

Massasoit Community College
Regularly Scheduled Meeting of the Board of Trustees
Wednesday, December 6, 2017
8:00 a.m. in the Barry House, Bridgewater State University
Approved 1/17/2018

Attendees: Bonnie Blackler, Crystal Camp, Thomas Carroll, Deborah Enos, Robert Harnais, TJ Lacey, Ann Sullivan

Absent: Eshita Chakrabarti, Pamerson Ifill, Valerie Sullivan

Call to Order

The Vice Chair called the meeting to order at 8:25 a.m.

Chairman's Report

Deferred

President's Report

Deferred

Student Trustee's Report

Deferred

Consent Agenda

The minutes of the October 11, 2017 regularly scheduled meeting were approved as corrected. Trustee A. Sullivan and Vice Chair Carroll would like to have paid and unpaid leave data added to the Human Resources report.

A motion was made by Trustee Lacey and seconded by Trustee A. Sullivan to approve the reports as corrected on the Consent Agenda. The motion passed unanimously.

Recommendation that the Board of Trustees approve an expenditure in an amount not to exceed \$115,000 with Triad Advertising Companies, Canton, MA, to provide and manage printing, direct mail, and print and media campaigns for the College by James Lynch, Director of Marketing.

Director Lynch advised that this expenditure is to continue our ongoing marketing plan from now until June. Trustee A. Sullivan asked if the budget had increased and Director Lynch said that it had not. Vice Chair Carroll asked how often Triad sent reports to the College and Director Lynch said they are received at the end of every enrollment period.

A motion was made by Trustee Enos and seconded by Trustee A. Sullivan to approve an expenditure in an amount not to exceed \$115,000 with Triad Advertising Companies, Canton, MA, to provide and manage printing, direct mail, and print and media campaigns for the College. The motion passed unanimously.

Single Audit (A133) and Massachusetts Office of Student Financial Assistance (MOSFA) Reports by Patricia Marcella, Interim Vice President for Finance/CFO and Michael Cosgrove, Principal, O'Connor & Drew, independent auditors for Massasoit Community College.

Michael Cosgrove, Principal from O'Connor & Drew, independent auditors for Massasoit Community College, said that some members of the Board may remember the Single Audit Report as the "A133 Report" and is also called the Uniform Guidance report. He noted that this report is not a financial report

but rather the financial aid piece of the audit that relates to federal financial aid. Additionally, the MOSFA report similar to the Single Audit but relates to Massachusetts financial aid.

Mr. Cosgrove noted that there were two findings in the FY16 Single Audit that were both cleared this year and there was one minor finding noted for this reporting period. A student incorrectly filled out the FASFA (Federal Application for Student Financial Aid) form by indicating they had previously received a bachelor's degree; the field was checked in error. O'Connor & Drew worked with management to develop a report to help identify if a student misidentifies something on the forms moving forward, the error report has since been instituted.

A motion was made by Vice Chair Carroll and seconded by Trustee Blackler to accept the FY17 Single Audit and MOSFA reports. The motion passed unanimously.

Presentation of the FY18 First Quarter Financial Report by Patricia Marcella, Interim Vice President for Finance/CFO and William O'Neill, Interim Chief of Staff/Executive Director of Budgeting and Finance, and recommendation that the Board of Trustees approve the First Quarter Financial Report.

Interim Vice President Marcella said that there are no anomalies to report, it is a relatively standard quarter. Executive Director O'Neill stated that the trend this quarter is within tolerance of the linear progression and he is confident that we will progress through the year in fine form. He advised that at the end of the first quarter, the College received 33.33% of its State Appropriation of \$21,174,138 which is exactly the amount received at this point last fiscal year. The College reached 48.42% of the projected Operating Fund which exceeds the amount collected throughout the prior years' trend from Fiscal Years 2013 to 2016.

Executive Director O'Neill explained that the College entered FY18 under a Provisional Spending Plan. In general, 25% of the prior year's allocation has been requested to fund the first quarter pending submission to and approval of the Proposed Spending Plan. With projections of a difficult budget year in FY18, 20% (\$10.3m) was requested for the provisional plan; at the end of the first quarter the expense target was exceeded by slightly under \$700k. He explained that timing played a large role on the numbers in the first quarter report. FY18 saw 6+ pay periods in the first quarter with the introduction of a partial pay period from the very beginning of the year. Additionally, as in the past two fiscal years, timing of utility bills and pre-paid contracts/memberships/subscriptions impacted our expense figures very early in the fiscal year. It is important to note that, given we are through one full quarter, a linear projection of our expenses throughout the fiscal year would suggest an expended rate of 25% at this point in the fiscal year; we remain under that 25% benchmark.

As required by the Board of Higher Education, the College dedicates 5% of the total operating revenues to Capital Adaptation and Renewal expenses to ensure facilities and infrastructure are capable of supporting the mission of the College. Throughout the First Quarter, the College invested in asset preservation projects focusing on existing facilities including new LED lighting and controls in the Fine Arts, Liberal Arts, Science, and Technology buildings; a new roof and ceiling for the multi-purpose room in the Field House and catch basin repair on Massasoit Boulevard. Vice Chair Carroll said that the Audit Committee met in November to review the FY18 First Quarter Financial Report and they were satisfied.

A motion was made by Vice Chair Carroll and seconded by Trustee A. Sullivan to approve the FY18 First Quarter Financial Report. The motion passed unanimously.

Presentation of the Massachusetts Division of Capital Asset Management and Maintenance Higher Education Capital FY19 Funding Proposal by Interim President Mitchell, Barbara McCarthy, Vice President of Academic Affairs, and Richard Hadley, Executive Director of Facilities and Capital Planning and recommendation that the Board of Trustees approve the proposal.

Interim President Mitchell said that this proposal process is a welcome change from past years when the process was much less transparent. Now, the process seeks to tie capital requests to administrative priorities. The new process requires campuses to submit an annual proposal. Vice President McCarthy added that Massasoit submitted a draft for peer review with the final proposal due on December 22. One caveat made clear by DCAMM and the administration is that these proposals are not for new buildings. Massasoit's Science and Liberal Arts Buildings Renovation project seeks to create flexible instructional spaces that allow for interactive, collaborative, and hands-on learning. The project has two phases. First, the LA building will be turned into a Science building with labs that are designed for maximum flexibility. Phase two will retrofit the current Science building to a new LA building with flexible instructional spaces. The two-phase process will ensure there is no disruption to science course offerings and avoid costly swing space during construction. The renovations, with their focus on general education requirements in science, writing, and mathematics, will serve every credit program, and thus, almost every student at the college. It was noted that this plan will address over \$2 million of deferred maintenance and over \$1.6 million in ADA compliance projects. This project, if funded, will be a DCAMM managed and funded project with no funding to be financed or deb serviced. The total cost is estimated at \$25 million.

Chair Harnais asked about the time to completion. Interim President Mitchell advised that the final proposal submission is due December 22 with awards expected in late winter/early spring. From cradle to grave the anticipated complete date is the spring semester of 2021.

A motion was made by Trustee Enos and seconded by Trustee A. Sullivan to approve the Division of Capital Asset Management and Maintenance (DCAMM) Higher Education Capital FY19 Funding Proposal – Massasoit's Science and Liberal Arts Buildings Renovation Project. The motion passed unanimously.

Multi-Cultural Center update presented by David Tracy, Vice President of Student Services and Enrollment Management and Yolanda Dennis, Chief Diversity Officer.

Vice President Tracy said that there has been a significant increase in the diversity of our student population and we are becoming a majority/minority institution noting that from 2007 to 2017 there was an 18% increase in the diversity of the overall student population. Chief Diversity Officer Dennis added that regional immigrant population growth is a contributing factor stating that Brockton has a low population growth but a higher proportion of immigrants and a lower median age.

The Multi-Cultural Center will advocate and enhance the enrollment and retention of students from culturally diverse and underrepresented backgrounds. Our students will experience multicultural excellence in which the purpose is to develop tools to engage students to strive for excellence in a diverse global society. The center will create and support programs, services, and resources, dedicated to fostering an environment of exploration and consciousness and empowerment.

The mission of the center is to support students through graduation by providing multi-cultural learning opportunities that enhance academic achievement, personal development and build collaborative relationships. This will be achieved by providing a meeting space for students to convene, learn, reflect, collaborate, and thrive. It will support students and the College community by encouraging self-discovery and exploration of the relevance of diversity in all its forms. The Multi-Cultural Center will coach students and others working with issues of diversity, advocate for equity of inclusion and participation at all levels of the College as well as off campus.

Chief Diversity Officer Dennis advised that there would be a fundraising kickoff event and naming opportunity on behalf of Ida O'Donnell on February 22 at 5pm at the Conference Center at Massasoit.

Trustee Enos asked how this center would fit with the programs that currently exist. Vice President Tracy said that the center would be modeled after our successful cohort programs such as Choices, Latch, Trio, Ubuntu Scholars, and the Veterans Center. Trustee Enos asked what is the envisioned path for a student who goes to the Center. Chair Harnais asked if there was a mentoring component to the program. He said that tier mentoring has been very successful in his experience. He also asked if the alumni association would be involved in the event. Vice Chair Carroll added that regarding fundraising, the story needs to be sharpened around what exactly the “ask” is for. Trustee A. Sullivan agreed that the pitch needs to be more clear and that the February kickoff date may be too aggressive.

Academic Program Productivity Update by Barbara McCarthy, Vice President for Academic Affairs.

Vice President McCarthy said that Academic Affairs has an academic review calendar that requires all credit programs to do a full program review every five years. The process is being updated to reflect changes in best practices and will now include program productivity guidelines. A 2015 report completed for the University of North Carolina Board of Governors researched the academic program productivity procedures and metrics used in 21 states. The baseline metrics are numbers of degrees awarded and numbers of majors. Other considerations are enrollments in program specific courses and the number of general education service courses a program houses. Additionally, productivity assessment would consider whether a program is filling a critical or niche workforce development need.

The most typical metrics used in other states are based on totals over a 3 to 5 year period. The average minimum expectation is seven graduates a year and 15 enrolled majors. For our programs, we looked at averages from the past three years. Massasoit has only five programs that are below these thresholds of 21 graduates/45 majors.

Vice President McCarthy added that Massasoit is the lead institution for the Department of Labor GPSTEM grant awarded to the 15 Massachusetts community colleges in 2014. One of the grant deliverables is to report on job placement of program graduates. In states where there is a wage-matching agreement between the state agencies unemployment insurance data is used to track employment with far greater accuracy than we can otherwise. Fortunately, Massachusetts is very close to finalizing an agreement that will allow us to track this information for all programs in the near future.

The current status of low enrolled programs include two career certificates that are being shifted to weekend schedules to meet student needs; one certificate closed and students given teach-out plans; and three programs under review for “pause and revision” or discontinuation. Vice President McCarthy advised that the next steps in the process are to work with department chairs and deans to finalize a process to be incorporated in the Academic Program Review (APR) by Spring 2018; final decisions on low-enrolled programs by December 2017; teach-out plans, if needed, by February 2018; program renewal plans, if needed, by February 2018; and an academic plan to prepare for strategic planning in April 2018.

Academic Affairs Update by Barbara McCarthy, Vice President of Academic Affairs.

Vice President McCarthy said that during the past six months, Academic Affairs has completed a number of successful initiatives, been awarded substantive grants, and increased community partners. We have expanded early college offerings through the New Heights Charter School partnership; enhanced the transfer experience through the MCC2BSU partnership; we are helping students plan their educational and career futures with the TAACCCT IV GPSTEM grant; and continue to increase community outreach through programs such as One Book One College One Community. Vice President McCarthy gave an overview of the Academic Map Project, the adoption of open educational resources (OER), and new digital tools for students created by the DOL GPSTEM grant for which we are the lead institution.

Prepared by:



Lydia B. Camara
Interim Executive Administrative Assistant
To the President



Thomas E. Carroll
Vice Chair, Board of Trustees