

Regularly Scheduled Meeting of the Board of Trustees
Wednesday, February 8, 2017
6:00 p.m. in the Library, Canton Campus
Approved April 12, 2017

Attendees: David Offutt, Thomas Carroll, Bonnie Blackler, Christopher Blunt, Pamerson Ifill, Deborah Enos, TJ Lacey, Ann Sullivan, Mary Brophy, Tony Simonelli, Judy Waterston (via telephone)

Call to order

Chair Ifill called the meeting to order at 6:00 p.m.

Chairman's Report

Chair Ifill welcomed everyone and noted that President Wall has announced that he will be retiring in August. He thanked President Wall for his years of dedication and service to the College. Chair Ifill said that President Wall has worked very hard to establish Massasoit as a top-tier community college in the Commonwealth. Chair Ifill advised that he has contacted the Massachusetts Board of Higher Education and that he and Dr. Wall will soon meet with Commissioner Santiago to discuss the next steps in the presidential search process.

President's Report

President Wall thanked the Board for its kind words and said that this job has been a true labor of love and the work will continue. He said that today we showed our personality and our engagement with the larger community through the 15th annual MLK event with guest speaker Dr. Jean McCormack, which was organized by Yolanda Dennis, and advised that there was a good turnout and the event promoted the living legacy of Dr. King and his goals for America.

Student Trustee's Report

Trustee Blunt thanked Dr. Wall and the President's Office staff for their assistance with travel arrangements for him and Trustee Blackler to the Association of Community College Trustees National Legislative Summit in Washington D.C. He said that he and MCC Student Senate President Kristen Felton went to Springfield Technical Community College last week to discuss the PHENOM (Public Higher Education Network of Massachusetts) day of advocacy on March 1, 2017 at the Massachusetts State House. Vice President Mitchell is meeting with the Student Senate to offer advice and best practices when meeting with legislators.

Trustee Blunt and the Veterans Club will be visiting the Brockton VA hospital with Professor Faiella. He noted that other clubs expressed interest in the visit. Trustee Blunt raised a concern of the veteran students, and the student body in general, about classes being dropped due to low enrollment; students had to either enroll in another class at the last minute or drop classes altogether. This situation has a significant impact on veterans benefits and can affect housing benefits. President Wall thanked him for bringing this to the College's attention and Vice President McCarthy advised that this is a challenge for which they are actively seeking solutions.

Approval of the Minutes of the January 11, 2017 Regularly Scheduled Meeting of the Board of Trustees.

A motion was made by Trustee Lacey and seconded by Trustee Blackler to approve the minutes of the January 11, 2017 Regularly Scheduled Meeting of the Board of Trustees. The motion passed unanimously.

Presentation of a fully vetted proposal for a position of Chief Diversity Officer and Executive Director of Title IX and Affirmative Action by President Wall and recommendation that the Board accept and endorse the position description and expansion of the current position of Executive Director of Diversity and Inclusion to Chief Diversity Officer and Executive Director of Title IX and Affirmative Action.

President Wall called the Board's attention to the position summary and job description in the Board package. The Chief Diversity Officer will serve as the affirmative action, equal rights, Title IX, and ADA/Section 504 coordinator. The position comes with a major set of responsibilities and relationships with the College. Clearly, this position will function as an integral and leading member of the team working with the vice presidents, executive director of human resources, faculty, and staff to ensure the broadest possible pool of candidates for open positions and that every effort is made to enforce affirmative action and legal requirements. Chair Ifill thanked the Board; Raelyn Lincoln, assistant to the president; Dr. Wall; and his staff for getting this position established, and stated that this position gives the College a way forward with a concrete strategic position.

A motion was made by Trustee Offutt and seconded by Trustee Lacey that the Board accept and endorse the position description and expansion of the current position of Executive Director of Diversity and Inclusion to Chief Diversity Officer and Executive Director of Title IX and Affirmative Action. The motion passed unanimously.

Presentation and recommendation of approval of the FY2017 Second Quarter Financial Report by William Mitchell, Vice President for Administration/CFO, and William O'Neill, Executive Director of Budgeting and Financial Planning. Executive Director O'Neill reported on the Second Quarter period ending December 31, 2016. He noted that spending is on target, with the College in a good position fiscally and that there are no expense related anomalies. Vice President Mitchell called the Board's attention to credit hours and to their special impact on the budget. The total charge per credit hour for the typical student is \$195.00. It's broken up into 3 categories and it excludes special programs and science fees. Additionally, there is a \$163.00 general college fee, referred to as tuition in private institutions. There is also an \$8.00 per credit technology fee, which supports many of our technology expenditures, and a \$24.00 per credit tuition charge. In addition to having the different charges per credit, we also have different kinds of credits: state credits; institutional evening/weekend credits; and institutional day credits. He noted that the reason we have different kinds of credits is because the Commonwealth of Massachusetts requires public higher education institutions in Massachusetts to remit back to the general fund of the Commonwealth the tuition portion of the charge for those courses they consider day courses. Day courses are defined as those courses taught by full-time faculty funded from the state appropriation. It is something that is unusual and Vice President Mitchell believes we are one of only two states in the entire United States that manages [higher education] this way. He stressed that the College is required to remit \$24.00 per credit for those state-funded classes back to the Commonwealth, and that we budget for that remission. For those classes taught by either faculty who teach over and above their loads or adjuncts, we keep the \$24.00 per credit. Vice President Mitchell noted that over the last four years, as we have seen an enrollment decline, here and at other institutions, those enrollment declines result in fewer adjuncts. In other words, we have fewer adjuncts and fewer credits, but we still have our full-time faculty teaching their class loads. As enrollment declines, we lose more revenue as the percentage of the total; we lose that \$24.00 credit hour advantage [from decline in enrollments taught by adjunct faculty]. We are seeing enrollment start to dip, and again this is not just Massasoit, this is happening in all the community colleges. We are losing revenue because all credits aren't created equal, and the credits we are losing are those that are better for us financially. This is not a reflection of how we do business; we are following the rules set forth by the Commonwealth. There has been talk at the state-level about changing the process; however, we have heard that if they allow us to keep that tuition, then they will lower our appropriation to get to the same number.

Trustee Enos asked if the enrollment decline is disproportionately impacting full-time or adjunct faculty. Vice President Mitchell said that it impacts the number of sections that are offered, which are traditionally taught by adjunct faculty, while full-time faculty are not impacted. Trustee Simonelli asked what happens to adjunct faculty. Vice President Mitchell explained that they would not teach at all or teach fewer courses. Vice President McCarthy explained that there is a seniority list amongst the adjunct faculty and that generally most of our adjuncts teach multiple courses. If an adjunct faculty member works for a certain number of year, s/he is put on a seniority list and we are required to give them first priority for course assignments.

Vice President Mitchell stated that at this point 65% of our credits are taught by adjunct and/or faculty above their workloads, so we can keep that tuition; 35% are taught by full-time day faculty. We are concerned that, if we continue to lose enrollment, which we are doing everything possible not to have happen, that percentage will continue to slip. We are looking at that ratio as we plan for FY18; while in some cases the result is not big dollars, cumulatively, it adds up. Trustee Carroll inquired about the mix three years ago. Vice President Mitchell stated that it was about 32% taught by full-time faculty.

Dr. Wall stated that the other factor to consider is that the tuition charge is set by the Commonwealth through the Board of Higher Education. The College sets only the fees. The tuition charge has not changed in years. The Commonwealth has kept that at \$24 per credit, which is artificially low. The only way to continue serving students and gaining another source of revenue is by raising fees. Dr. Wall gave a caution to the Board to never give up the authority to set fees because it impacts the Board's and the institution's ability to positively impact services to students. Trustee Offutt asked how Massasoit's fees compare to our sister institutions. Vice President Mitchell stated that we are right in the middle.

Trustee Sullivan asked if there is an appetite or rationale to negotiate or lobby the state, given the economy, the job rate, and the state's reliance on community colleges, to take less of the \$24 per credit. Vice President Mitchell explained that the UMass system already lobbied the state to keep the \$24. Trustee Simonelli noted that they established a precedent.

Vice President Mitchell stated that there is an initiative being led by Sean Nelson, the state deputy commissioner for administration and finance, for a similar push for the state universities and the community colleges, but it is a double-edged sword because there are many state tuition waivers, whether it be employee benefits, union benefits, state financial aid that covers tuition, or veteran benefits. At this point, we look at what we actually collect, so if we keep that tuition and go to complete tuition retention, we can't afford to then lose those waivers. We can't afford to fund the waivers, particularly if the state reduces our appropriation by the amount they anticipate our sending. Vice President Mitchell has been asked to look at a draft similar to what UMass did; there are a lot of details that could hurt us financially if we don't pay attention. It is a very detailed thing. This policy of remitting tuition is an anomaly of the Commonwealth of Massachusetts system. It is another level of complexity beyond just the number of credit hours times the \$195. It is being actively worked on. Dr. Wall noted that often when tuition retention is considered by the legislature or the Board of Higher Education, it is coupled with a restriction of your fee-setting authority. That is not advisable because if you don't have control over the revenue, others are going to control you and the college. Vice President Mitchell added that if in fact the Commonwealth said yes to full tuition retention, to Dr. Wall's point, they would do so on the assumption that the state appropriation is at a level sufficient to run the institution. So they are cutting it from a number that is not enough to begin with. Trustee Carroll asked how much each percentage point is worth in terms of dollars. Vice President Mitchell stated that each percentage point of enrollment in total revenue is a couple hundred thousand dollars.

Trustee Carroll asked what kind of planning or programming can be done to increase the institutional weekend and evening courses and whether we are working with companies and the community. Vice President Mitchell said it is not just those pieces but traditional classes as well because we are starting from the assumption that our full-time faculty are already teaching a full-time load. So with incremental enrollment growth, courses are taught by an adjunct or a full-time faculty member on overload, so we get to keep that money. He stated that Vice President McCarthy is talking with the corporate and community education folks about a plan to do just that. Dr. Wall stated that we plan to bring a report to the board in the spring from our workforce development side so the Board can get a feel for what we are doing and make suggestions. As to other forms of outreach, the way we can increase students is new locations and new programs. We added the Veterinary Technology Program, and it is getting full-time students enrolled now. In a year or so we will get the cohort from Norfolk County Agriculture High School coming in. The Engineering Transfer program that the Board voted on a few years back is doing very well and we may get some financial assistance from the state on that. The name of the game is programs and a mixture of location. Every semester is an increase in Middleborough. We have several grants that look at retention because once we get students, we need to keep them here. We are fighting a couple battles on that front. One is the economy, as there is a direct correlation between unemployment and our enrollment. So we are finding students are taking one or two courses and then jumping out to work. The other thing is that some of the four-year schools are coming after our students before they finish, trying to meet their own enrollment shortfalls. They have a different issue since they are trying to fill their residence halls, on which they carry debt. It is more efficient to retain a student than it is to recruit a new student. While new programs are important, we are working to keep the students we have.

Trustee Lacey asked for confirmation that it is an over three-million-dollar hit, or expense back to the state. Vice President Mitchell responded that there are a couple of adjustments we make. We do not collect tuition for any state-mandated waiver that a student received, so we do not have to remit it back to the state. Community college CFOs made a decision a few years ago that since the Commonwealth now is not funding 100% of our payroll, we are not going to send 100% of the tuition back. The estimate is around the \$400,000 to \$500,000 range that we remit to the Commonwealth. Again, the shift is not big dollars, but something that we have to pay attention to. We do not remit everything, only what cash we get, what we collect. Anything that is waived, as for financial aid purposes, we are not required to remit that. That is one of the difficulties: if they allow us to keep that tuition, we have to eat those waivers, which are in the millions.

Trustee Brophy mentioned that one of the variables defined was faculty workload. We ask faculty to do a lot, not just in the classroom. How much of that for full-time faculty is defined by class load, number of classes they teach, versus other responsibilities they take on? How long has it been since that variable has been looked at? What we required of our faculty twenty years ago is very different from what we require of them now. It is something else to think about, if there is some variability in that. If your faculty is doing mentoring, and all these other programs we are asking them to participate in and that workload for coursework is still set, it is something we should bring up. What that allows is that the courses need to be filled but that there is some variability that adjuncts could pick that up and account for what our faculty is doing that is not necessarily coursework. Maybe it is over time, but that is one piece to think about. Vice President Mitchell stated that the contractual workload for faculty is five courses in the fall, five courses in the spring. There are also contractual reassign times that are defined in the contract. For example, if you become a department chair you can be reassigned. Above and beyond the contract, the Vice President of Academic Affairs has the flexibility to do exactly what

you say, and thus the faculty can get release time to serve on committees, to mentor, to tutor, and a number of other things. Dr. Wall stated that there is an instructional workload formula in the contract and the faculty contract also includes advising students, office hours, and mandatory functions.

Director O'Neill then gave an overview of the 2nd quarter report, which is on file with the Office of Administration and Finance.

Chair Ifill asked for the status of Massasoit's after-hours recreational programs and camps and in particular how expansive we are during the summer or break months with camps, etc. that are run by Massasoit. Vice President Mitchell responded that the YMCA camps are being run on campus but by the YMCA staff. The pool is open to public use throughout the year. Vice President Tracy stated that it may be worthwhile for the Athletics department to present to the Board because they do rent out for volleyball teams and clubs and groups and we do have swim teams that rent the pool. They have tried to do summer basketball but the registrations have not come in. Senior Vice President Palantzas stated that he knows as the former Athletic Director himself, 15 years ago Massasoit had about 800 kids registering for the camps in the summertime. At that time, everyone was offering similar programs and camps so the market was very competitive. That number dropped from about 800 to about 500 in a matter of five or six years. The Athletic Department does run some of the popular camps in the summer but not like it was years ago. Chair Ifill asked if it is worth exploring. Vice President Mitchell stated that we are looking at other ways to utilize our facilities, those assets that sometimes lie vacant. That is part of the planning to look for other revenue sources. He stated that in his opinion it is not wise to cut the very things that could help us to grow and retain students as he has seen some colleagues do, adding that instead we really need to look at advancement and student retention.

A motion was made by Trustee Lacey and seconded by Trustee Carroll to approve the FY2017 Second Quarter Financial Report. The motion passed unanimously.

Presentation and recommendation of approval of an expenditure not to exceed \$77,503 with Jones Architecture (house doctor) for architectural and engineering services necessary for the renovation of space for the Engineering Program at the Canton Campus by Barbara McCarthy, Vice President of Academic Affairs, and William Mitchell, Vice President for Administration/CFO.

Vice President Mitchell presented to the Board a proposal with Jones Architecture for engineering services for the Engineering Lab at the Canton Campus related to the presentation given by Vice President McCarthy last meeting on the growth of the program. The architectural fees are set at \$77,503 for the project. DCAMM bids for architects and engineers and then they give you a list of those architects and engineers from which you can choose. They also limit the dollar amount. Jones Architecture is the same firm that did the Vet Tech lab and who will hopefully do the cafeteria someday as well. We hope to have a ribbon cutting if you do indeed approve this expenditure and then we will come back to the Board shortly to approve the actual project once the engineers are done with their work and we have an estimated pricing. Dr. Wall added that the Commonwealth has shown a lot of interest in our Engineering program and he hopes they will have good news in the very near future. Trustee Carroll asked if this \$77K is part of the 5% adaptation and renewal budget. Vice President Mitchell confirmed that it is. He asked if this was bid out to several of the firms that the state provided on the list. Vice President Mitchell stated that out of the three firms, one's terms were already exhausted because we used them for the Student Center's Phase I, II, and III. There was a problem with another firm's reviews. Jones Architecture came highly recommended, and the College has experience with them through the Veterinary Technology center project. This part of the project could be up to 10% of the total cost, so the total cost may be around \$600-700,000. We typically spend \$1.5 million per year. Total cost of the project all in could be around \$1 million. We may come in just slightly above the 5% because it also takes a portion of the maintenance salaries which are applied to the 5% as well.

A motion was made by Trustee Brophy and approved by Trustee Enos to approve an expenditure not to exceed \$77,503 with Jones Architecture (house doctor) for architectural and engineering services necessary for the renovation of space for the Engineering Program at the Canton. The motion passed unanimously.

Presentation of Spring 2016 sabbatical project on sustainable agriculture by Melanie Trecek-King, Associate Professor of Biology.

Professor Trecek-King thanked the Board for the amazing opportunity to undergo her sabbatical project and was happy to present the results of her project. Professor Trecek-King took part in a sabbatical exchange program at EARTH University in Costa Rica where she learned sustainable farming methods. EARTH University specializes in sustainable agriculture and natural resources management in order to further sustainable development in developing countries in the tropics.

Many of EARTH's students are from rural communities, and are economically underprivileged. The faculty at EARTH use experiential, student-centered learning to develop students' scientific knowledge, social and environmental awareness, and entrepreneurship, so that students can make a positive impact in their home countries. EARTH's educational model encourages visitors from around the globe to further the institution's mission, and they will tailor a program based on a visiting faculty's needs. Professor Trecek-King noted that the program was fulfilling and rich with knowledge that she can bring back to her students, and the entire experience was life-changing. She gave examples and displayed a slide presentation documenting her many experiences throughout her sabbatical. The Board thanked her for her work and dedication to Massasoit and was grateful for the opportunity to see the end-result of the sabbaticals they are asked to approve.

Presentation of sabbatical leave recommendation for Associate Professor Drew Dunphy, presented by Barbara McCarthy, Vice President of Academic Affairs, and recommendation that the Board of Trustees approve the sabbatical leave request for Associate Professor Drew Dunphy.

Vice President McCarthy said that Associate Professor Dunphy's proposal for sabbatical is to develop programming for the new Professional Development Center (PDC). The relatively new center has a variety of offerings for faculty and staff, but has yet to develop a comprehensive sequence of offerings that meets the needs of faculty at different points in their careers, of adjunct faculty and their unique needs, and of faculty who teach the growing number of dual enrollment courses offered by the College.

Professor Dunphy will begin his work by doing a needs assessment and will complete the project by developing programming that will be offered through the PDC. The project will contribute to his professional growth and will serve the College by creating a strategic suite of programming for the PDC. The project helps to fulfill objectives we have committed to in our Title III grant (Project STARS). In addition to being a lead teacher, Professor Dunphy has background and experience in the area of professional development necessary for the project to be successful. Vice President McCarthy added that project will help us fill out the professional development offerings for faculty.

A motion was made by Trustee Brophy and seconded by Trustee Carroll to approve the sabbatical leave recommendation for Associate Professor Drew Dunphy. The motion passed unanimously.

Presentation of the Massasoit Community College Strategic Planning Development Plan and Timeline by Barbara McCarthy, Vice President of Academic Affairs, and Ingrid Vargas, Dean of Planning and Institutional Effectiveness.

Dean Vargas thanked the Board for the opportunity to present strategic planning for 2018-2022. She advised that the process will follow the methodology of Appreciative Inquiry and will engage all major stakeholders including the Board of Trustees, the President and his Cabinet, faculty, staff, students, alumni, the Massasoit Community College Foundation, the community, and program advisory boards. The College will hire a consultant to conduct an environmental scan of the region, our service communities, and employment trends. A Strategic Planning Committee composed of faculty, staff, and students will be established after the February 21, 2017 convocation, at which this effort will kick-off, to work directly with the Dean of Planning and Institutional Effectiveness to oversee the planning process through completion of the report in December 2017. The report will be submitted to the Board for approval in January 2018. Once approved, it will be forwarded to the Board of Higher Education for its approval. Planning will begin with kick-off activities at an all-college convocation on February 21, 2017. The Dean of Planning and Institutional Effectiveness will lead department- and division-level meetings throughout the spring and will compile the results of those meetings into a comprehensive report and distribute it to all stakeholders prior to a second all-college convocation on May 22, 2017, at which new strategic priorities will be drafted. Over the summer, the Dean and the Strategic Planning Committee will draft the plan and identify potential key metrics, establish baselines, and inform goal setting. The draft will be distributed to the College and working groups formed for each strategic priority to finalize the plan. The draft will be shared with the entire College for final review before Thanksgiving. The Student Senate has been invited to attend the kick-off event. Board members will be engaged throughout the planning process from early brainstorm sessions to completion.

Dean Vargas said during Spring 2017 semester, members of Cabinet will assess completion of the current strategic plan and work with the Dean of Planning and Institutional Effectiveness to complete a final report for the Board and the College community. Any remaining tasks will be included in annual goals for FY2018. Review of the projections we outlined in our NEASC Self-Study will be part of the activities at the February 21, 2017 kick-off event. Long-term projections will be included in strategic planning. As in the case above, short-term projections will be developed into annual goals for FY2018.

President Wall noted that at the June Board of Trustees retreat the Board will have the opportunity to have an engaged discussion about the strategic plan. Trustee Enos said that this plan is clearly well thought out and asked about the extent of the role of the Board. She noted that she usually sees more involvement by the Board upfront. Chair Ifill agreed and said that the Board needs to actively take a more involved role. He noted that as a Board we need to take a second look [at the strategic planning process] as we move into a presidential search.

Trustee Brophy added that the Board's role in strategic planning is to set the vision; it is not set by individuals, it is set by the community, and it has to be aspirational, and the Board has to be able to define that. The people who know it best would not be a new president, it is the people in this room, it's the faculty, staff who need to bring that all together. She said it is imperative to set the College up with a vision, to learn from every encounter, every vision, what the student calls success. A solid strategic plan would be a beautiful gift to an incoming president.

Trustee Carroll agreed and said that a strategic plan is comprised of the vision and the plans to achieve that vision. He feels the Board should work on the vision but the new president needs to weigh in on the tactics otherwise it could compromise the search. The visioning part is important, and noted that the use of a consultant could be worrisome as it relates to scope. Vice President McCarthy said that the study would be focused. Trustee Carroll asked if the study could be done in-house. He wants to see a large number of alumni and businesses involved in the study and reiterated that he has reservations about involving consultants. Chair Ifill said that a vision statement would be a good place to start and the Board needs to have some sort of involvement. President Wall said that this has been an excellent first discussion about the strategic planning process and fully supports the need for Board involvement.

Other Business

Chair Ifill stated that many of the Trustees were receiving calls from the newspaper last week and earlier this week. He thinks that we need to make sure as a Board that we speak with one voice and it is important that we continue to make sure that even in open Board meetings, when there are difficult conversations, that we maintain decorum. Trustee Simonelli said he is very glad that Chair Ifill raised the issue and noted that it is customary for a board to have passionate conversations about college matters. He said that this is also a public meeting and said that the Board respects confidentiality and from the type of information and the connotation from the reporter, it seemed as though the Board was doing something that was wrong and dubious. He said that we have great community relations with the staff and if we want to announce that we have created a new position, and we are on the cutting edge, we should be able to do that on our own terms and not in response to inquiries that may or may not have been really consistent with what happened at a Board meeting. He also said that it speaks to the type of trust we have with the community in these meetings and that information should not be leaked to the media from the meetings. He stated he was not necessarily referring to the Board members but by people here at the open meeting. He suggested if that continues to happen, that the Board go into executive session as much as possible to protect the ability to talk about what is in the best interest of the College in a passionate way as they need to. He hopes moving forward that we have the best interest of the College in mind and that the Board members are not always going to agree, and that is fine. Chair Ifill asked for any comments and there were none.

Chair Ifill entertained a motion to adjourn the February 8 regularly scheduled meeting of the Board of Trustees and move into Executive Session to consider the purchase, exchange, taking, lease, or value of real property because such discussion, if in public session, may have a detrimental effect on the negotiating position of college. A motion was made by Trustee Offutt and seconded by Trustee Brophy to adjourn the regularly scheduled Board meeting. The motion passed unanimously.

Roll Call Vote for Executive Session

Chair Ifill - yes

Trustee Blackler - yes

Trustee Blunt - yes

Trustee Brophy - yes

Trustee Carroll - yes

Trustee Enos - yes

Trustee Lacey - yes

Trustee Offutt - yes

Trustee Simonelli - yes

Trustee Sullivan - yes

Trustee Waterston (via telephone) - yes

The motion passed unanimously.

President Wall requested the Vice Presidents, Raelyn Lincoln, assistant to the President, and Doug Walo, director of the Middleborough Instructional Site, to remain for executive session.

Prepared by:



Lydia Camara
Staff Associate, President's Office



Anthony Simonelli
Secretary, Board of Trustees