

Regularly Scheduled Meeting of the Board of Trustees
Wednesday, April 12, 2017
6:00 p.m. in the Louison Board Room, Brockton Campus
Approved at the May 10, 2017 Regularly Scheduled Board Meeting

Attendees: Pamerson Ifill, Bonnie Blackler, Mary Brophy, Christopher Blunt, Thomas Carroll, Deborah Enos (via teleconference), David Offutt, Valerie Sullivan

Call to order

Chair Ifill called the meeting to order at 6:10 p.m.

Chairman's Report

Chair Ifill announced that the Annual Meeting of the Massasoit Community College Board of Trustees scheduled for this evening would be postponed due to the absence of a number of Trustees who were unable to attend. He noted that there has been a lot of discussion throughout the commonwealth regarding public funding and advised that the Board has been paying close attention to these issues. He said that the College has weathered difficult financial times in the past and we must continue to ensure that our students come first and are given the tools and support services they need to succeed. He added that funding remains a priority and we will continue to advise the legislator and the governor about the importance of funding to public institutions of higher education. He reminded the College that we need to continue to develop new strategies to attract and retain students and said that the fact that Massasoit has developed into a first-choice college speaks to the progress we have made as an institution.

Chair Ifill welcomed Valerie Sullivan to the Board of Trustees. He said that Trustee V. Sullivan will be replacing Judith Waterston and thanked former Trustee Waterston for her years of service to both the Board and the College. Trustee V. Sullivan said that she was very excited to join the Board and that she looks forward to serving the community.

President's Report

President Wall welcomed Trustee V. Sullivan on behalf of the Board and the College. He advised that he and Vice President McCarthy would meet with the New England Association of Schools and Colleges (NEASC) on April 21 to review the final report about our accreditation. He reviewed the findings from the visiting team and the response from the College to those findings.

On May 11, the Massachusetts Community College Trustees' Association will host a meeting featuring Senate President Stanley Rosenberg, where Student Trustee Blunt will be honored along with other Student Trustees across the commonwealth. The time and location have not yet been determined but will be shared with the Board when available. President Wall noted that, as the Board is well aware, Massasoit enjoys a very close relationship with Bridgewater State University. There will be a signing ceremony in early May between BSU and Massasoit further fortifying that relationship; more details will follow. He also noted the strong relationship with Stonehill College, and said that he met with Father Denning last week to continue to strengthen that relationship.

Massasoit hosted more than 450 guests from the 15 Massachusetts community colleges for the 2017 Teaching, Learning, and Student Development conference on April 8. The event featured keynote speaker Marc Lamont Hill, Ph.D., distinguished professor of African American Studies at Morehouse College, award-winning journalist, host of BET News, and political contributor for CNN. The event ran 75 concurrent professional development sessions and was a great success.

President Wall asked Trustees Blunt and Blackler to give a summation of their recent trip to the 2017 Community College National Legislative Summit in Washington D.C. hosted by the Association of Community College Trustees (ACCT). Trustee Blunt thanked the Board and the College for the opportunity to attend the conference. He said it was an excellent opportunity to speak with members of the legislature and higher education leadership. He noted that Massasoit's position is not unique and that the pressures facing Massasoit are felt throughout the country. Trustees Blunt and Blackler said that the key takeaways included the concept of education from ages 0 to 14 rather than from 4 to 12; congressional support for year-round Pell grants; and combining summer sessions 1 and 2 into one full semester. President Wall noted that while the idea has great merit the challenge is that we are not funded at all for summer sessions; unless the class is fiscally able to support the costs, we aren't able to run it.

Student Trustee's Report

Trustee Blunt advised that several members of the administration, including Vice President Mitchell, met with the Student Senate to discuss ideas that the student body might have to help solve the fiscal challenges that face us for FY18. He said that the Student Senate appreciated the opportunity to lend its voice and noted that students shared concerns about financial aid and the cost of books. They suggested a book sharing program to help mitigate costs.

Approval of the Minutes of the February 8, 2017 Regularly Scheduled Meeting of the Board of Trustees.

A motion was made by Trustee Carroll and seconded by Trustee Blunt to approve the minutes of the February 8, 2017 Regularly Scheduled Meeting of the Board of Trustees. The motion passed unanimously.

Approval of the Minutes of the March 8, 2017 Special Meeting of the Board of Trustees.

A motion was made by Trustee Offutt and seconded by Trustee Blackler to approve the minutes of the March 8, 2017 Special Meeting of the Board of Trustees. The motion passed unanimously.

Recommendation by Pamerson Ifill, Chair of the Presidential Search Committee, that the Board of Trustees ratify the Presidential Search Committee, consistent with the Massachusetts Board of Higher Education (BHE) Guidelines for the Search, Selection, Appointment, and Removal of State University and Community College Presidents.

Chair Ifill thanked everyone who expressed interest in serving on the committee. He thanked Raelyn Lincoln, assistant to the president, for her assistance with the process and noted that the members of the College community who were not chosen to serve on the Search Committee would have ample opportunity to be part of the process as it progresses. Chair Ifill announced the membership (voting and non-voting) of the 2017 Presidential Search Committee: Pamerson Ifill, chair, 2017 Presidential Search Committee, and chair, Massasoit Community College Board of Trustees; Anthony Simonelli, vice chair, 2017 Presidential Search Committee, and secretary, Massasoit Community College Board of Trustees; Ann Sullivan, trustee representative, 2017 Presidential Search Committee, and member, Massasoit Community College Board of Trustees; Deborah Enos, trustee representative, 2017 Presidential Search Committee, and member, Massasoit Community College Board of Trustees; Christopher Blunt, student representative, 2017 Presidential Search Committee, and 2016-17 student trustee, Massasoit Community College Board of Trustees; Clantha McCurdy, Board of Higher Education appointed representative, 2017 Presidential Search Committee, and Department of Higher Education senior deputy commissioner for access and student financial assistance; Dr. Salvatore Terrasi, community representative, 2017 Presidential Search Committee; executive director for pupil personnel services, Brockton Public Schools; Christina Alves non-unit professional representative, 2017 Presidential Search Committee, and director, Gateway to College; Robert (Buddy) Barry, AFSCME representative, 2017 Presidential Search Committee, and building maintenance supervisor ; Jason Cahoon, AFSCME representative, 2017 Presidential Search Committee, and administrative assistant, Division of Business and Technology; Rachel Daniel, faculty representative, 2017 Presidential Search Committee, and associate professor of English; John (Jack) Keating, faculty representative, 2017 Presidential Search Committee, and professor of math and sciences; Mark Linde, adjunct faculty representative, 2017 Presidential Search Committee, and adjunct professor of humanities and fine arts; Robert Plummer, unit professional representative, 2017 Presidential Search Committee, and senior academic counselor; Carine Sauvignon, non-unit professional representative, 2017 Presidential Search Committee, and dean of the Division of Emergent Technologies; Sawsan Zahara, faculty representative, 2017 Presidential Search Committee, and professor of Arabic language and ESL coordinator; Yolanda Dennis *ex officio*, 2017 Presidential Search Committee, and chief diversity officer and executive director of Title IX and Affirmative Action; and Lydia Camara, secretary (non-voting), 2017 Presidential Search Committee, and staff associate, President's Office.

Chair Ifill said that he believes this is a diverse committee and a solid representation of the College community and the students we serve.

A motion was made by Trustee Offutt and seconded by Trustee V. Sullivan that the Board of Trustees ratify the membership of the 2017 Presidential Search Committee, consistent with the Massachusetts Board of Higher Education (BHE) Guidelines for the Search, Selection, Appointment, and Removal of State University and Community College Presidents. The motion passed unanimously.

Presentation and recommendation of approval by Barbara McCarthy, Vice President for Academic Affairs, of awarding tenure to faculty members Christina Bermingham, Alexander Cotter, Jennifer Dziuba-Leatherman, Marjorie Kay, Robin

Peery, Donald Peterson, Subhendu Roy, and Melissa Winchell, and to professional staff members Balbina Cardosa and Sharice Miles.

Vice President McCarthy provided an overview of the process by which tenure is granted. In the community college system, unlike at research institutions, the focus for tenure is on teaching, advising, curriculum development, and program development. After six years of full-time service, three of which must be in the current position, and satisfactory job performance, faculty and some staff positions are eligible to apply for tenure. By October 1, the deans determine who in their divisions is eligible.

The review process has two pieces: The Unit Personnel Practices Committee (UPPC), members of which are faculty and professional staff elected from their peers, and the divisional deans make recommendations to the Vice President of Academic Affairs; the Vice President then makes recommendations to the President by April 15. Once the President has reviewed the recommendations, the names are presented to the Board of Trustees for consideration. Vice President McCarthy advised that the *cv* and tenure recommendation for each of the eligible candidates have been included in the Board package. Vice President McCarthy then introduced each candidate and gave a brief description of their credentials and accomplishments.

Chair Ifill noted that given the tremendous amount of talent at Massasoit, a 20-minute presentation does not seem sufficient to recognize the accomplishment and recognition of individuals who are awarded tenure. He would like to see tenure recognition become larger in scale and it should be an event in itself.

A motion was made by Trustee Brophy and seconded by Trustee Blunt to approve and award tenure to faculty members Christina Bermingham, Alexander Cotter, Jennifer Dziuba-Leatherman, Marjorie Kay, Robin Peery, Donald Peterson, Subhendu Roy, and Melissa Winchell, and to professional staff members Balbina Cardosa and Sharice Miles. The motion passed unanimously.

Presentation of Spring 2017 enrollment activities and outcomes and Fall 2018 projections and plans by David Tracy, Vice President of Student Services and Enrollment Management; Shilo Henriques, Dean of Enrollment Management; and Ingrid Vargas, Dean of Planning and Institutional Effectiveness.

Vice President Tracy thanked the Board for the opportunity to present this evening. He advised that the presentation this evening was quite dense and encouraged questions as the presentation progresses rather than waiting until the end. He introduced Ingrid Vargas, dean of planning and institutional effectiveness, who presented on enrollment trends from Fall 2000 – Fall 2016.

Dean Vargas said that this presentation included a longer-term perspective (2000-2016) of Massasoit's credit student enrollments in relation to unemployment rates, regional population trends, and college attendance patterns for high school graduates from our feeder public school districts. These data show how Massasoit's enrollments have been largely driven by external forces, with employment trends and the growth of Brockton's immigrant community as key factors.

A 16-year analysis of for-credit enrollments revealed a zero net-change from 2000 – 2005; during the 2005 – 2011 period the College saw rapid growth of 23.2%, or 1,557 students; the 2011 – 2013 time period represented stalled growth with a net change of two students; and finally the 2013 – 2016 period is showing rapid decline with a net 3-year change of 9.7%, or 800 students. From a statewide perspective, all community colleges are following the same trajectory (2007 – 2016); she added that Massasoit is one of five community colleges that has maintained credit enrollments above pre-recession levels and one of only a few colleges whose credits-per-student has increased in that time period.

Dean Vargas explained that the primary factors that are driving enrollment are the unemployment rate; population trends (especially in Brockton); competition and options that are available at other two- and 4-year institutions, including online; cost of attendance (tuition/fees and availability of financial aid); and Massasoit-controlled factors, such as program offerings, enrollment/program policies, ease of registration, student services, recruitment efforts, and initiatives to improve retention.

The findings highlight the need to develop robust enrollment streams that Massasoit can rely on during economic boom periods, when our traditional students tend to re-enter the workforce. Additionally, analyses of population trends in towns within commuting distance of our campuses are revealing new opportunities for growing enrollments and increasing our geographic diversity. One reason the unemployment rate had such a significant impact on enrollment was because while Brockton had low growth, it had a larger immigrant and younger population which translated into more students; the immigrant population is younger and more likely to attend college. Additionally, Brockton students are more likely to

attend a community college. Trustee V. Sullivan asked if we are tracking what happens to that particular cohort. Dean Vargas assured her that we are and that we will share results with the Board as the data become available. Dean Vargas added that since 2013 growth in students of color has stalled and we have seen an 83% decline in our white student population.

Dean Henriques shared that the headcount projection for Spring 2017 was 7,011, representing a 1.7% decrease. In the Spring 2016 semester, 7,178 students enrolled in 64,909 credit hours, while currently, 6,838 students are taking 62,350 credits, representing headcount and credit decreases of -4.7% and -3.9% respectively for Spring 2017. Several factors account for the discrepancy from the projection figure. New student enrollment saw a decline of 5.7% while the returning student rate of return declined by 4.5% compared to the previous year. Importantly, a close look at the data reveals a significant decrease in stop-out students (those students who did not return after a short-term absence). That singular decrease represents 257 students or a 42.5 % decline in return rate for that population.

These data drive current enrollment management strategies toward employing high-touch recruit back activities involving increasingly targeted marketing initiatives. Further, advising will be a progressively robust player in supporting student retention through maximizing the utilization of existing degree audit, early alert, and course scheduling software to promote timely course registration and program completion. Advisors are utilizing Degree Works Plans in combination with the newly acquired Scheduler for continuing students to streamline priority registration. Additionally, this semester's GradesFirst advising appointment campaign yielded a 90% increase in student response over the department's traditional email outreach response. Advising staff will further employ the system with a registration outreach in early May.

The department is also responding to the need to bolster the overall advising experience of new students by inviting all first time students with two or more classes to develop their academic goals using DegreeWorks Plans prior to registration. Utilizing an enhanced advising model that emphasizes early long-term planning and career goals, academic counselors will offer sessions throughout March and early April. This is an opportunity for new students to review their major, discuss career counseling, and complete their academic plan.

A New Student Orientation workgroup has been formed with membership from Advising and Counseling, Enrollment Management and Student Services including representation from the Middleboro and Canton locations. Workgroup members have joined forces to update and reimagine New Student Orientation, fortifying student-advisor, peer, faculty, and staff connections early on, and empowering students to become navigators of their own success.

Finally, the College will expand its K-12 and Dual Enrollment presence regionally, and in particular with Brockton Public Schools, capitalizing on 2004-2014 data suggestive of rapid growth in the Brockton Public School district enrollment, increases in BHS graduates (up 19%), those attending college (up 48%), and those attending a public Massachusetts community college (up 95%).

The full presentation is on file with the Office of Student Services and Enrollment Management.

Presentation of Spring 2017 marketing and communications highlights and Fall 2018 plans by Laurie Maker, Executive Director of College Communications; James Lynch, Director of Marketing; and Sarah Yunits, Communications Specialist.

Chair Ifill advised that, in the interest of time, he would offer Executive Director Maker and her team the opportunity to provide an executive summary to the Board this evening and to give their full presentation at the next Board meeting. Executive Director Maker advised that, being respectful of the Board's time, the executive summary is provided in the Board package and she and her team would be happy to present in May.

Chair Ifill entertained a motion to adjourn the April 12 regularly scheduled meeting of the Board of Trustees and move into Executive Session to discuss strategy with respect to collective bargaining. He advised that the Board would not return to regular session. 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 (via telephone) - yes
Trustee Offutt - yes
Trustee V. Sullivan - yes

The motion passed unanimously.

President Wall requested the Vice Presidents; Raelyn Lincoln, assistant to the President; and Lydia Camara, staff associate, President's Office in her capacity as recording secretary, to remain for executive session.

Prepared by:



Lydia Camara
Staff Associate, President's Office



Anthony Simonelli
Secretary, Board of Trustees