

Regularly Scheduled Meeting of the Board of Trustees
Wednesday, January 11, 2017
6:00 p.m. in the Louison Board Room

Attendees: Bonnie Blackler, Christopher Blunt, Mary Brophy, Thomas J. Lacey, Pamerson Ifill, Ann Sullivan, David Offutt, Thomas Carroll, Anthony Simonelli (via telephone)

Call to order

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

Chairman's Report

Chair Ifill stated that we have a responsibility to streamline our personnel practices within the College; that whenever there are issues with the hiring process, there needs to be a plan in place to address those issues; that the hiring process has to be transparent and needs to demonstrate how committees are comprised; and that no person should be on a hiring committee unless s/he has gone through training. He added that when hiring committees are too large, it adds time to the hiring process and we need to ensure that Human Resources can move the process along.

Chair Ifill said that there is a need for a Chief Diversity Officer. When people think of diversity, they think of gender, race, ethnicity; however, the subject is much broader. He stated that President Wall and his staff deserve some credit, but that the process to create this position needs to be faster and he is looking to the Board to create this position this evening; it sends a message to the community that this matter is important to the Board.

President wall said that the College has an existing, filled position of Executive Director of Diversity and Inclusion which reports directly to the President and serves as a member of Cabinet. The duties and responsibilities have, and continue to, evolve. He stated that he was fully aware of the motion Chair Ifill is bringing to the Board this evening. He added that the current position, in his thinking, is working and is in the process of having additional responsibilities assigned.

Chair Ifill entertained a motion to add to the January 11, 2017 agenda a recommendation that the Board of Trustees approve the conversion of the Executive Director of Diversity and Inclusion position to that of Chief Diversity Officer, that, as an executive-level position, serves on the President's Cabinet and partners with campus leaders, faculty, staff, students, various committees, and external constituencies to promote diversity, equity, inclusion, and advance educational and employment opportunities to underrepresented populations. He added that the Chief Diversity Officer, which would take effect February 1, 2017, would also serve as the Title IX and Affirmative Action Officer and perform these duties and responsibilities in accordance with existing state and federal laws, guidelines, and standards. Chair Ifill stated that the salary requirements for the Chief Diversity Officer will be commensurate with that of other executive-level positions within the College.

A motion was made by Trustee Carroll and seconded by Trustee Offutt to add to the January 11, 2017 agenda a recommendation that the Board of Trustees approve the conversion of the position of Executive Director of Diversity and Inclusion to Chief Diversity Officer. The motion passed unanimously.

Chair Ifill entertained a motion that the Board of Trustees approve the conversion of the position of Executive Director of Diversity and Inclusion to Chief Diversity Officer.

Trustee Sullivan wanted to clarify that the motion now being entertained is to convert the existing position and not to add a position. Chair Ifill stated that yes, the intention of the motion is to convert the

existing position and added that the current position lacks the authority to act on personnel practices, affirmative action issues, and, in his eyes, does not function as a Chief Diversity Officer, which typically has the authority to intervene on certain issues.

A motion was made by Trustee Offutt and seconded by Trustee Sullivan to approve the recommendation to convert the position of Executive Director of Diversity and Inclusion to Chief Diversity Officer. The motion was not passed.

President Wall asked if there would be some discussion about the motion. Trustee Lacey stated that he was surprised that the Board would be voting on this recommendation tonight. He said that Chair Ifill has been consistent with his passion and concerns regarding diversity and stated that while he is in full support of putting the motion on the agenda for discussion, he thought that there would be a process such as referring the change to a committee before the change was made. He added that this motion felt rushed. Chair Ifill said that he does not think the motion was rushed and he has been waiting for three years for this position to happen with no movement. Trustee Lacey said that he was still uncomfortable and would prefer a committee review the roles, responsibilities, salary requirements, and other considerations, and does not support the motion.

Trustee Simonelli said that he appreciates Trustee Lacey's views; however, the issue with respect to College diversity has been a topic discussed at numerous Board meetings and while the formal motion is new, the issues is ongoing. Trustee Simonelli stated that he was opposed to bringing the issue to a committee because it would take more time. Trustee Lacey reiterated that he is in fully committed to the issue of diversity but cautioned that the Board should refer to the by-laws and make sure that proper protocol is followed. His stated that his objection was related to the process, not the subject. Chair Ifill noted Trustee Lacey's objection.

President Wall added that this motion is not in line with the process by which new position descriptions are brought to the Board. He added that typically they are vetted through human resources and then brought to the Board. He noted that through this motion the Board is creating a position and added that while he is not opposed to the position, the process is not typical.

Trustee Simonelli said that he did not have immediate access to the by-laws, but that he has approved things at meetings before and that, if we are going to stick to procedure, we will need to do it with everything moving forward. He said that the lack of the College's commitment to diversity has made him extremely concerned.

Trustee Brophy said that this motion is very unusual. She said that she was unsure of the differences between the current position and the new position Chair Ifill is asking the Board to create. She added that she was unsure if there were any rules or laws that need to be followed before the Board takes action such as having the position vetted through human resources and posting the position for a length of time before someone can assume the role.

Chair Ifill said that as he stated previously, the Board has discussed the issue of diversity at many meetings and that he wants to see forward movement. He added that when you look at the breakdown of faculty and staff, there are four white vice presidents and all white deans¹ and that he has been waiting for 5 years for some movement.

¹ The College currently employs 16 deans (deans, associate deans, and assistant deans), 4 of which (25%) are of ethnic or racial minority.

Trustee Carroll said that he appreciates Chair Ifill's sense of urgency, but agrees that there needs to be a process. He stated that he feels that he would be voting on an action where he does not understand the full legal ramifications. He noted that, as currently construed, the Board would be moving into management. He noted that the issue of diversity is the most crucial issue we as a Board and as a College face and it needs to be addressed quickly. He recommended that President Wall and the administration present at the February 8, 2017 a fully vetted proposal to convert the existing role of Executive Director of Diversity and Inclusion to Chief Diversity Officer.

Chair Ifill said that he has been waiting for the position to evolve for a long time and that the Board continues to wait for movement to occur. He noted that the search for the Dean of Students position was an ultimate failure and believes that creating the Chief Diversity Officer position will help to prevent these issues in the future.

A motion was made by Trustee Simonelli and seconded by Trustee Offutt to instruct the President and the Administration to present to the Board of Trustees a fully vetted proposal for a position of Chief Diversity Officer at the February 8, 2017 regularly scheduled meeting of the Massasoit Community College Board of Trustees. The motion passed unanimously.

President's Report

President Wall welcomed everyone. He said that he would be taking a slightly different approach to his report tonight. His title tonight: *Massasoit Students and Trustees, Trustees and Students*, Former Trustee Chair and alum Jim Barrows referred to us, for business and philanthropic connections, David Hamilton, senior vice president at Bain Capital, who attended Massasoit Community College. President Walls stated that he would be making contact with Mr. Hamilton and trustee emeritus Barrows in the near future.

Former Student Trustee and alum Jean Derenoncourt, who recently earned his bachelor's degree at Suffolk University and currently works in Senator Brady's office, is running for a seat at-large on the Brockton City Council.

Former Trustee Eugenie Fitzhugh passed away on December 29. President Wall stated that she was quite an unbelievable person; she was the first court reporter of color in the federal district court system. He stated that he remembered her many acts of kindness to students, faculty, and staff, and noted that there is a scholarship set up in her name at the MCC Foundation to which substantial monies have already been given.

Student Jaelyn Bell, who is enrolled in the Commonwealth Commitment program here at Massasoit, was proposed to be included in Governor Baker's State of the State Address. She has been selected by Katy Abel, associate commissioner for external affairs, to be the person to represent public higher education in the address. What stands out is what Ms. Bell, who is from Brockton, said about being at Massasoit: "I would like to mention how life-changing Massasoit has been. I never imagined that a school and its staff could be so encouraging, supportive, and motivating." Whether she makes the governor's state of the state address with her 4.0 grade point average or not, Dr. Wall stated that he thinks she is a wonderful example of what we do at Massasoit. President Wall thanked the faculty, staff, administration, and trustees on her behalf: thank you for all that you do to make people like Ms. Bell possible.

President Wall shared that the Metro South Chamber of Commerce Legislative Breakfast is being held at the Conference Center on February 21 and noted that the event is being co-sponsored with Bridgewater State University; Congressman Joseph Kennedy is the featured speaker.

President Wall noted that on March 30, the College will be dedicating the Massachusetts Broadcasters Hall of Fame (MBHoF) Wall, which will be moved from the Fine Arts building on the Brockton Campus

to the Canton Campus, outside of the Akillian Gallery. He stated that Massasoit co-founded the MBHoF, and has two seats on its board,

President Wall stated that on April 21, he, Vice President Barbara McCarthy, and New England Association of Schools and Colleges (NEASC) Reaccreditation Visiting Team Chair Virginia Carson will be going before the NEASC's Commission on Institutions of Higher Education to discuss the findings and hear NEASC's final determination of our accreditation status.

President Wall shared that there is one ticket remaining at the Massasoit table for this Saturday's Brockton NAACP Martin Luther King, Jr. Breakfast at the Conference Center if any of the trustees are interested in attending.

Finally, President Wall noted that he had spent an hour this afternoon with Shannon O'Brien, former State Treasurer who ran unsuccessfully against Mitt Romney for governor of Massachusetts. He shared that they had a wonderful talk about start-up businesses, technology, the College's needs, how it can advance itself further, and how she and her connections can help. President Wall shared that it was a very interesting conversation.

Student Trustee's Report

Trustee Blunt wished the group a happy new year and shared that on December 9, he attended a Student Advisory Council meeting with Mike Mizzoni, director of trustee and community relations, who took over for Clantha McCurdy as the new advisor to the Council. Trustee Blunt noted that Mr. Mizzoni mentioned Performance Incentive Fund (PIF) grants that go to colleges to help them improve their graduation and retention rates. He encouraged all of the student leaders to look at the grants that are available and to come back to their colleges to report to their respective boards. Trustee Blunt stated that he looked at the College's grant page and saw that it was listed, but didn't see it as a grant that we are currently using. Vice President McCarthy stated that we are applying for two PIF grants right now that are due on Friday, January 20. She stated that there are two ways to seek funding, either individually or through a consortium. On an individual basis, Academic Affairs is putting together a proposal to scale-up their co-requisites for freshman composition, which allows students to move through the developmental sequence more quickly. As a consortium, Vice President Tracy stated that Massasoit is collaborating with Bridgewater State University, as the lead institution, Brockton High School, and Southeastern Regional-Vocation High School on the *100 Males to College Program*.

Trustee Blunt further noted that he will be attending the day of advocacy at the state house on March 1 that is open to all students, faculty, staff, and college communities. The day is being hosted by FENOM, the public higher education network of Massachusetts, and it gives students an opportunity to reach out to legislators to advocate for additional funding for higher education. Trustee Blunt recommended that Massasoit host an upcoming Student Advisory Council meeting.

Finally, Trustee Blunt stated that he was very proud of the College and mentioned the Giving Tree for the Veterans. He noted that the College has been taking part in the giving tree program over the last ten years and that he and another veteran delivered over 140 gifts to the Brockton VA for veterans (homeless, spinal cord unit and psych/detox/rehabilitation unit). He said that in the past gifts were delivered to the VA, but starting last year, he and another veteran hand carried the gifts to the veterans. He wanted to thank the College community for its generosity; it made him feel even more proud to be associated with Massasoit. Trustee Brophy stated that on behalf of the VA and those who care for the veterans, thank you. She continued by stating that often the veterans are remembered at Christmas, Veterans Day, and Valentine's Day, but they should never be forgotten. She said that since the war began again, the number of spinal cord injuries has been heartbreaking and the impact on people's lives has been devastating. Trustee Blunt said that if were not for the giving tree program, many of the veterans would not have received anything for Christmas.

Report on the November 2, 2016 meeting of the Massasoit Community College Foundation by Trustees Thomas Carroll and David Offutt, Board Representatives to the Foundation.

Trustee Offutt stated that he has only been to one meeting and in reviewing his notes it appears that the Foundation wants to be more connected with us in the same way that we want to be more connected with the Foundation. He said that everyone that sits on the Foundation is committed to a give and a get; you can give either a financial gift or work to raise it. In addition, he said that there is a recommitment to bring energy and enthusiasm to the fact that they are a Foundation and that their role is to raise money in some capacity and not to be stagnant. The biggest takeaway from the meeting was the desire of the Foundation to be better connected to the Board and the College.

Trustee Carroll said that the role that Trustee Offutt and he will play over time is to help provide that connection and emphasizing the growing importance of fundraising. He stated that we have seen the five- and ten-year projections and that we see how we rank on the Vision Report; he asserted that their job will be to work with the Foundation to continue to articulate the needs of the College and to share what the College needs in terms of fundraising efforts. He stated that he and Trustee Offutt look forward to doing that work. He also noted that it would be good to the Foundation report to the Board a couple of times a year to report on its efforts.

President Wall stated that one of the events that is being worked on is a joint event among the current and former Foundation members and trustees to celebrate the 50th anniversary. He elaborated that it would be largely a social event and that it is in the planning stages with the 50th Anniversary Planning Committee. He stated that it would take place sometime in April, May, or June, before the 50th Anniversary year wraps up.

Approval of the Minutes of the November 30, 2016 Regularly Scheduled Meeting of the Board of Trustees.

A motion was made by Trustee Brophy and seconded by Trustee Blackler to approve the minutes of the November 30, 2016 Regularly Scheduled Meeting of the Board of Trustees. The motion passed unanimously.

Presentation and recommendation of formal adoption of changes to system-wide Marijuana Use, Bathroom and Locker Room Use, and Preferred Name Policies by President Wall.

President Wall stated that these policies emanate from changes in law and/or changes in practice and that they are all proposed by both the Office of General Counsel and the Community College President's Council. He shared that the particular reason for bringing them to the Board is for formal adoption, which gives them additional thrust on campus. He stated that these changes are very straightforward and that it is common practice for a board to adopt changes such as those being presented tonight.

A motion was made by Trustee Blunt and seconded by Trustee Carroll to adopt the system-wide Marijuana Use, Bathroom and Locker Room Use, and Preferred Name Policies. The motion passed unanimously.

Presentation of the steps of a search by Margaret Hess, Executive Director of Human Resources, and Gaelle Prospere, Employment Coordinator.

Executive Director Hess greeted the Board and reminded the members of the presentation Human Resources made to the Board in October concerning best practices for the search and screen methodology and that Human Resources would be rolling those changes out in January. She said that tonight, Employee Coordinator Prospere is going to present the recruitment process and that the goal is to have all of the searches be complete in 90 days or less. She asserted that though the goal may not always be able to be met, the institution will strive to meet the 90-day goal. Chair Ifill asked if steps had been laid out for

all faculty, staff, and hiring managers, and whether they would be given the steps. He stated that some of the delays appear to be procedural while others seem to be scheduling. Executive Director Hess stated that, in their training, which is a best practice, explanation of the steps would be part of the rollout. She said that she would be happy to demonstrate the training to the Board. Chair Ifill asked if there a training program that people undergo so that there is uniformity in hiring across the College. He stated that interviewing is a skill set, and that there needs to be a baseline template that everyone needs to go through to understand the need for consistency in the hiring and procedural processes. Executive Director Hess stated that there is such training. She elaborated that there was a training that Employment Coordinator Prospere would do for all search committees, but Human Resources found that there were always conflicts with schedules. Therefore, Employment Coordinator Prospere developed an online training module that people can access at their leisure; that is very comprehensive; that has been reviewed by the Vice Presidents, the Cabinet, and Dr. Wall; and that addresses all the concerns the Board has. Furthermore, Ms. Prospere shared that the training can be tracked such that Human Resources knows who has taken it and when.

Employee Coordinator Prospere presented the recruitment process. She stated that in order to post a position, whether it be new, replacement, or grant-funded, the need and the resources for a position must be identified, the necessary approvals must to be obtained, and the search committee membership must be approved. Once all these pieces are in place, the formal Request for Personnel (RFP) through Interview Exchange (our applicant tracking system) is submitted to codify the approval; the final approver is the President or his delegate. The committee members are visible to Human Resources on the RFP once it is entered into Interview Exchange, which enables Human Resources to determine the appropriateness of the committee composition. Human Resources serves as the check to ensure the committee is diverse, representative across functions, and has the recommended number of members (5-8 for full-time positions and 2-3 for part-time positions).

Chair Ifill questioned the reason for the recommendation that search committees to fill full-time positions have 5-8 members; he stated that he believed that number to be large. Executive Director Hess stated that stated the 5-8 members size is industry standard within higher education and asserted that this number allows committees to have representation across functions. Chair Ifill said that 5-8 is a large group of people and wondered if the size of the committee contributes to some of the issues with the process that have been identified. Executive Director Hess stated that it could be a contributing factor and that Human Resources would be, as part of its rollout of the new process, tracking the efficiency of the committees to inform any necessary changes.

Trustee Carroll asked how many new people were hired in 2016. Employee Coordinator Prospere answered approximately 20 full-time positions had been filled. Trustee Carroll asked how many of these positions took longer than 90 days to fill. Executive Director Hess stated that all of them took more than 90 days to fill. Executive Director Hess stated that, under the old search process, positions were allowed to be posted before search committees were formed, extending the time-to-hire. She continued by stating that, under the new search process, positions cannot be posted until the search committees are formed, approved, and trained, which will decrease time-to-hire. She stated additionally that, historically, the College had not reset the clock on time-to-hire when the search had to be extended or reposted, resulting in a somewhat artificially extended time-to-hire. She asserted that, under the new process, that clock would be reset such that time-to-hire is more accurate. Trustee Sullivan asked how long it takes for a search committee to be formed from the time we know we need someone to the time we post the position. Executive Director Hess stated that it depends on the position. Trustee Sullivan asked if positions are empty while that process is underway. Executive Director Hess stated they sometimes are, but not always. She continued by stating that whether or not they are empty depends in part upon the nature of the opening and, if due to a retirement or resignation, the length of notice given by the employee. Trustee Carroll requested that quarterly reports be provided to the Board about outcomes of

searches to help the Board better understand the ways in which the new process is impacting time-to-hire and hiring as a whole.

Trustee Offutt suggested that with unemployment being as low as it is, competition must be a factor in time-to-hire. Executive Director Hess stated that competition is fierce. Director of Human Resources Donna Boissel said that in 2013, when unemployment was high, the amount of applicants was tremendous. She stated that now, the number of applicants has decreased, which is another reason for the slower hiring process. Employee Coordinator Prospere stated that sometimes it is the position itself that creates a lengthy time-to-hire. She stated that the position may be hard to fill because the position is specialized or the available salary is not competitive. She then cited a library position as an example of a specialized position that does not often draw strongly diverse applicant pools, while positions like administrative assistants do draw strongly diverse pools. She said that she is currently working on filling computer science faculty position and stated that, because they are having a difficult time finding candidates for that position, they had to extend the posting until the end of February.

Chair Ifill asked about the College's efforts to develop current staff, including mentoring and training of its current staff and succession planning. President Wall stated that the College does a lot of professional development. Chair Ifill explained that he is looking at professional development in terms of career development that facilitates internal promotions into higher-level positions. Vice President McCarthy stated that Massasoit sends staff annually to both the CONNECT Leadership Academy and the statewide Chair Leadership Academy. Chair Ifill asked if those programs are the same as career development. Vice President McCarthy stated that the Chair Leadership Academy is a rigorous program that helps participants build leadership skills and is geared toward middle managers who have the potential and ambition to move into higher level leadership roles. Director of Human Resources Boissel stated that in addition to those opportunities, the community colleges and state universities have created a Professional Development Group with a focus on succession planning and that its chief goal is to develop our employees so that they can move up to a higher level.

Employee Coordinator Prospere continued with the presentation of the recruitment process. She stated that the position is posted, advertised, and then closes. The College's standard is to post positions for two weeks, though the deadline can be extended at the hiring manager's request. She continued by stating that, after the search committee reviews the applicants, it, in consultation with Human Resources and the Office of Diversity and Inclusion, will determine if the pool is viable. She asserted that, if the pool is not viable, the committee chair will consult with Human Resources and the hiring manager on next steps. She stated that those next steps can include extending the deadline to apply for the position, rewriting the job description to attract a stronger pool of candidates, or reposting the position at a later time. Trustee Carroll asked about the role of the budget process come in the workflow. Employee Coordinator Prospere stated the budget is addressed in the first step. Vice President Mitchell stated that one of the approvers on the Request for Personnel, required before the position can be posted, is the Budget Office and that this approval ensures that there are funds available and identified for the position before it is approved and forwarded to Human Resources for posting.

Employee Coordinator Prospere stated that if the pool is viable, the list of candidates for interviews is forwarded to Human Resources for an affirmative action review. She continued by asserting that once a candidate is selected, the candidate's application is forwarded with a recommendation of the hiring manager and relevant vice president to the President for final approval. She shared that, once approved by the President, the hiring manager will extend a verbal offer to the candidate and that, if the candidate does not accept the offer, the hiring manager will go back to the pool and select another candidate or invite other candidates for interviews.

Ms. Prospere stated that an M0002 or an M0004 salary classification study determines a candidate's salary for MCCC positions and shared that these studies are extensive grids that list out the candidate's

employment history relevant to the position. She stated that obtaining employment history information from a candidate can create a delay in the process.

Chair Ifill asked if offers are made before looking at employment history. Employee Coordinator Prospere stated that we do the reference checks, but for MCCC the process is different. She stated that the first step is to calculate the salary and, if the candidate accepts the tentative salary, then the background check process begins. She asserted that the offer that is made before the background check is verbal and that, as such, it is not a guarantee that the candidate has the position. Chair Ifill asked if the College makes the soft offer first. Vice President Mitchell responded that for MCCC the contract dictates the process and that that is a very important point to understand. He continued by stating that the contract is very specific about the steps that need to be followed in order to determine a final salary. Employee Coordinator Prospere stated that if the candidate accepts the tentative salary, then we will move forward with the onboarding procedures. She continued by explaining that offers for AFSCME positions are contractual, so that whatever the starting grade and step are for the position dictates the salary and that it does not allow for negotiations. She then explained that for non-unit positions (NUPs), the salary range is included on all the job postings and that the hiring manager determines the proposed salary for the selected candidate, contingent upon the President's final approval. She stated that if the salary is not accepted by the candidates for any of the positions, the hiring manager can go back to the second round candidate pool and pick another candidate or start from scratch and repost the position. She stated that if the candidate accepts the final salary, Human Resources will administer a background check followed by onboarding procedures. Chair Ifill asked what onboarding looks like. Employee Coordinator Prospere stated that onboarding includes a new hire orientation by Human Resources, completion of pre-employment forms, and an explanation of available benefits and timelines for making selections.

Trustee Lacey asked where the largest fallout is for the positions that we are unable to fill. Employee Coordinator Prospere said that the fallout for MCCC positions is the salary classification, asserting that we have faculty candidates who have declined because the salary has been too low. Vice President Mitchell stated that sometimes the pool is not strong and we struggle to get a good pool of candidates and shared that we are currently struggling to fill a position for the director of facilities operations because the pool of candidates is not very strong. He continued by stating that sometimes we need to go back out into the marketplace and expand our reach because the economy is doing better. Executive Director Hess agreed with Vice President Mitchell's assessment.

Chair Ifill pointed out that Executive Director Hess said that industry standard for search committees for full-time positions is 5-8 people, but that that number sounds pretty large. He stated that he does 200 interviews a year and often the largest of these panels is four members. He asked if it was the most efficient process to have so many people on the panel. Executive Director Hess said that she would look into it, but that there are certain matters that are dictated by collective bargaining. Vice President McCarthy offered an academic perspective regarding tenure track positions. She said that we need larger groups so that we can see how candidates interact with other faculty members and how the candidates relate to others in departments outside of academic affairs and in other sectors of the College community. She stated that while understands the need for efficiency, it is important that we are making a decision based on all of the information at hand and shared that often candidates are making teaching presentations and that you want to make sure that you have enough people in the room to make the teaching presentation viable. Vice President McCarthy also reminded the Board that candidates for positions eligible for tenure need to be assessed carefully, as tenure is a significant commitment by the institution. Trustee Carroll said that he thought that that was an important point. He also stated that if you stick with the goal of 90 days to hire and if that timeline becomes your priority, then if you want a committee of eight and you cannot get all eight in the room, you have to make adjustments to drive towards the goal. Director of Human Resources Boissel said that the responsibility of making sure the

committee continues to progress in its efforts falls upon the committee chair. Chair Ifill asked if Human Resources can intervene if that progress does not take place. Director Boissel asserted that it can.

Trustee Brophy stated that academic appointments often take a year to find the appropriate person for the position. She continued by stating that there are different positions within the College and that a tenure track position is one that has to be vetted at the faculty and academic levels, and that getting the right person in the position is important. She asserted that setting a 90-day schedule for the College needs to consider the position's level. She continued by explaining that academic positions often have to be vetted at multiple levels within the institution and that you do not want to set a goal that you are going to fail to achieve and advised that you may want to establish different goals for different kinds of positions. Chair Ifill stated that the processes need to be clear and that whatever processes are put into place need to be adhered to in order to keep the train moving.

Trustee Sullivan asked if every position has a search committee. Executive Director Hess said that every position has a search committee. Trustee Sullivan asked if each one had to go through Human Resources, a search committee, and then to Dr. Wall and stated that she thought it was a bit of overkill. Executive Director Hess said that the candidates do not come through Human Resources and stated while Employee Coordinator Prospere does contact the candidates to schedule interviews, Human Resources is not interviewing the candidates.

Trustee Offutt asked if the process described was just for full-time positions and wondered if part-time positions were as stringent. Employee Coordinator Prospere stated that part-time positions were not as difficult. Chair Ifill stated that Human Resources posts positions and schedules meetings, but is not involved in the interviewing process. Executive Director Hess said that as part of the new process, Employee Coordinator Prospere will be sitting on all search committees for full-time positions. Employee Coordinator Prospere stated that that is one reason for rolling out the new training now, as it would allow her time to participate in the searches.

Trustee Sullivan asked about the length of the online training. Employment Coordinator Prospere stated that the online training is 30 minutes and that it covers all the aspects that are necessary and needed to conduct a legal and fruitful search. She asserted that this approach is better because it allows people to do the training at their own pace and on their own schedules and it enables her to track participation.

Trustee Brophy asked if part of the training involves structured interviews. Employee Coordinator Prospere said that interview questions, which must include diversity questions and which are based on the position being filled, are developed by the committees and then sent to her for approval. Trustee Sullivan asked if there is a library of questions the committees can access. Employee Coordinator Prospere said that while they try to stay away from standardized questions because positions are all very different, they do have a library of questions that committees can look to as they craft their lists. She said that the search committees are actually good at creating the questions needed.

Trustee Offutt emphasized that a couple of the tweaks that have been made will really dwindle down the 90-day time period and that restarting the clock and putting the search committees together prior to the postings are two huge changes that will be extremely helpful.

Recommendation that the Board approve an expenditure not to exceed \$120,000 with state-approved vendors for the purchase of equipment needed for the Engineering Program by Barbara McCarthy, Vice President for Academic Affairs.

Vice President McCarthy introduced faculty members from the Engineering department. She stated that the \$120,000 being requested is in the

Academic Affairs budget and these monies will be used to build-out the lab for mechanical engineering, now that we are ready to move forward with the program. She shared that the new engineering program started in the Fall 2015 semester and that they have 59 students actively going through the program and that they have 161 declared majors, many of whom are not yet math ready. She said that as we have been building the program, math readiness has been a challenge that has emerged for us. She said that Dean Sauvignon has been working with Dean Brown in the Division of Science and Mathematics to see if those students can move through the self-paced math faster. She shared that part of how we mark progress for the 59 currently enrolled students is by course completion and success rate for the Introduction to Engineering class. She asserted that that class has a success rate of 83%, which is a C- or better and stated that, given the difficulty of the program, this rate is fabulous. She explained that this success rate is higher than the overall College's success rate, which is 76%. Chair Ifill asked what the average class size is. She stated that the maximum is 24, but that the current average is 20.

Vice President McCarthy said that these students are a little more apt to be low income compared to the average Massasoit students; that they are less apt to need developmental math, though we are finding that some of them are still not math-ready; that they are somewhat more apt to be ESL students (14% for the College average; 20% for the engineering students); and that they tend to be more diverse than the College population as a whole, with 51% diversity in the program compared to the College's average of 43%. She stated that we are concerned that the percentage of women is not nearly as high as we would like, as it is 10% versus the College's female student population of 56%. She asserted that we do have some work to do there, but that we are happy with the diversity of the students and with their different backgrounds, which is making for a wonderful program for the College.

Chair Ifill asked how long the program has been in existence. Vice President McCarthy stated that it has been in existence for only 3 semesters. Chair Ifill asked about retention. Vice President McCarthy stated that it is too early to look at the retention rate, but that they are pleased to see that the course completion rate is at 83%. She stated that the overall retention rate at this time is 81%, but that that rate is combined for 2015/2016. Trustee Brophy asked what is being purchased. Vice President McCarthy said that the list of equipment is included in the package.

A motion was made by Trustee Brophy and seconded by Trustee Offutt to approve an expenditure not to exceed \$120,000 with state-approved vendors for the purchase of equipment needed for the Engineering Program. The motion passed unanimously.

Recommendation that the Board of Trustees approve an expenditure not to exceed \$45,761.84 with Atent for Rent, Inc. of Dedham, MA (state vendor) for a one-year contract with option years in 2018, 2019, and 2020 to provide all qualified labor, materials, equipment, delivery, installation, and removal costs for the rental of tents, stage, and related items to be installed for the College's Commencement on Friday, June 2, 2017 by David Tracy, Vice President of Student Services and Enrollment Management.

Chair Ifill thought that it was an expensive tent and asked if it always cost this much. Vice President Tracy stated that the College actually saved \$1,826 compared to last year's cost. Chair Ifill asked Vice President Tracy to convince the Board that it is worth spending this much money on the tent. Vice President Tracy said that we could not have commencement without it. He stated that three vendors received bid packages, but that only one company, Atent for Rent, submitted a bid. Atent for Rent is the same company that has provided the tent for the last three years. Interim Dean of Students Alvin Riley stated that the request for bids is put out there and that vendors determine whether they want to bid on something or not.

Chair Ifill asked if the College does any follow-up inquiries with the companies as to why they did not submit bids. Chair Ifill asked if Atent for Rent is a Massachusetts company. Vice President Tracy stated that it is located in Dedham, Massachusetts. Chair Ifill asked if the College explores why the other

vendors did not submit a bid. Vice President Tracy said that they would ask the other vendors why they did not submit a bid. Vice President Mitchell reminded the Board that the cost includes the installation, flooring, and seating and that the time of year also has to be considered, as everyone is looking for tents at this time of year. He stated that if we wait, we may not be able to get the tent based on availability. He said that he would have the Purchasing department reach out to the other two vendors to inquire as to why they did not submit a bid.

Interim Dean of Students Riley pointed out that in the past the College would get the tables from one vendor and the chairs from another vendor, whereas Atent for Rent provides all of the tables and chairs as well as delivery, installation, setup, and breakdown. Trustee Lacey asked about the bidding process. Interim Dean of Students Riley said that there is a whole system set up so that vendors go to the state's website and can review the bid proposal and the due date for the bid. He stated that Massasoit started the process shortly after last year's commencement and that the bid was prepared in September and were opened on December 8.

Vice President Mitchell pointed out that the College also has the opportunity to go through a state vendor that has gone through the Commonwealth's bidding process, the Operational Services Division, and can also utilize the Massachusetts Higher Education Consortium. He stated that the College does follow state procurement guidelines. Trustee Lacey said that in this case vendors had to find the bid proposal. Interim Dean of Students Riley said that was correct. Executive Director Maker said that many vendors will call the College and ask to be placed on its vendor list for bids.

Chair Ifill asked if more work could be done to find a cheaper bid. Vice President Mitchell stated that the College can reach out to the other two vendors, but that we cannot commit to a bid that the Board has not approved. He stated that he was concerned that, considering the time of year, other vendors may not have tents available. He said that tomorrow, he would have his Purchasing department go back to the other two vendors and other vendors outside of the Commonwealth to see if there are tents available. He said that there is nothing that states that the College has to accept this bid.

Trustee Offutt asked if this was the best option for the College. He wondered if we are risking not having a tent if we wait. Vice President Mitchell said that it is certainly consistent with the prices we have paid in the past, but that there is a risk. Chair Ifill pointed out that one-bid processes are problematic. He said that the College needs to explore multiple options even when we get back one bid and that the College needs to explore all options before it comes to the Board with only one bid. He continued by saying that if the College does come with only one bid, then it has to tell the Board all of the avenues that were taken to find out that this one is the best option. He stated that if the College can provide us with those answers, he would not question it. Trustee Sullivan asked if this bid was a public bid and whether the vendor was bound by the price. Vice President Mitchell said that the bid documents state that the bid is good for a specified amount of time.

A motion was made by Trustee Carroll and seconded by Trustee Brophy to approve an expenditure not to exceed \$45,761.84 with Atent for Rent, Inc. of Dedham, MA (state vendor) to provide all qualified labor, materials, equipment, delivery, installation, and removal costs for the rental of tents, stage, and related items to be installed for the College's Commencement on Friday, June 2, 2017. The contract will be for one year with option years for the 2018, 2019, and 2020 Commencements. The motion passed unanimously.

Other Business

Trustee Sullivan inquired about the three people on paid administrative leave listed in the Personnel Action Report. Executive Director Hess stated that when there is a personnel action and/or an investigation, employees are placed on administrative leave. Trustee Sullivan asked how long those

processes typically take. Executive Director Hess said that it depends on the investigation and/or action in question. Chair Ifill asked if there are timelines as to how long investigations will be. Executive Director Hess stated that Title IX has one timeline and that Affirmative Action has another timeline. Chair Ifill asked if that information could be brought to the Board's attention at a later date.

Trustee Offutt wanted to compliment Chief Cummings and the College Police Department. He said that he was driving through the city of Brockton early one morning and saw a major accident on Belmont Street. He said that Brockton Police were not at the scene, but that Massasoit Police were there and in complete control of the situation. He said that it was truly impressive to see. Senior Vice President Palantzas stated that College Police's jurisdiction is the College, but that there are times we get calls to assist.

Trustee Brophy congratulated the College on the NEASC report. She thought it was an excellent report. President Wall stated that the report represents ten years of work, since 2006, and in particular since the interim report five years ago. He stated that there is a lot of work that goes into the self-study and the visit that the Board participated in, but that the real work is done in the classrooms, the offices, the labs, the hallways, the ball fields on a day-in and day-out basis. He then thanked Trustee Brophy on behalf of the College. He said that he was very pleased for all of us around this table and in the audience as to how well the process went, but that he was not surprised.

President Wall said that while the reason for the Executive Session listed on the agenda is important, it is not of a time-sensitive nature can be moved to the next month. He said that it is not pressing and that there is no decision that needs to be made by the Board tonight. The Board agreed to defer the executive session to the February board meeting.

A motion was made by David and seconded by Trustee Blunt to adjourn the meeting. The motion passed unanimously.

Prepared by:



Lydia Camara
Staff Associate, President's Office



Anthony Simonelli
Secretary, Board of Trustees