

Regularly Scheduled Meeting of the Board of Trustees
Wednesday, February 10, 2016
6:00 p.m. in the Louison Board Room, Brockton Campus

Attendees: Bonnie Blackler, Mary Brophy, Tom Carroll, Deborah Enos, Pamerson Ifill, TJ Lacey, Myrna Lyncee, David Offutt, Tony Simonelli, Ann Sullivan, Judy Waterston

Call to Order

The meeting was called to order at 6:00 p.m. Chair Ifill stated that we have some distinguished guests this evening, Commissioner Carlos Santiago and Associate Commissioner for External Affairs, Katy Abel from the Department of Higher Education.

Dr. Wall stated that it give him great pleasure to formally introduce Commissioner Santiago, who has spent the whole day visiting Massasoit starting at the Canton Campus, then touring the Brockton Campus, and culminating this evening by speaking with the Trustees. Commissioner Santiago and Katy Abel were very engaged with faculty, staff, and students. Commissioner Santiago has been a part of academia his entire career, so he understands the challenges that we face, the opportunities we have, and the greatness we feel when our students graduate. Dr. Wall said that it had been a very productive and engaging day.

The Commissioner thanked Chair Ifill and President Wall for the opportunity to speak this evening. He said that he will impart to the Trustees the wisdom he learned at Massasoit today. He explained that, typically, the Commissioner goes to the Board Meeting at least once a year; however, in the past, the Commissioner has not stayed a full day on campus, which is something he began doing this past July. The morning started with an engaging discussion about the alignment between the College and K-12, an effort that is important to the Commonwealth because of the need to work with the teachers of K-12 to ensure that our students come to the institutions of higher education with the knowledge necessary to succeed. Discussions also ensued about early college design, an initiative that Massasoit is strongly promoting through dual enrollment, which is a way for students to be introduced to college before leaving high school. Commissioner Santiago said that he learned today that Massasoit is way ahead of the pack, and that, before touring the campus, he did not realize how much work the Massasoit staff had done to build these programs with the local school districts. He congratulated Massasoit for its success and hopes that we can scale this model statewide.

Commissioner Santiago said that he had the opportunity to speak to some of the community business leaders about the importance of workforce development, and aligning the learning that takes place on our campuses with the needs of the workforce. The Commissioner said that there was a meeting yesterday with all the state and university presidents, including President Wall, and the Boston Foundation where we discovered that community leaders do not know the roles that community colleges play and the work they do regarding workforce development. We need to ensure that community colleges are acknowledged for what they do.

Commissioner Santiago stated that he had a very uplifting meeting with Massasoit's Ubuntu Scholars. He asserted that these individuals are role models to all of us, and that the program is similar to the program *100 Males to College* at Springfield Technical Community College. Commissioner Santiago, in discussions with President Wall before he was Commissioner, talked about how difficult it was to fund the Springfield model, and that the Department of Higher Education would do what it could to help Massasoit. Massasoit did not wait for that help and launched its program, which appears to be a true success.

Commissioner Santiago said that he met with the very cohesive leadership team. Discussions took place regarding security on campus and capital projects, including the Allied Health Building. We are optimistic that that project will move forward when the funding can be put together.

Commissioner Santiago said that he had the pleasure of meeting with student leadership and discussing some of their concerns and their aspirations. What he has seen across the Commonwealth, especially in the community college setting, is that the students attribute their successes to the college's success, and they feel that the campuses provide an oasis of support to help them succeed. Discussion also ensued about affordability, undocumented students, and, unfortunately, homelessness. All of the challenges we see in the Commonwealth are mirrored by our students on campus. There is a need for support services, but there is limited funding to provide those services. Students' concern with affordability goes beyond tuition and includes the high price of textbooks, transportation issues, childcare, etc.

Commissioner Santiago stated that Massachusetts ranks 49 out of the 50 states in providing need-based aid per student. This year is a difficult one from a budget perspective, and there are discrepancies in the funding levels across our three segments of higher education that need to be addressed.

Commissioner Santiago stated that Massasoit is a campus with cohesion, that knows where it wants to go, and that serves its students well. He thanked and applauded the Board for the services it provides for the students, the faculty, and the staff. The Commissioner finished by saying that the Commonwealth is at a crossroads and that there are demographic forces that are impacting us in terms of our educated population. We have the most highly educated population in the nation, with 55% of citizens in the Commonwealth having obtained a bachelor's degree or higher, which is necessary because we are the most knowledge-driven economy in the nation. The community college sector has been particularly hard hit because the number of traditional aged college-bound students is declining, and improvement in the economy has negatively impacted enrollments. The other demographic change is that one-third of the Commonwealth's labor force is 55 years of age or older; 10 years from now, many of those individuals will be retiring and they are the most educated segment of our labor force.

Commissioner Santiago stated that the DHE is focusing on three things. The first is participation, specifically from students who come to us from a disadvantaged educational background. We need to get them up-to-speed and make sure the community college provides the opportunities needed for them to succeed. Secondly, in addition to participation, we need to make sure we get our students to completion and prepare them for four-year institutions or provide them with the skill sets for the occupations that are needed in our economy. The third major objective is closing educational gaps that are formed across different groups in our society very early on; we see factors such as low birth weight and childhood asthma contributing to these gaps throughout a student's academic career. These same groups underperform with reading skills, MCAS scores, and graduation rates. They are less likely to attend college, and, if they do attend college, are less likely to graduate. Commissioner Santiago stated that Massasoit Community College is making great headway in doing the things that need to be done. He said that to be successful in the long-term, we need to approach these problems as a system. Massachusetts is a unique higher education structure, with each campus having its own Board and with each campus being unique and distinctive. No two community colleges in the Commonwealth are identical, and we need that local autonomy so that those individual personalities can survive. The Commissioner stated that it is important that the three segments of higher education speak with one voice and that we are in alignment with K-12, early childhood education, and the employers we need to serve. He reminded the Board that it was only last year that we began conversations between the three segments to create a unified system of transfer.

Commissioner Santiago stated that he is very optimistic about the future of public higher education in the Commonwealth, particularly after he visits campuses such as Massasoit Community College. Our

community colleges do exceptional work, by opening doors to the students who need it the most, and providing the most expensive support services to students that, frankly, the other segments of higher education do not have to worry about providing. These efforts need to be applauded and recognized, because the Commonwealth does not yet fully understand the value of the community colleges.

Trustee Enos spoke to the Commissioner's last point, that the Commonwealth does not understand the value of the community colleges; she asked what the Trustees could do to help improve that understanding. Commissioner Santiago stated that messaging is important and that he talks to groups across the Commonwealth to educate them with the facts, such as that two-thirds of Massachusetts residents are going to a public institution, and that the majority of those students are in the community college system. That message gets attention and we need to keep this message moving forward. Many of our private institutions are global institutions, and serve the rest of the world; however, 95% of our public institution graduates stay in-state and become the future of the Commonwealth. Commissioner Santiago stressed that, as part of our jobs, we need to restate the message repeatedly.

Chair Ifill asked if there is proper alignment between community colleges and secondary education to make sure that students are coming to college prepared and not spending unnecessary time in developmental courses. Commissioner Santiago said that issue is a major focus of this administration and that he had been surprised today to learn that Massasoit has really moved this initiative along. He spoke today to the principal of Randolph High School and the individuals at Massasoit who are moving that work forward. He was astounded to hear the number of students that were impacted, beginning at the ninth grade, with college experiences and that many of them are graduating high school with over 30 college credits. This effort speaks to affordability, preparedness, and alignment. The fact that Massasoit faculty are teaching in and working with the faculty in those schools to prepare those students for college is wonderful. We need to scale those efforts up; that scaling requires both resources and the kind of innovative approach that campuses like Massasoit have taken.

Trustee Lyncee said that the Commissioner had stated that we need to ensure that community college students are graduating and ready to go on to public four-year institutions and have their credits transfer. She then asked what steps are being taken to ensure that articulation agreements are straightforward to ensure students don't have to retake classes that they paid for at the community college level. Commissioner Santiago reiterated that the administration started to address this matter last year by creating the unified system of transfer, starting with six disciplines. Faculty from all three segments in those disciplines were asked to identify the foundational courses necessary and the content of those courses necessary to satisfy those requirements. The problem stemmed from one university's accepting all community college credits and another university accepting no credits. It is the conversations across those three segments that are getting these problems solved. Commissioner Santiago stated that we have added sixteen more disciplines, and that, by the end of this year, we expect to have them completed. In June, we are going to launch a website that will allow any community college student to click and determine how his or her major transfers to any state university or UMass campus. That is what a unified system entails.

Trustee Offutt asked the Commissioner if Massasoit had exceeded his expectations during his visit. Commissioner Santiago said yes and explained that he has all the data on which campuses are the high performers in specific areas and he knew that Massasoit was functioning quite well. However, he experienced things here today that opened his eyes, such as Massasoit's degree of specificity and alignment in the early college design. Massasoit also ran with the guidelines provided by the Department of Higher Education in the area of remediation and integrated them into the curriculum.

Chair Ifill asked the Commissioner to identify the areas in which the Commissioner thinks Massasoit needs improvement. Commissioner Santiago stated that all the community colleges need to focus on closing gaps. The work that Massasoit has been doing is parallel to the work that we are doing with the

100 Males to College program. The one area that he has discussed with Dr. Wall that really needs to be built up is workforce development. There is a disconnect in this area, and we need to get the employers to realize that Massasoit can meet the skill needs they are facing. It would also be beneficial to seek out employers who will provide paid internships for our students. The Commissioner noted that this issue is one facing most of the community colleges and is not strictly a Massasoit issue.

Trustee Lacey stated that he is disappointed that Massachusetts ranks 49 out of the 50 states in providing need-based aid per student. Commissioner Santiago stated that this statistic refers to the Massachusetts Grant Program, a need-based program for both public and private institutions. At one point, this program covered 40% of tuition and fees; today, it covers 10% and distributes \$96 million per year throughout the Commonwealth. He also advised that there needs to be growth in financial support of the campuses.

Chair Ifill asked if the Commissioner envisions a day when it is as easy to move from a community college to a four-year institution as it is from elementary school to middle school to high school. Commissioner Santiago stated that we need to make it more seamless than it is now, that other states have done it, and that it must be done deliberately and directly. If we do not see it in the next two years, the legislature will mandate it.

The Trustees and audience members applauded the Commissioner and thanked him for his visit.

Chairman's Report

Chair Ifill stated that it was refreshing to hear the Commissioner compliment so highly the work that goes on by faculty and staff collectively to make our students' lives better. He asked for a round of applause for faculty and staff, and for Dr. Wall and his leadership team.

Chair Ifill noted that we actually had all members of the Board of Trustees present this evening. He said that we continue to support the development and the movement of the Allied Health Building. Chair Ifill said that Trustee Mary Brophy's time on this Board is waning down; however, he hopes that Trustee Brophy will join the Trustees at Commencement, because it is a wonderful way to celebrate the culmination of her trusteeship. Trustee Brophy said that she will attend the Commencement celebration.

President's Report

Dr. Wall advised that we have had our third planning session with the Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) and Payette, the architectural firm, regarding moving forward the concept design of our Allied Health Building. The design is for a three-story building, which will be either L- or bar-shaped. Emphases are on instructional space, student space, clinical, and classroom components. Dr. Wall stated that there are no guarantees; however, he is optimistic that there will be forward movement with the building going to design on the Brockton campus.

Dr. Wall stated that the plan is to have a Board Retreat on Friday afternoon June 10 through Saturday afternoon June 11 at the Sea Crest Beach Resort. He asked that any Trustee unable to attend the retreat, to please let Elizabeth Burke, recording secretary, know so that we may keep tally. The premise is to combine the retreat with a New Trustee Orientation, which will benefit everyone, particularly the new Trustees.

Dr. Wall stated that at the April Board Meeting, Director of Facilities Richard Hadley will brief the Board on the cause of the week-long power outage on the Brockton campus. Dr. Wall will also update the Board about the Honorary Degree process and considerations, and provide a NEASC update in terms of the preliminary visit.

Dr. Wall stated that the Commissioner was completely engaged during his visit today with not only faculty and staff, but also many of our students, including his attendance at the Student Senate meeting.

Approval of the Minutes of the February 10, 2016 Meeting.

A motion was made by Trustee Simonelli and seconded by Trustee Waterston to approve the minutes of February 10, 2016. The motion passed unanimously.

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

Chief Cummings advised that during Spring break, Active Shooter Training will be conducted every day, back-to-back. Seventy-five employees have already received this training. We are headed in the right direction, and our college community has accepted our approach to help ensure preparedness.

The Chief noted that there is a slight upward trend in crime with student-related issues; however, it is not out of the norm, as spikes are usually seen in the Spring semester, often involving carryover fights from previous semesters.

The department is in the process of developing a women's self-defense course, which is currently offered by an external party. We want Massasoit to accept credit for the training it provides; by having our own training, we will be able to offer training times that accommodate our students, faculty, and staff. Creating this training involves a lot of work, and the plan is to have the training program in place by the end of the Summer.

Trustee Waterston stated that she realizes that for privacy reasons, medical emergencies cannot be discussed; however, she asked if any of the reported medical emergencies were related to drugs. Chief Cummings said there were no drug-related medical emergencies.

Dr. Wall stated that normally at this point we have the Personnel Action Report from the Human Resources Department; however, there is a written report in the package, and he feels it would be better for the expeditiousness of the meetings and the detail of the report from Human Resources to have a full Human Resources report every other meeting that will include recruiting strategies and other issues. The Personnel Action Report will be included in the package monthly and any questions can be directed to Margaret Hess, executive director of human resources, or Donna Boissel, director of human resources.

Presentation of Massasoit Community College's 50th Anniversary plans by Committee Co-chairs Bonnie Paglia, Acting Director of Student Financial Services, and Roland Blanchette, Professor of Social Science

Professor Blanchette said that he is very excited to help with this celebration, and that he especially likes our commemorative pin, which features the logo, "50 Years of Changing Lives." He explained that the steering committee is made up of nine people, and that this committee will be piggybacking on events already planned, such as Commencement, convocation, the Honors celebration, etc. The plan is to also develop some new programs to celebrate 50 years and optimistically to have 40 to 50 people involved in planning these events.

Professor Blanchette stated that his goal is to have a float that will have panels on the side stating: "Massasoit Community College's 50th Anniversary, Changing Lives." Members from the Massasoit Theatre Department have agreed to build these panels, which will go on a flatbed truck. The Massasoit float will be entered into the Plymouth Parade, the Brockton Parade, and others. We will get the students involved and invite the community to come celebrate with us.

Bonnie Paglia, acting director of student financial services, stated that we also have our Gala coming up in October and we want to put a special spin on that evening incorporating our 50th Anniversary. Acting Director Paglia noted that her and Professor Blanchette's email addresses are on the handout and they are

open to any suggestions for celebratory events, and would like to hear from anyone who would like to serve on a committee, or know anyone who may have a special talent who may want to contribute to the celebration. She said that this is a very exciting time for Massasoit.

Chair Ifill said that he is aware that some students from the International Touch Club have reached out and would like to help with planning the events for Massasoit's 50th Anniversary celebration. Professor Blanchette said that it would also be helpful to hear from former students, faculty, staff, and Board members.

Trustee Brophy stated that it would be nice to reengage people from Massasoit's past and keep a verbal archive. Professor Blanchette said that we have a lot of archived material in our TV Studio; however, unfortunately, most are recorded on VHS, which we are trying to have digitized. There is also a lot of material gathered in offices throughout the campuses, such as old photos, and the plan is to get all these items together and create a moveable wall that can be transported and be viewed across various locations and on our three campuses.

Dr. Wall stated that he would like to reiterate that we welcome any suggestions from Board members. We will also plan events for former Board members, Foundation Directors, and faculty and staff. Dr. Wall stated that he is excited that we have two great co-chairs.

Trustee Simonelli stated that he would like to go back to the item of Human Resources only presenting every other month. He would like to make clear that if it is a month in which there is no presentation, and a significant human resources situation has taken place, the situation needs to be brought forward to the Board. Executive Director Hess stated that that would absolutely be the case.

Spring 2016 Enrollment Report, presented by David Tracy, Vice President of Student Services and Enrollment Management, and William Mitchell, Vice President for Administration/CFO

Vice President Tracy said that tonight he and Vice President Mitchell will not be presenting a typical enrollment report, and that much of the traditional information has been sent to the Trustees in advance; the goal this evening is to talk more about a project and a collaboration. Traditionally, the Trustees have been provided with a snapshot look at Spring to Spring; however, tonight's presentation has a global approach. Vice President Tracy stated that he did receive an email from Trustee Enos suggesting a glossary of terms; Mary Goodhue Lynch, associate dean for institutional research, will provide that going forward.

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Vice President Tracy explained that for Spring 2016, headcount is down 3.5%, and credits are down 4.2% when compared to Spring 2015. Massasoit has 7,170 students for a total of 64,909 credits. These figures are better than expected and projected.

Vice President Tracey noted that the Trustees have also been provided with information regarding program enrollment and where students who leave Massasoit go in terms of transfer institutions. Approximately 16.5% stay at Massasoit from Fall to Spring; however, our big transfer out is Bridgewater State University. Most institutions across the Commonwealth are seeing downward trends in enrollments.

Vice President Mitchell stated that the Trustees often ask how we are doing in enrollments as compared to our sister institutions, and where we will end up this coming Fall. If we go back to last Fall and look at the 10-year range, we rank fourth in enrollment, with enrollments increasing over those 10 years by 13.8%. At the seven-year point, we ranked fifth in enrollments, with enrollments increasing over those seven years by 3.29%. The five-year point was when most of the community colleges, 14 out of the 15, started to see the downward trend; however, Massasoit remained third from the top. Going back two years, we dropped to ranking seventh in enrollments, with all of the community colleges, with the

exception of Bunker Hill Community College, within 1% of each other; at the one-year range, we are back up to third. These slides indicate that Massasoit has done better than most of the other community college in terms of enrollments. Some of the enrollment numbers of the other community colleges are quite startling. Vice President Mitchell stated that we will make these slides available to the Trustees and explained that we received this information from the Board of Higher Education.

Vice President Mitchell stated that back in September we realized a need to develop an enrollment projection model. Because of the transient nature of our students, projecting enrollments is difficult, so we developed the Think Tank approach and created a cross-divisional team. The enrollment projection model needed to be data-based, with an inter-divisional perspective, because people across the College have different ideas and bring different expertise to the table. The Think Tank analyzed existing data trends, both financial and student demographic, and adopted a cohort ratio model. During the process, the group found that declining enrollments is not solely an admissions issue. By analyzing the cohort ratio model, we were able to more closely study the different segments of our student population. We have new students, students transferring in to Massasoit, students graduating from Massasoit, students returning, students not returning, and students transferring out of Massasoit. We evaluated the trends to project enrollment for Spring and Fall 2016.

The model assumes no new actions will be taken. The data confirmed issues of which we were already aware and revealed challenges for the Spring; based on this model we were predicting a 7.5% decline in headcount for Spring 2016 as compared to Spring 2015. If the projection is extrapolated to Fall 2016, the prediction would be a 9.2% decline in headcounts compared to Fall 2015.

The data showed us that the declining is not a new student issue, as many of us had thought. While we have heard that demographics are against us and there is a declining number of 18-year-olds, Massasoit is actually bucking the trend of declining new student admissions in that demographic. We are holding steady in our new student enrollment from high school and incoming transfer. Where Massasoit is seeing declines is in returning students, signaling that Massasoit has a retention issue.

Once we identified that returning students is the locus of our enrollment decline, we were able to undertake some initiatives to impact the Spring semester enrollments. We improved our contract course registration process. We piloted an online orientation option for our student veterans, who had indicated that they had difficulty attending in-person orientations, serving 26 students. We changed the messaging to students with account balances from, "You have a balance and cannot register," to "It's time to register but we see you have a balance. Let us help you make a plan so you can register." This change in messaging from punitive to positive led an additional 89 students to register. We developed e-marketing campaigns geared at unregistered, non-degree, and transfer students, and hosted a Back-to-College night targeting transfer students as part of the e-campaign. Recruit-back calls were made with assistance from academic staff and the Presidential Student Ambassadors. Through these collective efforts, implemented across divisions, we exceeded our transfer-in goals for the Spring 2016 by 20%.

When we first ran the model to project enrollment for Spring 2016, it predicted a 7.5% decrease in enrollments. The College had budgeted for a 5% decrease in enrollments. Thanks to the Think Tank's identification of target populations, based on analysis of the data in the model, we were able to develop and implement the strategic initiatives previously described. Through that strategic approach, we were able to mitigate that projected enrollment decline significantly, ending up with only a 3.5% decrease in enrollments and a 4.2% decrease in credits.

Chair Ifill asked how we arrived at the projection of a 7.5% decline in enrollments. Vice President Mitchell stated that Jannie Gilson, registrar, who did the actual statistical analysis on the data, could

explain it best; however, we analyzed 10-year trend data using linear regression, looking to see which of the various factors of that data most statistically significantly impact enrollments.

Trustee Offutt stated that changing the language for students with balances was a wonderful idea and he congratulated whoever came up with that idea. Vice President Mitchell stated that the idea came from the Think Tank. It was a matter of looking at all the data and determining how things could be done differently, and is one example of the benefit of having had inter-divisional participation on the Think Tank.

Vice President Mitchell stated that we now have an enrollment projection model that can be used to predict several semesters and years into the future. We now replace the projected Spring 2016 enrollment figure in the model with the actual one, and see a dramatic change in the model's prediction for Fall 2016; rather than being down 9.2%, as originally projected by the model when Spring 2016 was projected at a 7.5% decline, the model now predicts that, with our improved Spring enrollment performance, we can anticipate a 4.1% enrollment decline for Fall 2016.

Vice President Tracy stated that through this analysis, we also examined the rate at which students were not returning. We found through that analysis that there are some demographic groups that were not returning at the rate that they had in the past; black males were found to be not returning at rate 34% higher than they had been in the past. Non-degree students were not returning at a rate 68% higher than in the past, and students with a GPA of 1.0 to 2.9 were not returning at a rate higher than in the past. When all those numbers are aggregated, we see 878 students not returning. These 878 students represent opportunities to craft strategic initiatives to target those populations to improve their return rates, and to help them be successful. Vice President Mitchell stated that if we can get 100 of those 878 students back to Massasoit, our new goal for Fall 2016 enrollment would be a decline of only 2.8%. The good news is that we have an enrollment projection model that can help us strategically manage our efforts to better understand and serve our non-returning populations. The members of the Think Tank, many of whom are in this room tonight, positively impacted Spring enrollment, which will positively impact Fall enrollments, and enrollments going forward. Massasoit is the first community college to develop a sophisticated enrollment projection model, which involves a lot of data and number crunching, but which definitely puts us ahead of the curve.

Vice President Tracy stated that after identifying the three groups with increasing rates of non-return, we have created subgroups, all co-chaired by a Think Tank member and a staff or faculty member not initially involved in the Think Tank and comprised of specifically selected members of the faculty and staff with expertise with those populations and the services and programs we have to support them. The aim of these groups is to understand why these students are not returning and then to identify, develop, and implement three to four strategies to address those issues. The long-term goal is to adopt this model in our enrollment strategic planning and to get a much better and more holistic understanding of why students are not returning.

Vice President Mitchell stated that he is excited that Massasoit was able to move the needle with some very specific enrollment strategies. He then asked the extraordinary members of the Think Tank to stand and be acknowledged for all their hard work.

Trustee Lyncee asked if any research has been done to determine why immigrant students are not returning to Massasoit, particularly on the Brockton campus. She noted that many immigrant students do not meet the criteria for financial aid, and that many are abandoning their educations for financial reasons. She asked if we could reach out to these students and inform them about other means of financial assistance available to them, such as scholarships. Vice President Mitchell stated that financial aid and all

enrollment services employees are trained to steer those students towards scholarships that fit their individual needs.

Trustee Sullivan was thankful for all the enrollment information that was included for advance review in the Board package; as a new Trustee, she learned a lot from all the data. She stated that she often says in her own business that, "If it can't be measured, it can't be managed," and that it is great to see this proactive approach to this data analysis and projection.

Trustee Brophy stated that being data driven is extremely important, and, that, going forward, similar models could be used for graduation and other success rates. She stated that this model may help to identify what pathway will help each individual student needs to be successful. She commended the Think Tank for its efforts, and noted that using and refining the model will be an iterative process. Trustee Carroll said that he would like to have an update on our success in improving the return rates of the three demographic subgroups that are not returning at the rate they had been in the past.

Marketing Report, presented by Laurie Maker, Executive Director of College Communications, James Lynch, Director of Marketing, and Sarah Yunits, Communications Specialists

Laurie Maker, executive director of marketing, introduced Sarah Yunits, communications specialist, and Jim Lynch, director of marketing. She noted that they are a small team of four, yet they manage all communication for the College, and design and produce all publications. The department also supports all aspects of the college, from academic programs to outreach efforts. The department handles all Massasoit marketing and advertising. In addition to his role as Director of Marketing, Jim Lynch also serves as the College photographer and, last year alone, took pictures at 142 events on campus. The communications department handles internal communication, media, and press, both proactive and reactive, and public relations. The public relations aspect involves community relations, partnerships with organizations, for example, Crossroads for Kids, which is a local organization for youth.

Director of Marketing Jim Lynch said that the department has strategic partnerships, including working with the Think Tank, to identify groups with which they need to communicate. We communicated at the end of the Fall semester to our students about signing up for Spring semester in a nonaggressive manner by indicating to them that we realize they are busy and are studying for finals, but reminding them they should register before leaving for Winter break.

Director of Marketing Lynch stated that we also support other areas of the College, including the Veterans Center, and helping to inform the community that we have a vibrant, lively, supportive Veteran's Center. Executive Director Maker stated that email, postcards, and Facebook are directed at particular targeted audiences. The department created a cohesive campaign for all the events and activities that are happening on campus so that we are communicating to the population by means that they use, including mobile, direct mail, Facebook, etc.

Communications Specialist Sarah Yunits said that the department has also worked closely with the STEM Starter Academy, resulting in growing numbers and great success in that program. On campus, there is a strong brand for the STEM Starter Academy, which is advertised through ads, program cards, and handouts for external audiences to further strengthen its brand and inform the community of its existence and benefits.

Director Lynch stated that the Communication Department is the steward of the Massasoit brand and it is its goal to change the perception of both community colleges as institutions, and community college students. The *Success Starts Here* campaign, which focused on current students, launched last year. The campaign this year, *My Success Started Here*, will focus on our successful alumni, spreading the message that community college students are successful by having the alumni tell their stories.

The most significant change over the past year was the total redesign of our website. Launched on April 1, 2015, we had over 4 million page views to date, with each user's visit duration averaging almost four minutes. The website has provided the College a streamlined, timely, and effective delivery system for news and information. Another way we are communicating our brand is through social media. The College has a very active Facebook page, Twitter feed, and Instagram account. The College has almost 3,600 followers on Facebook, and we engage our students through our Facebook presence, especially around snowstorms. Massasoit's Twitter account has the second largest number of followers of the 15 community colleges. Massasoit students are not particularly engaged on Twitter, but are using Twitter to get information from the College. Massasoit utilizes Instagram not only to communicate with students, but also to allow students to engage with each other about events they are interested in on campus.

Executive Director Maker said that the College has hired a new advertising agency, Triad of Canton, that helps to manage many of our advertising and marketing initiatives. The College has limited the number of print advertisements we purchase because people are no longer reading the newspaper, especially in print, the way that they did previously, and it is difficult to measure the success of those ads. We do, however, advertise in the *Patriot Ledger*, *The Enterprise*, the *Middleborough Gazette*, and the *Old Colony Memorial*, and we advertise more frequently in weekly publications, particularly for our corporate and community education programs. The College runs MBTA transit ads for one month prior to each semester that appear on every train coming out of South Station going south, on both of the major lines. The College also had a variety of MBTA platform ads about some of the programs we offer, including the Canton Campus Shuttle.

The direct mail postcards went out to 51,000 households, which resulted in 8,300 visits to the landing page for the Spring and Fall semesters combined. In the past, 300,000 course brochures were delivered on the South Shore; that number went down to approximately 137,000, and now we are being even more specific because we can spend those cost savings elsewhere where we can measure the response. The 51,000 direct mail postcards were targeted to a specific age demographic, and individuals who have graduated from high school but do not yet have an Associate or Bachelor's degree.

Programmatic advertising online is also being utilized by targeting people who expressed online an interest in a particular field. We have seen a terrific response to this type of advertising, with over 7 million targeted impressions generating 65,000 click-throughs to areas specifically related to those programs. The agency tracks the metrics for the programmatic advertising, finding that 90% of the respondents were using their phones to visit the website.

Massasoit also utilizes paid search on Google, so if someone is asking community college-related questions on Google, s/he will see Massasoit Community College in the top-level search results. Out of 320,000 searches, this initiative has generated 7,500 visits.

Jim Lynch, director of marketing, said that when new students see the Massasoit campus for the first time, they are amazed at how beautiful it is. To help maximize on the campus's beauty, we created a virtual tour for students and their families to visit the campus without actually leaving home. The virtual tour includes a tour guide and provides the students with their first contact to the institution so that they can see the campuses, get information, ask questions, and, ultimately, register at Massasoit. The virtual tour, although implemented very recently, has had over 1,000 visits.

Trustee Lyncee stated that Executive Director Maker mentioned a partnership including Crossroads for Kids, and she asked what methods are being used to reach out to the local high school, through a direct approach, to show the students the benefits of attending Massasoit. Executive Director Maker stated that the communications department supports the admissions department and it is the admissions department

that goes out and visits high schools. What the communications department does is provide admissions with the collateral they need to showcase the College.

Trustee Offutt stated that he is impressed with the laser focus on targeted audiences rather than reliance on mass mailings. He then asked what source of communication was utilized when the College closed due to the power outage. Executive Director Maker stated that the primary source for students when there is any type of cancellation of school is the RAVE Alert, which is the College's emergency alert system. -On the first day of the closure, the College also advertised an emergency alert on television as we would for a snow closure. After the RAVE alert goes out, notification goes out on Facebook, Twitter, the Campus Police Twitter feed, and the website.

Update on New England Association of Schools and Colleges (NEASC) reaccreditation, presented by Barbara McCarthy, Vice President of Academic Affairs, Rita Jones-Hyde, Professor of English, and Lori Pennell, Professor of Business Administration

Vice President McCarthy introduced the co-chairs of the Reaccreditation Self-Study, Dr. Rita Jones-Hyde and Professor Lori Pennell. -Vice President McCarthy explained that accreditation of higher education in the United States is a peer-based structure which includes six regional accrediting bodies, Massasoit's accrediting body is the New England Association of Schools and Colleges (NEASC), through its Commission on Institutions of Higher Education (CIHE), which is comprised of our peers.

There are nine standards by which we are judged. Later this Spring the Board will receive the draft Self-Study for reading and comments. The accreditation occurs every ten years and, as part of that process, the institution does a rigorous self-study under the structure of the standards, and then a team of peer reviewers visit the College. The team will visit Massasoit next November. The self-study takes 18-24 months and is very rigorous but well structured. We have a steering committee that is co-chaired by Dr. Rita-Jones Hyde and Professor Lori Pennell, and a committee for each standard with co-chairs made up of one faculty member and one staff member. The committees include individuals across disciplines and divisions so that we have a broad assessment of where we are. The NEASC visiting team will be made up of eight to twelve individuals drawn from community colleges across New England that are similar in size and complexity to Massasoit.

The College is required to provide a public notification so that anyone can weigh in on the self-study. Following the self-study, the site visit team comes; it completes a report and submits it to the CIHE. The President and the Chair of the visiting team meet with the CIHE which makes its accreditation decision. The self-study is structured with a chapter for each standard, but the structure of the chapter includes, a description, an appraisal, and a projection section.

Professor Pennell said that this process is a lengthy one, and the work is being done through the collective efforts of all of the co-chairs of the standards, the committee members, and the entire College community that has been working to collect data. Most recently, the reaccreditation co-chairs met with the standards committees to determine the status of the draft, how it relates to the standards, and identify any areas in the standard that need enhancing before moving forward. Additionally, Institutional Research has been working diligently to provide all the data. Each standard has a Data First Form that provides data related to each standard.

Dr. Rita Jones-Hyde stated that it is a major undertaking for 18-24 months and she would like to highlight the Spring initiatives that need to be completed to prepare us for the site visit in November. Predominantly, it means collecting and incorporating feedback into the draft. The Massasoit NEASC team has been working on a mechanism to give people the opportunity to read the self-study and to provide feedback electronically to the team. That feedback will be discussed and incorporated into the self-study draft.

In addition to the current draft, which contains the required information for every standard, we will be completing a preliminary introduction and a conclusion. As we incorporate the feedback, we will be working on the third section, the projection, which describes our planning for the future. The self-study draft will be shared with the Board of Trustees, the College community, and the NEASC staff for comments and feedback.

Vice President McCarthy stated that NEASC is not only made up of the CIHE, but is also staffed by a group of wonderful people who do all the training and review a full draft of the self-study before it moves forward and provides helpful feedback.

Vice President McCarthy shared that during this process, we have learned many things, including that there is a strong desire across the College to gather and interpret data more comprehensively. We need to improve the ways in which we are relating our annual goals to the strategic plan. We have found that some of the new software adoptions we have made are really enhancing the new advising model and academic support services, and that curriculum redesign in developmental education is supporting student success in both Math and Reading. We have also seen that, in the last 5 years, services for students have increased in Canton.

Professor Pennell identified some upcoming critical dates: by May, the feedback from the College community will be incorporated into a full draft of the self-study. Shortly thereafter, that information will come to the Board, the College community, and the NEASC staff. The NEASC final draft will be completed by August. We will then begin to prepare for the NEASC site visit.

Chair Ifill asked how many committees on campus are working on the self-study. Vice President McCarthy stated that there are 11 committees. Chair Ifill asked who determines who serves on the committees. Professor Pennell stated that they began by identifying people from faculty and administrative staff to chair the committees. Certain people were chosen for certain committees because of their knowledge base. Members of the College community self-selected to serve on committees. Chair Ifill asked how many members self-selected. Professor Pennell stated that from the beginning there were approximately 150 people, including those who were chosen as co-chairs, those chosen as committee members, and those who self-selected to serve. Chair Ifill asked where diversity of faculty and staff plays into the committees. Chair Pennell stated that we tried to have diversified n committees so that one committee was not made up entirely of faculty. Chair Ifill stated that he is speaking of the issue of diversity, because we are talking about the future of the College. Professor Jones-Hyde stated that it was not specifically taken into consideration when creating committees. The standards themselves speak to diversity, so we knew that there would be discussion across the standards. Professor Pennell stated that although there are committees, the entire College community has been involved in the self-study through data gathering, interviews with committees, and other avenues for participation. Further, the entire College community will have the opportunity to provide feedback on all sections of the self-study draft.

Trustee Enos asked if there is anything the committee members are seeing that is cause for concern. Vice President McCarthy stated that there is nothing we are worried about and that we are not in danger of any kind. Dr. Wall stated that as long as the self-study is genuine and reflects the reality of the institution, there is no danger zone. There are things we need to work harder on, but there is no area to worry about. The role of the team is to come and verify the self-study.

Chair Ifill asked if the projections will be locked into the strategic plan. Vice President McCarthy stated that the projection section will be the foundation for the next round of strategic planning.

Presentation of suggested revisions to the Trust Fund Guidelines and Investment Policy by Trustee Judith Waterston, Chair of the Audit Committee

Trustee Waterston stated that the Audit Committee, which was constituted within the last eighteen months, met in the early part of February. Trustee Waterston noted that she currently chairs the Audit Committee and Trustees Brophy and Carroll are members. The Committee has been closely involved with the College's very competent financial staff, and with O'Connor and Drew, the College's independent auditors. The Committee meets with the auditors prior to the beginning of the audit and again when the audit is completed. At the completion of the audit the auditors review in detail with the Committee the findings of the audit before those findings are presented to the Board. The Audit Committee is functioning very well.

When the Committee met in February, the financial staff brought to the Committee's attention that the Trust Fund Guidelines and Investment Policy had not been reviewed in a very long time. The Committee reviewed the recommendations of the College's financial staff for changes, and what the Trustees have received in the packet includes those changes. Trustee Waterston stated that Trustee Carroll was not available when the recommendations were reviewed, but she and Trustee Brophy asked many questions and reviewed the Trust Fund Guidelines and the Investment Policy in detail.

A motion was made by Trustee Simonelli and seconded by Trustee Offutt that the Board of Trustees approve the revisions to the Trust Fund Guidelines and Investment Policy. The motion passed unanimously.

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

Vice President Mitchell stated that the Trust Fund guidelines are a great internal control for the College; each month the Board of Trustees sees all the expenditures made on behalf of the President and the Board, with great detail of each expenditure in the narrative portion.

Chair Ifill inquired about the College's financial health. Vice President Mitchell stated that the College's financial health is good.

Presentation and recommendation of approval by William Mitchell, Vice President of Administration/CFO, and Alfred Williams, Chief Information Officer, for an expenditure in an amount not to exceed \$210,000 for the purchase of laptops, desktops, and tablets from state-approved vendors for use by faculty, staff, and labs as part of Information Technology's annual replacement of machines at the end of their life-cycles.

CIO Williams stated that this request is part of our annual refreshing of our technical assets, which includes computers, tablets, and desktops that we use in the computer classrooms, teacher stations and what we provide to faculty and staff. The \$210,000 is a maximum number; we will purchase these items from a state vendor, most likely Dell, but whoever can provide us with what we need at the right price.

CIO Williams noted that we are looking for innovative ways to decrease this annual expense to the College, including utilizing Chrome books and more web-based applications that are less expensive. There are also virtualization software we can use to deliver information to desktops.

Chair Ifill asked if there any loaner programs for students who cannot afford this technical equipment. Vice President Mitchell stated that we do not have loaner programs; however, this past academic year students for the first time could use their excess financial aid funds, for not only books but also technology. We also have 56 computer classrooms across the three campuses and most of those labs each have 24 computers.

A motion was made by Trustee Brophy and seconded by Trustee Blackler that the Board of Trustees approve an expenditure in an amount not to exceed \$210,000 with state-approved vendors for the purchase of laptops, desktops, and tablets for faculty, staff, and lab use. The machines purchased will be Dell, HP, Apple, and/or Lenovo. This purchase is part of IT's ongoing annual process of replacing machines that are at the end of their lifecycles. The motion passed unanimously.

A motion to adjourn was made by Trustee Blackler and seconded by Trustee Brophy. The motion passed unanimously.

Prepared by:

Certified by:

Elizabeth Burke

Anthony Simonelli *ETB*

Recording Secretary

Secretary, Board of Trustees