

MASSASOIT COMMUNITY COLLEGE  
SPECIAL MEETING OF THE BOARD OF TRUSTEES  
Wednesday, January 3, 2018  
6:00 P.M. in the Louison Board Room, Brockton Campus  
Brockton, MA  
*Approved January 17, 2018*

Attendees: Bonnie Blackler, Crystal Camp, Thomas E. Carroll, Eshita Chakrabarti, Deborah Enos, Robert W. Harnais, TJ Lacey, Ann Sullivan, Valerie Sullivan

Absent: Pamerson Ifill

Call to Order

The meeting was called to order at 6:10pm.

Chair Harnais thanked the Board for attending and acknowledged the attendance of Matt Noyce, Director of Trustee Relations at the Massachusetts Department of Higher Education. The Chair called attention to the Presidential Position Profile and said that while it does include the qualifications, characteristics, and qualities desired, it does not speak to the Board's vision for the College in the next 3 to 5 years. He said that the position is not just about academics, the next president needs to work with the larger community, focus on retention, networking, and relationship building. He reiterated that the purpose for this special meeting is to prioritize the skills and attributes desired by the Board and to define their vision for the College.

Chair Harnais addressed the composition of the Presidential Search Committee noting that all but one member is either faculty, staff, or a Trustee. He stressed the importance of community input in the search process and advised that at the January 2018 regularly scheduled board meeting he will ask the trustees to vote on the addition of a non-voting member to be added to the search committee; the name and credentials of that person would be disseminated at that meeting.

Vice Chair Carroll said that the importance of fundraising, especially given that Massasoit ranks last of the 15 community colleges, is a definite priority for the next president, however; we are not necessarily looking for the next president to be a fundraiser. He noted that what we should be looking for are the qualities and behaviors of a good leader not specific skills that address an immediate situation, like fundraising, that may not be a future priority if addressed and resolved. He referred the Board to the 2017 *Harvard Business Review* article, Things That Set Successful CEOs Apart, and highlighted the four behaviors of successful leaders:

- 1 – Deciding with speed and conviction.
- 2 – Engaging for impact.
- 3 – Adapting proactively.
- 4 – Delivering reliability.

Vice Chair said that through the interview process we can ask for the candidates to give examples related to the above four behaviors that demonstrate their ability to lead successfully. Chair Harnais agreed and advised that Mr. Noyce had provided to him a list of interview questions used by search committees in recent presidential searches throughout the commonwealth. He requested that the Board formulate and submit to him questions they would like asked of the candidates. Chair Harnais then polled the Board and asked if there was consensus among the trustees that the list of 9 candidates was satisfactory. All trustees agreed the list was acceptable.

The discussion turned to the search prospectus (position profile) where the trustees were asked to identify the top qualities desired in the presidential candidate. The consensus were the following qualities:

- Visibility
- Innovative thinking
- Decisiveness
- Political acumen
- Versatility
- Overall results oriented

Further discussion was had regarding the capabilities of the future president. The Board agreed that formulating questions that include fundraising, program development, and external relationships would achieve that goal. Trustee Camp noted that [relationships with] students have not been specifically mentioned in the preferred qualities and should be taken into consideration.

**A motion was made by Vice Chair Carroll and seconded by Trustee Sullivan to adjourn the meeting. The motion passed unanimously.**

Prepared by:



Lydia B. Camara  
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To the President



Thomas E. Carroll  
Vice Chair, Board of Trustees