

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

Attendees:, Bonnie Blackler, Christopher Blunt, Thomas Carroll, Eshita Chakrabarti, Deborah Enos, Pamerson Ifill, TJ Lacey, Anthony Simonelli, Ann Sullivan, Valerie Sullivan

Call to order

Chair Ifill called the meeting to order at 6:05 p.m.

Chairman's Report

Chair Ifill welcomed the newest member, Eshita Chakrabarti, to the Board of Trustees. He noted that the College is in the midst of a transitional period. The 2017 Presidential Search Committee has been formed and the first meeting is scheduled for May 11, 2017. The meeting is with Constantia (Dena) Papanikolaou, general counsel for the Massachusetts Department of Higher Education, who will discuss confidentiality, open meeting law, and general presidential search matters. Yolanda Dennis, chief diversity officer and executive director of Title IX and Affirmative Action, will be present to discuss her role on the Committee as an ex-officio member.

Chair Ifill recalled the recent Board meeting with Commissioner Santiago and his discussion about student demographics. Chair Ifill said that Massasoit has always been a place that welcomes immigrants and we will continue to do so. He advised that the College has done some good work in admissions; however, we need to improve our focus on international students. The Board would support any initiative for growing enrollment and support for students. He noted that the development of a multicultural center is something on which the Board needs to focus; he is looking forward to a deeper conversation as a Board and a College about how to move forward.

President's Report

President Wall welcomed Trustee Chakrabarti to the Board of Trustees. He advised that the Massachusetts Community College Trustees Association will meet tomorrow night at Bunker Hill Community College and encouraged the Trustees to attend should their schedules allow.

President Wall said that the College community suffered a tremendous and sudden loss on May 4 with the passing of Lizzetta Johnson. Lizzetta was a wonderful asset to our students, faculty, and staff; she will be greatly missed.

President Wall said that he was pleased to announce that Trustee Blunt was chosen as the Massasoit representative for the 29 Who Shine award which recognizes 29 outstanding student graduates from the Commonwealth's public higher education system.

Student Trustee's Report

Trustee Blunt said it was a true honor to accept the 29 Who Shine award on behalf of Massasoit and that it is a testament to the opportunities that have been afforded him here.

The Student Senate held an event on Monday that raised money for the student homelessness fund and the Student Advisory Council has been working with community and state colleges that have empty dorms, especially during the summer months, to support homeless students.

Trustee Blunt advised that Crystal Camp has been elected as the next Student Trustee; she is very diligent, outspoken, and not afraid to ask the tough questions. She will be a good addition to the Board.

Chair Ifill thanked Chris for his service on the Board.

Approval of the Minutes of the April 12, 2017 Regularly Scheduled Meeting of the Board of Trustees.

A motion was made by Trustee V. Sullivan and seconded by Trustee Blunt to approve the minutes of the April 12, 2017 Regularly Scheduled Meeting of the Board of Trustees. The motion passed unanimously.

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

Executive Director Maker thanked the Board for the opportunity to present this evening. She advised that College Communications continues to project and promote the mission of the College as the primary departmental objective. The team consistently dedicates efforts toward each of the many specific recruitment initiatives happening across the College and towards various academic, cultural, and social activities.

Communications Specialist Yunits reported on the Commonwealth Commitment marketing efforts. Announced in April of 2016 and officially rolled out in the fall of 2016, the Commonwealth Commitment program is a two-year pilot program that provides cost-saving options to enrolled students, focusing on the Department of Higher Education's goal of improving college access and affordability. Students enrolled in the Commonwealth Commitment program commit to beginning at one of Massachusetts' Community Colleges; complete their associate degree within 2.5 years; transfer to one of Massachusetts' State Universities or UMass campuses; complete their bachelor's degree within 2 more years; and maintain full-time, continuous enrollment and a cumulative 3.0 GPA in a Commonwealth Commitment-eligible program. For students who meet these requirements, the state commits to a freeze on all tuition and mandatory fees on program entry; a 10% rebate off tuition and mandatory fees; MassTransfer tuition credit upon entering a bachelor's program; guaranteed admission and transfer of credits; and no application fee or essay. Working closely with the Division of Enrollment Management, College Communications was central to the roll-out and promotion of this new program. Due to high interest in the program from Massasoit students, the office of Governor Charlie Baker chose to highlight Massasoit Commonwealth Commitment student Jaclyn Bell in the Governor's State of the Commonwealth speech. Communications provided the Governor's office with background information, a point of contact, day-of logistics for WCVB Channel 5, who interviewed Jaclyn on the Brockton campus for an on-air feature, and post-event social media support.

Executive Director Maker noted that dual enrollment reduces college costs while also lowering remediation rates. Through two recent grant-funded programs, Massasoit's dual enrollment footprint at area high schools has increased in two specific areas of focus: general STEM education programming and Veterinary Technology.

At Norfolk County Agricultural High School (Norfolk Aggie), the Early College Veterinary Technology program (ECVTP) allows motivated students at Norfolk Aggie to begin the Massasoit Veterinary Technology program the summer before their junior year. Students accepted into the ECVTP take dual-enrollment courses during the academic year and the summer, and are eligible at graduation to take performance assessments to earn credit towards the Veterinary Technology program at Massasoit. Students who successfully complete the dual-enrollment classes and performance assessments will be accepted into the Vet Tech program at Massasoit as second year students, and be eligible to earn an Associate in Applied Science degree in Veterinary Technology with only one additional year of study.

The Brockton Early College STEM Pathway Program gives students at Brockton High School the opportunity to earn up to eight transferable college credits in biology and chemistry during summer and fall. The program is free-of-charge, including the cost of lunch and transportation, to eligible students. Communications was involved in the roll-out of both of these new programs to students and parents. Currently, interested students are in the process of testing and/or applying. In addition to the academically based outcomes associated with these dual enrollment programs, the exposure for students to programs on Massasoit campuses is vital in achieving enrollment and retention goals.

Director Lynch gave an overview of College events. He said that the communications team plays an integral role in the planning and execution of successful events at the College's three locations, some of which include the holiday reunion party; "Our Story" Exhibit in partnership with Plymouth 400; job fair; the 2017 Teaching and Learning Conference hosted by Massasoit; Messenger 5K; open house; and Massasoit Day. Further, as requests for services continue to increase at a significant rate, Communications has updated the Style Guide and communicated the steps associated with achieving successful communications to the internal college community. Finally, the department has also, since our last presentation to you, produced an issue of *The Associate* and the summer course brochure; photographed 25 events; and produced marketing and/or supporting materials for a variety of college departments. Currently, the department is focused on summer recruitment, with our primary target audience being current students, adult learners looking to go back to college, and students at other institutions who will be home for summer break. The team will utilize primarily digital strategies for April, May and June, including Google AdWords, programmatic display ads, and video. Communications plans to pare back on marketing for specific programs and enhance the focus on summer camps and courses. Radio ads will air on WATD 95.9 FM

radio and WPLM. We will work with the Division of Enrollment Management to execute branded, personal communications via Constant Contact to current, incoming, and former students (not graduated).

Chair Ifill asked by what criteria a marketing campaign is deemed to be a success in relation to enrollment. Executive Director Maker advised that the team is working with enrollment management to develop a new inquiry page to help understand success rates. The page is expected to be ready before the next fiscal year.

Trustee V. Sullivan asked if the department conducts student surveys. Executive Director Maker said that it has been slightly over a year since the last survey. Trustee Carroll asked how the department allocates the \$300,000 annual budget. Executive Director Maker said that Fall is the heaviest spend. Trustee Carroll asked about a 3-year budget comparison. Has the spend increased? Vice President Mitchell affirmed that it had, in fact, increased. Executive Director Maker advised that the increase is because of changes in technology.

Presentation and recommendation of approval and awarding the 2017 honorary degree recipient posthumously to Ousamequin, Chief Massasoit, by President Charles Wall.

President Wall said that Massasoit is the only public higher education institution in the Commonwealth named after a person. We are named after the great Sachem of the Wampanoag. He would like to recommend Ousamequin as the only honorary degree for our 50th anniversary.

Trustee V. Sullivan asked if this had been discussed throughout the College community. President Wall advised that it had not been widely discussed, as honorary degrees typically are not; rather it was discussed amongst a small committee, as is usual practice.

A motion was made by Trustee Lacey and seconded by A. Sullivan to approve and award the 2017 honorary degree to Ousamequin, Chief Massasoit. The motion passed unanimously.

Presentation of Corporate and Community Education highlights and 2017-18 plans by Barbara McCarthy, Vice President of Academic Affairs; Rose Paquette, Dean of Corporate and Community Education; Maryellen Brett, Associate Dean of Corporate Education; Kelley Tilden, Director of Community Education; and Paul Key, Associate Director of Community Education.

Dean Paquette thanked the Board for the opportunity to present the non-credit side of the house. She advised that since 1998, the Division of Corporate and Community Education (CCE) has offered a variety of professional development, online, and personal enrichment courses throughout the South Shore. Our mission is to develop more highly educated students, employees, and employers. CCE is committed to creating quality programs and beneficial partnerships that meet needs of local businesses and residents. Housed in Academic Affairs, CCE offers non-credit courses and programs. The Division is comprised of three distinct departments: Corporate Education; Community Education; and Adult Basic Education (ABE). Revenue is generated from employers, individuals, and various state-funded sources.

Associate Dean Brett said that she likes to think of Corporate Education as meeting the needs of employers through incumbent worker training. Clients include an array of private businesses, municipalities, nonprofit, and the K-12 system. Staff training is offered through two product lines: Open Enrollment and Customized Training. Open Enrollment includes mainly stand-alone, half-day courses. Organizations send employees to be trained in areas such as soft skills, computer software, and industry-focused programs such as ServSafe. The typical Open Enrollment course is populated with employees from multiple companies. Customized Training consists of a tailored training program for a specific company that may involve multiple modules and a variety of staff. These programs are offered onsite at the employer's location. Examples of training topics include ESOL, Lean/Business Process Transformation, High Performing Teamwork, and Public Speaking and Presentation Skills. Customized Training can be supported by the Workforce Training Fund Grant, which is an employer-funded trust managed by Commonwealth Corporation, a quasi-state entity. To assist companies pursue this option, Corporate Education partners with an experienced grant writer.

Revenue associated with Corporate Education also includes an annual \$50,000 from the Workforce Incentive Fund that is awarded to community colleges that serve a set number of private businesses. Additional funding sometimes comes via private foundations or state grants. During FY 2016, Corporate Education provided 180 courses, enrolled 1,478 participants, and served 101 companies.

Director Tilden said that Community Education offers non-credit programming to a broad range of students with a variety of courses including career related certificate programs, license renewal courses, and personal interest. Students seek out our courses for purposes of professional advancement, a new career, or personal enrichment. Taught by industry experts, courses are primarily offered in the evenings, on weekends, and online. Program completion can usually be achieved in one or two semesters. In the past fiscal year, Community Education ran 299 courses with enrollments totaling 2,897.

Associate Director Key discussed the two Adult Basic Education (ABE) programs at Massasoit. These include the Stoughton ESOL (English for Speakers of Other Languages) and Transition to Community College. These ABE programs are funded by grants from the Massachusetts Department of Elementary and Secondary Education (DESE) and are free to all who meet the eligibility requirements. Held at Stoughton High School, the Stoughton ESOL Program is a collaborative partnership between Massasoit Community College, Stoughton Public Schools, and the Town of Stoughton. The program addresses the language proficiency needs of non-English speaking Stoughton area residents. In FY16 the Stoughton ESOL program ran 14 courses with enrollments totaling 243 (headcount 122). The Transition to Community College Program is held at Massasoit's Brockton Campus and is designed to help prepare students for a successful transition to a college degree or certificate program at Massasoit Community College. Students who successfully complete the Transition Program can earn up to 9 college credits. In FY 2016, the program ran 8 courses with enrollments totaling 53 (headcount 17).

Trustee V. Sullivan asked how much profit is generated from the division. Vice President McCarthy said that right now we are operating at 1% of cost. Vice President Mitchell added that if you look at in total we are slightly higher than break-even. What we noticed is pricing has not been analyzed closely for a number of years so we will be looking at that more closely. Trustee Enos added that the next time the division presents to the Board it would be helpful to see a utilization breakdown by each program.

Presentation of the Third Quarter Financial Report by William Mitchell, Vice President of Administration/CFO, and William O'Neill, Director of Budgeting and Financial Reporting, and recommendation that the Board of Trustees approve the Third Quarter Financial Report.

Vice President Mitchell said that included in the Board packet is a very detailed report. This presentation is a high-level summary. Comptroller Pat Marcella advised that spending is on-target and that we are in good fiscal health according to the financial period. No anomalies are reflected in the report. Depending on the state appropriation, funding is on track. At the end of the third quarter, the College had received 84.23% of its State Appropriation of \$20,742,077 and 115% of the allotted Formula Funding for FY17 totaling \$173,332. The additional Formula Funds are the result of an increase in the allocation granted after we had prepared and submitted our FY17 Spending Plan for the Board's consideration and approval. On the expense side, the College has spent 68.53% of the total fiscal year's approved amount. As the Board is aware, the College is required by the Board of Higher Education to spend 5% of the budget on capital adaptation and renewal projects. The College continues to invest in asset preservation projects focusing on our existing facilities. The second quarter report highlighted projects such as LED light fixture retrofitting, installation of bottle filling stations and Master lock and key upgrades. Those projects continued during the third quarter. Additional projects underway during the third quarter included pump replacement, roof repairs, major electrical infrastructure preventative maintenance, continued progress on the architectural/engineering study for the engineering labs in Canton and the installation of the Broadcasters Hall of Fame wall in Canton.

Comptroller Marcella displayed several graphs including expenditure type by category. She advised that we are payroll intensive and that we are always a bit concerned about benefits as it relates to the fringe rate. Vice President Mitchell added that when we switch from state-funded to trust-funded, the figure will jump. The fringe rate is one of our risks as we do not set it, it is set by the state. It is both a rate and a volume risk that we have to deal with. Vice President Mitchell advised that this is not just a Massasoit issue but rather a statewide issue. The full presentation is on file with the Office of Administration and Finance.

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

Recommendation that the Board of Trustees approve an Interim Spending Plan of \$10,312,468 which represents twenty percent (20%) of the Fiscal year 2017 budget (\$51,562,342) for the period July 1, 2017 through September 20, 2017. Vice President Mitchell explained that, according to Trust Fund guideline policies, we cannot spend money without approval. The Interim Spending Plan is a mathematical exercise representing 20% of our budget that allows us to operate

during the summer months before the state implements its budget. He noted that the request is typically for 25% of the budget, however; this year given the current financial situation, the College feels it is prudent to ask for 20%. Trustee V. Sullivan asked if the 20% is enough to cover expenses. Vice President Mitchell said that he is comfortable with the requested amount.

A motion was made by Trustee A. Sullivan and seconded by Trustee Enos to approve an Interim Spending Plan of \$10,312,468 which represents twenty percent (20%) of the Fiscal year 2017 budget (\$51,562,342) for the period July 1, 2017 through September 20, 2017. The motion passed unanimously.

Presentation and request for approval of an expenditure in an amount not to exceed \$130,000 with state-approved vendors for the purchase of replacement laptops, desktops, and tablets for students, faculty, and staff.

President Wall advised that this expenditure is funded through our technology fee of \$8/credit. Vice President Mitchell noted that it is Board policy that any expenditure over \$50,000 be approved by the Board. He noted that the expenditure is to refresh computers every four years, provide security updates, etc. Interim Chief Information Officer Morrison added that computers are not disposed of after the four-year period but rather his team looks for uses beyond the four-year lifecycle.

A motion was made by Trustee Lacey and seconded by Trustee Carroll to approve an expenditure in an amount not to exceed \$130,000 with state-approved vendors for the purchase of replacement laptops, desktops, and tablets for students, faculty, and staff. The motion passed unanimously.

Chair Ifill entertained a motion to adjourn the May 10, 2017 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 V. Sullivan and seconded by Trustee Carroll 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 Carroll - yes
Trustee Chakrabarti - yes
Trustee Enos - yes
Trustee Lacey - yes
Trustee Simonelli - yes
Trustee A. Sullivan - yes
Trustee V. Sullivan - yes

President Wall requested the Vice Presidents; Margaret Hess, executive director of human resources; 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