

Regularly Scheduled Meeting of the Board of Trustees
Wednesday, October 12, 2016
6:00 p.m. in the Louison Board Room, Brockton Campus

Attendees: Bonnie Blackler, Christopher Blunt, Deborah Enos, Thomas J. Lacey, Pamerson Ifill, Judith Waterston, Ann Sullivan, David Offutt, Thomas Carroll, Anthony Simonelli

Call to order

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

Chairman's Report

Chair Ifill reminded the Board that the annual Gala is Saturday, October 22 and that we will be celebrating Massasoit's 50th anniversary. He thanked the Board for its work and commitment to both the Presidential Evaluation Task Force and the Audit Committee, and noted that the Audit Committee meetings in particular are a key component of the Board's duties.

Chair Ifill advised that he attended an on-campus event today sponsored by the Office of Diversity and Inclusion featuring Dr. Eddie Moore, Jr. The presentation, entitled *The Challenges of Diversity, Power/Privilege, and Leadership in a 21st Century America*, highlighted some of the challenges we face as a College community and as a nation, including white privilege, white supremacy, diversity, and cultural competency. Chair Ifill noted that while we have come a long way, we need to continue to work and do better in this area at every level of the institution.

President's Report

President Wall welcomed everyone and was appreciative that the full Board was able to attend tonight's meeting. He reminded the Board of the mini-Board retreat taking place on Friday, October 14 at 2:00 p.m. at the Conference Center at Massasoit.

He shared that the Marshfield location is attracting a lot of attention and that, while we are starting small, the results look positive. The Veterinary Technology program is also generating much interest and excitement, as is the Paramedic program offered at the Middleborough Instructional Site.

President Wall called the Board's attention to the statewide Trustee Conference that will take place on October 27, 2016 at UMass Lowell and advised that it would be a very informative event and worth attending.

Student Trustee's Report

Trustee Blunt noted that students are concerned about the lack of sidewalks present at either the Thatcher Street or Crescent Street entrances. Students would like to know what, if any, plans are being made to address this safety concern. He also mentioned that several sidewalks and paved paths throughout the Brockton campus are cracked and pose a potential safety hazard. Additionally, the Student Senate raised a concern that there is no longer an ATM on campus. Having an ATM is a nice benefit for students, faculty, and staff, but it also benefits student club fundraisers because they are typically cash-only events.

President Wall advised that the installation of sidewalks has been on the College's agenda for quite some time and requires several million dollars. Fairly recently, there was \$3.8 million in bond money that was issued through the state, through the efforts of the late Senator Tom Kennedy, to undertake a redesign of the Crescent Street/North Quincy Street intersection that would include a redesign of the Crescent Street entrance to Massasoit. Massasoit contributed funds, as did the City of Brockton and the state, to undertake a design study for a new main entrance and sidewalks that would extend to the Fine Arts Building. Unfortunately, the City of Brockton has pulled out of the project and it is not financially possible for us to

move ahead at this time. President Wall stressed that we have not given up on this initiative and that the College continues to work on it with the Old Colony Planning Council and through our contacts at the city and the state.

Vice President Mitchell added that members of the College have met with representatives from the Division of Capital Asset Management and Maintenance (DCAMM) to discuss the hardscape at the Brockton campus; the expectation is that planning will begin throughout the community college and state university systems to address these concerns. In the meantime, our facilities department continues with preventative maintenance on the sidewalks and walkways.

Vice President Mitchell advised that the ATM was removed last year because Bank of America decided it was not cost effective to have the machine on campus. He and his team have reengaged with local financial institutions with the hopes of getting an ATM back on campus.

Approval of the Minutes of the September 14, 2016 Regularly Scheduled Meeting of the Board of Trustees and the June 28, 2016 Special Meeting of the Board of Trustees.

A motion was made by Vice Chair Waterston and seconded by Trustee Offutt to approve the minutes of the September 14, 2016 Regularly Scheduled Meeting of the Board of Trustees and of the June 28, 2016 Special Meeting of the Board of Trustees. The motion passed unanimously.

College Police Report for the month of July, presented by Chris Cummings, Chief of Police

Chief Cummings stated that the Annual Security Report for Massasoit Community College was released on October 1, 2016, in accordance with federal law. He noted that the reports for Brockton, Canton, and Middleborough would be distributed to the Board at the end of the evening. Chair Ifill asked if the Clery report was part of the security report; the Chief replied yes. Chair Ifill asked about the 3-year trend for Massasoit. Chief Cummings replied that the College is on a downward trend for crime statistics; there had been an uptick relating to drugs, but it seems to have now flattened out. Chair Ifill asked how many people make up the police department. Chief Cummings stated that there are 13 sworn police officers, the chief, Captain Mahase, three sergeants, and two staff positions.

Chief Cummings advised the Board that the first drop-off of our community drug disposal program took place; it was a great success and the department will continue to monitor the program to understand if it is worth continuing. Chair Ifill asked the Chief about the department's community engagement efforts. The Chief stated that engagement is going well and that many table-top discussions are occurring between students and the officers. The department and its officers are very engaged with the College community.

Trustee Offutt noted that Massasoit is the only community college to be ranked in the top 25 in the country and stated that reaching that status is a great honor. Chief Cummings said that the department's success would not be possible without the support of the Board of Trustees and the College administration.

Presentation of the FY 2016 Audit Report by O'Connor and Drew, Massasoit Community College's independent auditors, and recommendation to approve the FY 2016 Audit Report.

O'Connor and Drew representatives Michael Cosgrove and Candice Amaral gave an overview of the audit process and delivered the required communications including auditor's responsibility under GAAS (Government Auditing Standards); significant accounting policies and transactions; management's judgements and accounting estimates; independence; management advisory services/tax services; pervasive risk; specific risks presumed by AU 316 (consideration of fraud in a financial statement); and the college's specific risks. Overall, no material weaknesses or significant deficiencies were noted with the report, internal controls over financial reporting, or on compliance and other matters. The biggest risks to the College are the overall economic factors affecting all community colleges, including the net pension liability included on page 15 of the report.

Trustee Offutt stated that the information included in the report sounds positive. Mr. Cosgrove stated that it was a positive overall report and thanked the Massasoit team for working well with the team from O'Connor and Drew.

Trustee Lacey asked Mr. Cosgrove to elaborate on the pension liability and asked if it is similar to unfunded pension liabilities with which we see various communities struggling throughout the Commonwealth. Mr. Cosgrove said that they are similar and noted that the amount is calculated at the state level and passed down to the College through an accounting entry. Vice Chair Waterston stated that the unfunded pension liability is something we take very seriously and asked Vice President Mitchell to discuss what Massasoit is doing to address this issue. Vice President Mitchell said that the impact was a significant hit to the College, from a financial statement perspective, that began last year. He noted that this year the pension liability impacted our balance sheet by slightly under \$12 million. Vice President Mitchell noted that this amount is not cash that is being paid out, but rather a balance sheet entry. This accounting measure has affected our unrestricted net position from approximately \$9 million three years ago to slightly over \$1 million today. He stressed again that this number is not cash that is leaving the College, but still something for which we need to plan moving forward. He added that the pension liability is among the top three concerns for which the College is planning; the other two are declining enrollments and the flattening appropriations.

Vice President Mitchell called the Board's attention to the drop in cash, which is related to the fact that Massasoit is the lead institution on the TAACCT grant. The loss of \$1.3 million is directly related to GASB 68 (the unfunded pension liability). All things considered, the College is in a financial break-even position.

A motion was made by Vice Chair Waterston and seconded by Trustee Brophy to approve the FY 2016 Audit Report. The motion passed unanimously.

Presentation of Minority Recruitment by Margaret Hess, Executive Director of Human Resources; Donna Boissel, Director of Human Resources; and Gaelle Prospere, Employment Coordinator.

Executive Director Hess thanked the Board for the opportunity to present the Minority Recruitment Plan this evening and introduced and thanked the team: Donna Boissel, director of human resources; Gaelle Prospere, employment coordinator; and internal consultants Yolanda Dennis, William Mitchell, Raelyn Lincoln, William O'Neill, Laurie Maker, James Lynch, and Sarah Yunits. Executive Director Hess stated that, as a preface to the presentation, she wanted to remind the Board that the Minority Recruitment Plan encompasses several things, including organizational change, a long-term continuous process improvement program based on industry standards and best practices, measurement, and reporting.

Director Boissel explained that, overall, Massasoit employed 212 minorities as of FY 2016 and displayed a slide describing the number of minority employees by category including administration; non-unit professionals; AFSCME employees; faculty; unit professionals; adjunct faculty; and part-time employees.

Ms. Prospere explained that a best-practice recruitment process has been developed that includes an online search committee training module that provides guidance about Massasoit's recruitment, candidate selection, and hiring processes. The online module will provide an in-depth review in the following key areas: the search committee composition, which includes ensuring diverse representation across committee membership; search committee chair and member duties; best practices for screening resumes; and best practices for interviewing candidates. The improvements include improved search and screen training, unconscious bias training, targeted searches, and re-engineering Massasoit Community College's job postings. These activities are designed to assist the search committees in taking affirmative actions to enhance diversity and equity in hiring through diversification of the applicant pools and implementation of the recruitment process in a consistent and equitable manner.

Director Boissel explained that, before the requisition to fill a position is approved, the chair of the search committee must submit to Human Resources the list of employees who will serve on the search committee; this step gives Human Resources the opportunity to ensure that the committee members come from different backgrounds, perspectives, and expertise. Additionally, Human Resources has an internal control through which it can review the candidates to be interviewed; if search is found to be unfair and/or inequitable from an affirmative action standpoint, it can be rejected. Furthermore, Human Resources reviews all new hires to ensure consistency with the hiring process and internal equity. The President can also reject a new hire if there is inequity in the affirmative action hiring guidelines.

Ms. Prospere advised that Massasoit advertises job openings on platforms and websites that specialize in recruiting minority groups; these websites include Blacks, Hispanics, LBGTQ, and Asians in Higher Ed and the New England Minority Network (NEMNET). Additionally, the Marketing Department, in partnership with Triad advertising, created a targeted recruitment campaign aimed at increasing the diversity of the applicant pools. The online campaign ran from April 8 to May 17, 2016 and yielded 608 clicks from minorities who held an occupation such as education administrator, education management, college or university professor, or teacher who held a graduate degree. A slide was then displayed demonstrating the success of the recruitment campaign and highlighting the success with two minority hires for the positions of full-time engineering faculty and the Dean of Planning and Institutional Effectiveness. The full presentation is on file with the Office of Human Resources.

Executive Director Hess stressed that it is the goal of the Human Resources department to increase minority applicants using a multi-pronged approach. She noted that with the new recruitment efforts in place the department has started a positive trajectory forward. Additional efforts include re-writing job descriptions that will attract minority applicants, unconscious bias training, measurement of progress, and reporting to the senior leadership team and the Board of Trustees. She noted that the goals for the balance of the fiscal year include maintaining an average of 40% diversity in the applicant pool and rolling out the new search and screen best practice methodology in December 2016 to ensure that 100% of all hiring managers and search committee members are trained in the new methodology.

Chair Ifill asked about the number of most recent searches that yielded a minority hire. Ms. Prospere advised that 2 recent searches, for a faculty member and for a dean, yielded minority hires. Trustee Enos thanked the presenters for a succinct and informative presentation and asked if the availability of minority candidates within a particular geography is taken into consideration when trying to maintain the 40% diversity goal. Executive Director Hess advised that yes, it is taken into consideration.

Trustee Carroll asked what types of reports the Board can expect to see in the future that will monitor the success of these programs. Executive Director Hess explained that Human Resources is working to benchmark the initiatives and that the data will be presented in a monthly report card to the Board by the third quarter. Trustee Carroll asked if the days-to-hire data would be included in that report card; Executive Director Hess said that it would.

Chair Ifill stated that, for the first time in the ten years he has served on the Board, he has seen a comprehensive strategy to address the issue of diversity of the faculty and staff at Massasoit and applauded the group for its effort. Trustee Offutt commended the team on a job well done.

Overview of the Office of Diversity and Inclusion, presented by Yolanda Dennis, Executive Director of the Office of Diversity and Inclusion.

Executive Director Dennis explained that the Women's Resource Center and the Center for Lifelong Learning, previously called the Senior Center, also report to the Office of Diversity and Inclusion. She stated that the goal of the department is "to cultivate a college community that is supportive of diversity, inclusion, justice, and social equality while fostering a culture of excellence that embraces equitable

practices for students, staff, faculty, and the greater community.” She advised that some of the strategies currently underway are to revise the employee search training model; to continue employee and student diversity initiatives; to increase services to LGBTQ students, faculty, and staff; and to establish diversity efforts in collaboration with various offices and departments.

Executive Director Dennis said that her primary duties are to facilitate diversity-themed organizational change; to coordinate and facilitate inclusive environments; to coordinate Title IX education and training; and to serve as the primary investigator for Title IX complaints. The Department has strong support from the president and the senior leadership. The Department is able to facilitate difficult conversations, resolve complaints informally, and deliver solid programs and events to the College and community. She added that the Department was part of a team that included Vice President Mitchell, Director of Facilities Richard Hadley, and members of the faculty and staff that established 14 gender-neutral restrooms across the College. Executive Director Dennis then shared a timeline of events that the department has sponsored from 2014 to the present. The full presentation is on file with the Office of Diversity and Inclusion.

Executive Director Dennis noted that the Office of Diversity and Inclusion continues its efforts to prepare Massasoit for the ever-changing student landscape; to educate the College community about diversity and inclusion in their entirety; and to increase College participation in events and programs. She shared that the Department plans to develop a College-wide Title IX training for faculty and staff; to conduct a student diversity and inclusion survey; to expand programming and efforts for minority and LGBTQ students; and to continue to work with Human Resources to increase the diversity of the applicant pools.

Chair Ifill commended Executive Director Dennis for her commitment and dedication to the students, faculty, and staff. He said that he was impressed with the speakers she brings to campus and appreciates that, while the conversations may be difficult, they are necessary and make the community stronger.

Trustee Offutt asked if Title IX training was available to the Board. Executive Director Dennis said that she would work to make it available.

Presentation on Financial Aid by Bonnie Paglia, Director of Student Financial Services, and Todd Hughes, Director of Financial Aid.

Director Paglia stated that the Office of Student Financial Services was established in 2014 and that it is comprised of two offices, student accounts and financial aid. She advised that Director Hughes would be delivering tonight’s presentation.

Director Hughes thanked the Board for the opportunity to provide an overview of student financial services. He said that the department was reorganized as part of the newly formed Student Financial Services department in 2014. One of the first steps the department took was to collaboratively develop a new mission statement. He stated that the mission statement permeates everything they do as a department and shared the statement with the Board:

The Financial Aid Office is dedicated to helping students obtain the necessary financial resources to achieve their academic and professional goals. In pursuing our mission, we strive to uphold the highest degree of professionalism, confidentiality, integrity and commitment to quality customer service. The Financial Aid Office administers federal, state, and institutional funds in compliance with regulatory requirements while recognizing and respecting the needs and values of our diverse student body.

Director Hughes said that the Financial Aid Office participates in over 30 federal, state, and institutional financial aid programs. The office strongly encourages all students to apply for aid and proactively educates students and their families about financial aid options through participation in college recruitment and community events and by offering weekly financial aid workshops. He noted that all

students who wish to be considered for all forms financial aid must complete the Free Application for Federal Student Aid (FASFA) annually, and he provided a brief overview of the process.

Director Hughes said that in the 2015-2016 academic year, Massasoit received over 8,500 financial aid applications and ultimately disbursed over \$19 million in financial aid to 4,297 students, which represents 53% of all students in degree and certificate programs. The primary source of this aid was the federal government, with students receiving approximately \$10.6 million in federal grants, \$6.2 million in federal loans, and \$137,000 in federal work-study wages. The Commonwealth of Massachusetts, the second largest source of aid, provided students with approximately \$1.85 million in grant assistance.

Director Hughes advised that, whenever possible, Massasoit attempts to provide students with significant financial need enough grant assistance to cover 100% of their direct costs, including tuition, fees, and books. This cohort includes the 2,182 financial aid recipients who are unable to contribute anything toward their cost of education, as determined by federal needs analysis methodology and students who qualify for the Federal Pell Grant and who apply for financial aid by Massasoit's published deadlines.

Director Hughes said that students who do not qualify for grant assistance, or who do not receive enough grant assistance to cover their direct charges, are offered student loans, provided they are enrolled in at least six credits and are otherwise eligible. Loans are also available to assist students with indirect educational costs, including housing, transportation, and child care expenses. In the 2015-2016 academic year, 18% of all degree and certificate students utilized loans, and student loans represented 33% of all financial aid disbursed.

Director Hughes explained that although student loan utilization rates and overall indebtedness increased slightly in the 2015-2016 academic year, Massasoit's cohort default rate (CDR) continues to decline. He said that Massasoit's most recently published CDR, which measured students that entered repayment in FY2013 and defaulted prior to the end of FY2015, was 11.3%. This rate is 41% less than it was two years ago, is significantly better than the national CDR for public 2-3 year institutions (18.5%), and is the best CDR among all state community colleges. He noted that, while Massasoit has very little influence on how much debt a student is allowed to carry, the department is very proactive in educating students through loan counseling on what it means to take on student loans and how to effectively manage that debt. He advised that each student who leaves Massasoit does so with customized loan counselling.

Director Hughes concluded by stating that, in addition to the dramatic improvement in the institutional CDR, the Financial Aid Office has made numerous other improvements since being reorganized under Student Financial Services, including modifying the packaging policy for 2016-2017 to include institutional funds, expanding overall grant eligibility for needy students; decreasing time from application completion to award by an estimated 75%; improving institutional cash flow and the accuracy of information on 1098-T tax forms by disbursing 98% of awards prior to the end of the semester for which they were awarded: and improving regulatory compliance as evidenced by our recent Federal Program Review.

Chair Ifill said that this presentation is perhaps one of the most slick and impressive presentations to the Board and thanked Directors Paglia and Hughes for the presentation and for their dedication to the students.

All College Purpose Trust Fund Report for the month of August, presented by William Mitchell, Vice President of Administration/CFO.

Vice President Mitchell noted that this report is one of our stronger internal controls that is delivered to the Board monthly. Chair Ifill asked the Board if there were any questions regarding report; there were none. Chair Ifill thanked Vice President Mitchell for the report.

Delegation of Authority of Presidential Evaluation Task Force to submit the FY 2016 Presidential Evaluation and to make a salary increase recommendation for President Charles Wall to the Board of Higher Education.

Trustee Carroll advised that the Presidential Evaluation Task Force met earlier in the week to review the President's self-evaluation and that the Task Force is in the process of finalizing the report, which will be sent to Commissioner Santiago later in the week. Trustee Simonelli said that President Wall gave a comprehensive overview and that the group had a very good and interactive discussion of future goals. Trustee Offutt said that it was good to review where we are as an institution and that he is excited to see where we are going. He thanked President Wall for his leadership.

Trustee Carroll stated that he was grateful for President Wall's direction and leadership. President Wall thanked the Task Force for its time and thoughtful participation in the process.

A motion was made by Trustee Carroll and seconded by Vice Chair Waterston to submit the FY 2016 Presidential Evaluation and to make a salary increase recommendation for President Charles Wall to the Board of Higher Education. The motion passed unanimously.

A motion was made by Chair Ifill and seconded by Trustee Simonelli to adjourn the meeting. The motion passed unanimously.

Prepared by:



Lydia Camara
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Anthony Simonelli
Secretary, Board of Trustees