two years. Trustee Asiaf stated that the cost-of-living increase in Massachusetts usually runs lower. He then asked if the cost-of-living increase has gone up five percent over the past two years, why we are raising fees ten percent. Vice President Mitchell stated that there are other strategic investments that we have made and that have been discussed with this Board that are part of this budget. Trustee Asiaf asked if having less students will actually save the College money. Vice President Mitchell stated that that issue was considered in the reallocation of expenses. Trustee Asiaf stated that he does not understand why, if we have less students, we cannot find some ways to cut expenses. Vice President Mitchell stated that even if we have less students, we still need individuals working in the Admissions office, the Registrar's Office, and we still need someone cutting the grass. He stated that a 3% drop in enrollments does not mean that we need one less person in Financial Aid or one less counselor. Trustee Asiaf stated that, with the fee increase, the College will have a cushion of

\$174,000; he asked if we really need that cushion. Vice President Mitchell stated that we have a budget approaching \$50 million; \$174,000 leaves us with almost zero wiggle room should something unforeseen happen during the year.

Dr. Wall stated that the issue of what we provide to our students is paramount. He noted that when we opened our Veteran's Center for our students, we received no additional funding; however, we knew we were providing a vital service. He stated that we are also committed to the mentoring program we are in the process of implementing and to adding to our full-time faculty. Dr. Wall stated that the \$10 fee increase proposal is our best projection, based on the best analysis of the information that we have. He noted that we are certainly not a high-fee, high-cost institution. He stated that this is our best proposal.

Chair Ifill stated that, as Chair, he has confidence in terms of the proposals that are put before him and he spends a lot of time in discussions about tuition, costs, and fee increases. He stated that he feels the business of running the College comes with tough decisions about raising fees. He stated that there are fixed costs at the College that do not change because of the number of students that are enrolled. He added that the quality of education and the services we provide our students comes with real costs. He stated that he was comfortable over the past two years that we did not need to raise fees; however, he is going to go on the record in support of this fee increase. He explained that what we want to accomplish to better serve our students is going to come with some cost and he is fully confident that the College administration has met the standard in terms of justifying a fee increase.

Dr. Wall stated that he, along with Vice President Mitchell and Vice President Tracy, spent an hour with the Student Senate before the end of the semester, and that the Student Senate is fully supportive of the need to increase fees. He noted that there were extensive questions from the Senators and that they want the full Massasoit quality experience. Trustee Martins stated that she is in favor of the \$10 fee increase so that we can continue to provide our students with the quality education and services they expect.

Trustee Ross stated that he is not concerned with what the other colleges are doing, and that we need to look at this issue in terms of our own College. He stated that he does not have a lack of confidence in anyone in the administration; however, he does lack confidence in how the Board has vetted this proposal. He stated that this proposal should have been examined by the Finance Committee before the Board Meeting so that the Board could have confidence that it is making the right decision, and that he does not have that confidence. Trustee Ross stated that he cannot vote in favor of this proposal at this time, because he does not know if there are better alternatives.

Trustee Asiaf stated that the population of the City of Brockton is one of the poorest in the state; he is concerned with taking another \$300 out of their pockets.

Trustee Barrows stated that for 10 years he has struggled with fee increases, as has this Board. He stated that he realizes that this decision impacts students; however, he is glad that Dr. Wall spoke to the Student Senate, which represents the student body, and that it realizes the value of the education students receive at Massasoit. Trustee Barrows stated that he is also skeptical of the 3% decrease in enrollments; he feels enrollments will most likely go up because the small private colleges are losing endowments and they will price themselves out of the market.

Dr. Wall stated that Spring Semester enrollments were down 2% over the previous Spring and that for Summer Session I we are down close to 4%. Trustee Ross asked when we will know the credit hours for the Fall semester. Vice President Mitchell stated that, unfortunately, we will not know those numbers until the second week in September. Trustee Ross asked how adjustments would be made to an increase if the Trustees were to vote for the proposed fee increase and find that enrollments do not go down. Dr. Wall stated that the Board could make a motion to reduce fees in the second semester. He stated that he would be happy to come before the Board with a proposal to lower fees for the second semester should enrollments be significantly higher than we expect.

Chair Ifill stated that he would like every effort to be made to let students know that there is assistance available if they need it and that no student should leave this College because he is \$200 short.

Trustee Blackler stated that she agrees with voting for the \$10 fee increase for the first semester and then reexamining the increase for the Spring semester. She stated that she knows that there are people who will struggle with this \$10 increase. Trustee Brophy asked why this change needs to be implemented by June 26, 2014. Dr. Wall explained that the bills go out for the Fall semester on July 1. Trustee Brophy stated that, as always, this is an uncomfortable situation because we need

to make a decision before we know exactly what our budget is going to be from the state. She noted that she understands Trustee Ross's frustration, as there will never be enough information because we need to make this decision before we know what enrollments will be and what our budget will be. She noted that if we had that information, we could make a more informed decision. She added that she likes the idea of revisiting this increase for the Spring and that the Board needs to take due diligence to revisit this issue in October.

Trustee Ross asked if this fee is contingent on the state appropriation. Dr. Wall stated that that proviso is stated in the Board Action.

Trustee Brophy stated that we are basing this decision on conservative estimates and that it is the best we can do at this point. She stated that if we do not do something tonight, we will need to make up for it in the Spring, which will be sticker shock for our students in the Spring.

It was determined that the wording of the motion be changed to remove the phrase, "the implementation of this proposed fee increase is dependent upon the final FY2015 State appropriation to the community colleges," because the Trustees do not currently have that information.

A motion was made by Chair Ifill and seconded by Trustee Barrows to withdraw the original motion.

A motion was made by Trustee Brophy and seconded by Trustee Asiaf that the Board of Trustees approve the following proposed fee increase. Effective Fall semester 2014, the General College Fee would increase by \$10, from \$137 per credit to \$147 per credit. The motion carried with one opposition.

A motion was made by Trustee Blackler and seconded by Trustee Barrows that the Board of Trustees reevaluate the General College Fee increase of \$10 in October 2014, subject to the final State appropriation. The motion carried with one abstention.

Dr. Wall stated that the next Board Action does involve fees; however, it relates only to the Paramedic Program. He added that there is a model for this kind of program fee within the College, in our Evening Nursing Program. He explained that this is a user fee that is necessary because, by State law, our evening programs need to be self-sustaining.

Dean Karyn Boutin stated that she was pleased that the Trustees held their May Board Meeting in the Middleborough Center and were able to visit the new Paramedic Center. She noted that yesterday the Office of Emergency Medical Services for the State of Massachusetts did an on-site visit and that they were very pleased with what they saw. Dean Boutin then introduced Scott Meagher, director of the paramedic program, who gave a brief PowerPoint presentation.

Mr. Meagher stated that paramedics are pre-hospital care providers who care for those who are injured or those who suddenly fall ill. He stated that a paramedic does the same thing that a physician would do in the first 20 minutes of an emergency. He noted that, according to the United States Bureau of Labor Statistics, in 2012 there were 239,100 jobs as paramedics in the United States. Over the next 10 years, it is projected that this occupation will grow by 23%.

Mr. Meagher stated that when our students graduate from this program, they are employable not only in the traditional 911 positions, but also in non-traditional settings, such as clinics, emergency rooms, and as community paramedics.

Mr. Meagher stated that the basic EMT program is a 172-hour entry-level program that gets individuals working in the field and determining whether or not they want to go on to become paramedics. He added that the Paramedic Program at Massasoit was accredited by the State of Massachusetts on February 21, 2014. He noted that we have 15 affiliations with local hospitals and 24 field internship agreements.

Mr. Meagher stated that because the Paramedic Program at Massasoit allows the students to receive college credits, our students are better prepared paramedics for the field.

A motion was made by Chair Ifill and seconded by Trustee Ross that the Board of Trustees approve a proposed comprehensive program fee of \$309 per credit for the new Paramedic Program. The motion passed unanimously.

A motion was made by Trustee Asiaf and seconded by Trustee Barrows that the board of Trustees approve an interim spending plan for the period July 1, 2014 through September 30, 2014. The interim spending plan will be for \$11,962,648, which represents 25 percent (25%) of the approved fiscal budget (\$47,850,592).

Dr. Wall stated that we present this spending plan to the Trustees every year that allows the College to spend money until we receive a budget from the state.

Trustee Brophy called for a vote on the motion. The motion passed unanimously.

A motion was made by Trustee Barrows and seconded by Trustee Asiaf that the Board of Trustees approve an expenditure in an amount not to exceed \$205,394 with Creative Office Pavilion of Boston, MA (state vendor) for the purchase of furniture and seating for Phase II renovations of the lower level of the Student Center of the Brockton Campus.

Vice President Mitchell explained that this action will provide furniture for phase II of the 10,000 square foot renovations of the lower level of the Student Center.

Trustee Brophy called for a vote on the motion. The motion passed unanimously.

A motion was made by Trustee Barrows and seconded by Trustee Asiaf that the Board of Trustees approve an expenditure in an amount not to exceed \$37,348 with Comm-Tract of Boxborough, MA (state vendor) for the installation of network cabling. The motion passed unanimously.

A motion was made by Trustee Barrows and seconded by Trustee Asiaf that the Board of Trustees approve an expenditure in an amount not to exceed \$100,000 for renovations to Parking Lot #1 at the Brockton Campus. The motion passed unanimously.

A motion was made by Trustee Barrows and seconded by Trustee Asiaf that the Board of Trustees approve an expenditure in an amount not to exceed \$333,000 with Instructure of Salt Lake City, UT (state vendor) for the licensing of Canvas, the College's learning management system.

Bill Morrison, director of enterprise systems, explained that Canvas is our learning management system and that it has lived up to our expectations since 2011. This action will renew our contract with Canvas for another three years. He explained that this system allows our students to take classes online and in a hybrid model.

Trustee Brophy called for a vote on the motion. The motion passed unanimously.

A motion was made by Trustee Barrows and seconded by Chair Ifill that the Board of Trustees approve an expenditure in an amount not to exceed \$50,000 with Strata Information Group of San Diego, CA (state vendor) for services to assist in upgrading the College's Ellucian DegreeWorks application.

Mr. Morrison explained that Ellucian DegreeWorks is our degree audit tool that allows students to review where they are in their courses of study. Dr. Wall stated that this program is working in terms of degree completion and retention.

Trustee Brophy called for a vote on the motion. The motion passed unanimously.

A motion was made by Chair Ifill and seconded by Trustee Blackler that the Board of Trustees approve an expenditure in an amount not to exceed \$45,000 with JLS of Brockton, MA for the printing and mail preparation of the 2014 Fall continuing education brochure. The motion passed unanimously.

A motion to adjourn was made by Chair Ifill and seconded by Trustee Barrows. The motion passed unanimously.

Prepared by:

Certified by:



Elizabeth A. Burke
Recording Secretary

Peter G. Asiaf, Jr.
Secretary, Board of Trustees