

Regularly Scheduled Meeting of the Board of Trustees  
Wednesday, August 10, 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 thanked everyone and noted that this meeting is very well-attended for the month of August. He asked that all the new faculty and staff introduce themselves for the benefit of the newest member of the Board, Christopher Blunt.

Vice President Mitchell introduced Linda Ross and noted that she has been promoted from Interim Director to Director of Food Services. He also introduced William Morrison, director of enterprise systems, who has agreed to assume the responsibilities of Interim Chief Information Officer.

Several weeks ago, Chair Ifill met with President Wall and several members of the senior leadership team to address some concerns he had with the information contained in the Vision Report, specifically the success of students of color and graduation rates. Next month, Executive Director of Human Resources, Margaret Hess will give a presentation on diversity. Chair Ifill stated that when companies have done well in terms of diversity, it is because they had created a plan, set goals, and held parties accountable to achieve their targets. He noted that his time as Chairman of the Board is winding down and that he wants to leave knowing we tackled this issue head-on.

President's Report

Dr. Wall stated that he received the report of Massasoit's state audit from the State Auditor today; the audit looked at inventory control, administrative expenses and processes, internal controls, and Clery (The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act) reporting. In the area of administrative expenses and related processes and controls and Clery reporting, the College is in full compliance. Inventory control had one finding, which did not come as a surprise; we agreed with the auditors' findings and have already implemented the changes that the auditors recommended. Dr. Wall said that he would like to present the report and findings to the Audit Committee prior to the September board meeting. Chair Ifill noted that he would like more information for the Board members regarding the Clery Act and our compliance.

Dr. Wall advised the Board that this academic year promises to be quite busy. The 50<sup>th</sup> Anniversary kick-off event is September 14, 2016. The New England Association of Schools and Colleges (NEASC) site visit is scheduled for November 6 – 9, 2016. There is a welcome dinner on Sunday evening, November 6, 2016, at The Conference Center at Massasoit which the Board is invited to attend. The visiting team has requested a meeting with the Board during the site visit, details of which will be forthcoming; this meeting is highly important.

On August 22, 2016, members of the Massasoit senior leadership team, Richard Hadley, director of facilities, representatives from the Division of Capital Asset Management and Maintenance (DCAMM), and consultants from DurmontJanks will meet to discuss the strategic framework planning initiative of the Baker administration and the Secretary of Education. Topics will include college regionalism as it relates to community outreach and economic and workforce development programs; the group will also tour the Brockton campus facilities to determine how well equipped we are to meet the needs of our region and

demands of the changing workforce. We will continue to push for our Allied Health building and the importance of it to our region. Trustees have not been formally asked to participate but, as always, are welcome to attend.

The Marshfield open house will take place August 17, 2016, from 4-7pm. This open house will be full-service with representatives from admissions, registrar, and financial aid. We are hopeful that Congressman Bill Keating will attend the open house. Massasoit will also be represented at the Marshfield Fair on August 22 – 25, 2016. Day and evening orientations are taking place in Brockton, Canton, and Middleborough, and a specialized Vet Tech orientation took place at the Canton campus. It is much too early to predict where enrollments will land; however, we budgeted for -4.1%.

Dr. Wall advised that the College has been invited to apply for a grant, for the second time, to support the Veterinary Technology program. If successful, the grant could be as much as \$400,000 and would be applied to construction and equipment costs.

Approval of the Minutes of the May 11, 2016 Regularly Scheduled Board of Trustees Meeting and the June 28, 2016 Special Board of Trustees Meeting.

**A motion was made by Trustee Lacey and seconded by Trustee Carroll to approve the minutes of the May 11, 2016 Regularly Scheduled Board of Trustees Meeting and the June 28, 2016 Special Board of Trustees Meeting. The motion passed unanimously.**

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

Chief Cummings stated that the downtime during the summer months is a good time to focus on police department strategies and training. He noted that with the recent increase of police shootings in the country, the Massasoit Police Department is increasing its community policing efforts to change the negative perceptions and opinions of police officers. Community policing is a great platform through which we can reach out to the community and make a difference in the world.

The Massasoit Police Department was recognized by District Attorney Timothy Cruz for its participation this year at the Drug Abuse Resistance Education (DARE) camp. This year is the seventh that the police department has participated in that event.

Chief Cummings noted that the department is in the final stages of launching social media monitoring software for use by the police department and that training police officers on the system will begin soon. This software enables our officers to monitor, track, and gather relevant content across wide ranges of social media, where the majority of threats are made, in an effort to stop something before it happens. The police department is also in the process of enhancing the RAVE alert system which will include SMART-911. This feature is tied into area police, fire, and ambulance services and notifies the Massasoit Police Department when 911 has been called; it also provides patient medical information to responding officers prior to arrival, if the patient enrolls into SMART-911.

In January, Chief Cummings implemented the Massasoit Police Department intern program at the strong and persistent urging of Massasoit student Calvin Duncan. Chief Cummings introduced Calvin and was pleased to announce that he had successfully completed the program and stated that as much as we have guided Calvin, he has guided the Chief. The Board applauded the program and congratulated Mr. Duncan on a job well done.

Recommendation that the Board of Trustees approve an expenditure in an amount not to exceed \$89,523.52 with Triad Advertising Companies, Canton, MA, to provide and manage printing, direct mail, and print and media campaigns for the College.

Chair Ifill stated that \$89,000 is a large sum of money to spend on advertising. Executive Director Maker agreed and explained that this year is the second that we have worked with Triad. The Board had

previously approved the expenditure this year in the amount of \$189,000 for internet advertising services, billboard advertising, and managing media purchases (radio, television, internet advertising). What the marketing team learned through this relationship is that we were able to create a better, more strategic, cohesive, and streamlined marketing campaign by consolidating efforts such as direct mail campaigns and collateral creation through Triad.

Chair Ifill asked if this request was in addition to the previously approved \$189,000. Executive Director Maker said that it was and stressed that this request is not for additional funds but rather a reallocation of monies already in the marketing budget. She noted that she is bringing this request to the Board in an effort to be fully transparent and that this request is level-funded. Vice President Mitchell further explained that the \$89,000 would have been spent with vendors other than Triad; however, the relationship with Triad has proven to be very beneficial.

Chair Ifill asked if there was any cost savings because of the consolidation of efforts through Triad. Executive Director Maker explained that while the cost savings is minimal, there is savings in the time and effort it takes to create strong marketing campaigns. Trustee Enos asked if there were any metrics that could demonstrate that this additional spend with Triad would yield the anticipated results. Executive Director Maker said that absolutely there are and that those numbers will be included in the yearly marketing report presented to the Board later this fall. Trustee Offutt added that he believes the consolidation of efforts with Triad is an excellent idea to increase efficiencies including time, stress, and money.

**A motion was made by Chair Ifill and seconded by Trustee Offutt to approve an expenditure in an amount not to exceed \$89,523.52 with Triad Advertising Companies, Canton, MA, to provide and manage printing, direct mail, and print and media campaigns for the College. The motion passed unanimously.**

All College Purpose Trust Fund Report for the months of April, May, and June, presented by William Mitchell, Vice President of Administration/CFO.

Vice President Mitchell stated that there are three months of reports included in this month's packet. As he has noted in the past, this report represents one of our strongest internal controls. As mentioned previously by Dr. Wall regarding the state audit, we are in full compliance with our administrative expenses and the All College Purpose Trust Fund Report is part of the process that resulted in that compliance. Vice President Mitchell explained that at year-end, the College had spent \$47,000 less than planned and that those remaining monies would be returned to the general operating fund.

Chair Ifill asked how many categories the audit included. Vice President Mitchell explained that the categories are administrative expenses; Clery reporting; Chapter 647 reports; and inventory and inventory control. Vice President Mitchell noted that while it was not mentioned in the audit report, the state auditors commented that Massasoit is a model for Clery reporting. Vice President Mitchell explained that Chapter 647 requires all Commonwealth agencies to report to the state auditor any thefts, losses, and shortages; in that category we are 100% compliant. As Dr. Wall noted, we had one finding regarding inventory and inventory control. The finding was not a matter of missing inventory, but rather the documentation of inventory when it is moved from one area to another. Pat Marcella, comptroller, explained that the finding has already been addressed and that she has ordered new asset tags so that all assets will be re-tagged in order to have a complete, accurate, and well documented inventory. Chair Ifill asked how long the state auditors were here Vice President Mitchell stated that they were here for six months and that, by comparison of our sister institutions where the visit is typically nine to twelve months, he felt that the amount of time spent here at Massasoit was respectable.

Overview of the Division of Academic Affairs, presented by Barbara McCarthy, Vice President of Academic Affairs.

Vice President McCarthy introduced Deanna Yameen, dean of humanities and fine arts; Doug Brown, dean of science and mathematics, and Doug Walo, director of the Middleboro Instructional Site. Vice President McCarthy explained that the goal today is to give an overview of the large, complex area that is Academic Affairs and that if there were any particular areas within the division that the Board would like her to focus on more closely, she would be happy to come back and present to the Board again. She also noted that Workforce Development might be an area about which the Board might be interested to learn more.

Vice President McCarthy displayed a PowerPoint presentation and explained that there are six academic divisions offering a total of 21 associate degrees; however, when considering all the options for those degrees, it raises the total to 41 programs. Massasoit has 25 certificate programs, predominantly in health, technology, and criminal justice. The Division of Corporate and Community Education includes all of the non-credit programs and encompasses three basic areas: community education, and personal growth; and corporate education; and adult basic education. From 2015 to 2016, 59 additional courses were offered, enrollments increased by 465 participants, and revenue increased from roughly \$600,000 to over \$700,000.

Vice President McCarthy explained that the area of online learning can be different in community colleges as compared to more traditional institutions. The literature suggests that community college students do not benefit as much from online only learning as students at four-year institutions, as many of the community college students need some level of extra support and benefit more from a face-to-face experience. While 25% of our enrollments are in online courses, nearly all of those students are also taking classes on-campus. Vice President McCarthy also noted that taking online courses can be a good completion strategy for students with demanding schedules that enables them to progress to graduation more quickly.

Another component of online learning is the number of faculty members at Massasoit who are using the learning management system (LMS), which is the vehicle by which online classes are delivered. The LMS used at Massasoit is called Canvas and 84% of our faculty and 64% of our adjunct faculty are using this platform with their courses.

Three additional areas in Academic Affairs are Gateway to College, the Commonwealth Honors Program, and Phi Theta Kappa (PTK). The Gateway program serves students between the ages of 16 and 21 who have left high school or are struggling to finish school. Gateway to College allows students to earn their high school diplomas while receiving credits toward a post-secondary credential. In the past year, the Gateway program has served approximately 100 students and graduated 42 students in 2015. It has served 713 since its inception, The program draws students from Brockton, Braintree, Easton, Everett, Hanover, Holbrook, Middleborough, Norton, Randolph, Weymouth, and Whitman-Hanson.

The Commonwealth Honors Program is an integrated network of honors programs throughout the Massachusetts public higher education system. This program is tied to the Commonwealth College at UMass Amherst. Students who complete the program at Massasoit can transition seamlessly to the Amherst program. The program has grown by more than 50% and averages 85 students per year.

Phi Theta Kappa (PTK) is the national honor society for community colleges. Massasoit on average inducts 80 students per year. The hallmarks of the program are leadership, scholarship, fellowship, and service.

Vice President McCarthy stated that Academic Affairs uses many strategies to enhance instruction. Massasoit has libraries on both the Brockton and Canton campuses. There is an Office of Experiential Learning that is increasingly working to develop our ability to assess and accept prior learning and credit, and that oversees civic engagement and internships. She noted that Massasoit averages about 24

internships per year and that Brockton Area Multi-Services, Inc. (BAMSI) is one of our internship partners and thanked Trustee Simonelli, president and CEO of BAMSI, for his support.

Chair Ifill stated that while we have libraries in Brockton and Canton, he wondered about the resources available to students at the Middleborough Instructional Site. Vice President McCarthy explained that there are myriad online support services for these students. Doug Walo added that a reference librarian from either Brockton or Canton will visit the Middleborough site twice per semester to show students how to work with the online catalog and various resources.

Instructional technology also falls under the umbrella of Academic Affairs and supports our online education. Whether a faculty member wants to put an entire class online or merely enhance the on-ground courses, it can be very labor intensive and our instructional technology department does an excellent job facilitating effective use of leveraging instructional technology. Vice President McCarthy noted that it is because of this department that 84% of our faculty are using Canvas, the online learning management system.

Grants, a commitment to diversity and sustainability, and institutional effectiveness are part of Academic Affairs as well. The grants that we are working with currently are primarily federal grants funded through the Department of Labor, the Department of Education, and the National Science Foundation. We also have some smaller grants funded through local establishments, such as banks. The total amount of monies funded through grants in 2013 was \$1.6 million, \$2.3 million in 2014, and \$2 million in 2015. Included in our grant-funded initiatives are the Guided Pathways to Success in STEM (GPSTEM), the Trade Adjustment Assistance Community College and Career Training (TAACCT) Grant from the U.S. Department of Labor. The Massachusetts Community Colleges received a \$20 million TAACCT grant and Massasoit is the lead institution. Project STARS is a multi-year Title III grant through the U.S. Department of Education that will come to closure in 2018. Project STARS focuses on curriculum reform and enhanced advising, two key areas of the first-year student experience, to improve student retention, engagement, and success.

Vice President McCarthy explained that the Associate Dean of the Grants Department is also the Associate Dean for Sustainability and noted that, while sustainability is housed in Academic Affairs, it really is a College-wide effort and responsibility. The division works across all areas of the College, including Finance and Facilities, to ensure the highest commitment to sustainability.

Diversity in Academic Affairs has three different avenues for growth. The first is professional development that runs through the Professional Development Center. Academic Affairs is working to develop a core curriculum for faculty that includes developing a strong syllabus, having difficult conversations in the classroom, and cultural competency workshops. The hiring of faculty is another area for enhancing diversity within the division. Vice President McCarthy stated that she has hired 15 faculty since she was hired and that 40% of those hires were diverse candidates.

Vice President McCarthy added that included in the packet given to the Board is the job description for the Dean of Planning and Institutional Effectiveness and that she expects to have someone in that position very soon. This position was specifically designed to increase our fluency in data-driven decision making. Chair Ifill said that we have a strategic plan in place already and asked how this plan will fit with this position. Vice President McCarthy explained that we are in the process of finishing the current strategic plan and that the planning process for the new strategic plan will begin in the spring; the timing works out well, as it will allow us to use feedback from the NEASC visit in November in crafting the next strategic plan. She also noted that the NEASC self-study will include projections and future outcomes that will help guide the strategic planning process.

Vice President McCarthy noted that as part of the NEASC self-critique process, we realized that we plan well in some areas, but that we are not integrating our planning as well as we could. She stated that this area is one in which she is working closely with Vice Presidents Mitchell and Tracy to integrate the planning and minimize initiative fatigue. For example, we have Project STARS, GPSTEM, and the work of the Think Tank that has yielded excellent work, but there are areas of overlap.

Trustee Offutt commented that 84% of full-time faculty using the online learning management system is a great success and asked how the Division got buy-in from the faculty. Vice President McCarthy said that this success is due in part to professional development support, and credited the Informational Technology staff with much of the success.

Chair Ifill asked how many classes are hybrid classes. Vice President McCarthy said that many of the classes are hybrid, which works out better for many of our students who may need additional in-person support.

Overview of and Update on Graduation Diversity Statistics, presented by David Tracy, Vice President of Student Services and Enrollment Management, and Barbara McCarthy, Vice President of Academic Affairs.

Vice President Tracy and Mary Goodhue Lynch, associate dean of institutional research, opened the presentation stating that we reviewed data from 2012 to 2016 to assess student diversity and other demographic information among graduates. The full presentation is on file with the Office Student Services and Enrollment Management.

On average, the population is predominantly female (61%); 31% of our students are of racial/ethnic minority; 47% are Pell recipients; 5% speak English as a second language; 10% have a disability; and 5% are veterans. The presentation looked at graduate data by academic division comparing male and female populations. Vice President Tracy noted that, unsurprisingly, the Allied Health division is overwhelmingly female (85%), where Emergent Technologies is the inverse, with 74% male. The remainder of the divisions have a tendency to mirror the overall population percentage of male versus female students. Next, the data were analyzed looking at race/ethnicity by academic division. Vice President Tracy noted the high percentage of diversity in the Science Division (49%) and stated that this division includes the Liberal Arts-Science Transfer students.

Associate Dean Lynch reviewed graduate trends and explained that as the data were being put together, the emphasis was on graduate data as opposed to the traditional enrollment view. In 2012, the number of minority student graduates was 26%; in 2016, it was 36%. She noted that the difference between the percentage of enrolled minority students (42%) and the graduates is a reflection of the time it takes for a student to graduate, which can be anywhere from 4 to 6 years. Said another way, the diversity of the 2016 graduates reflects a combination of the diversity of the entering classes of 2010 through 2012.

Chair Ifill asked whether the 36% minority figure includes both males and females. Associate Dean Lynch said that it does. Chair Ifill asked if those 36% graduated with Associate Degrees. Associate Dean Lynch explained that the data includes all graduates, so those who attained both certificates and associate degrees. Chair Ifill said that he is more interested in looking at associate degree graduate data that at certificate programs. Associate Dean Lynch said that she will follow up with that data for the Board.

Trustee Simonelli stated that while the analysis suggests an upward trend in minority graduates, we also know that enrollments are trending downward. When looking at the data the way it is presented, showing a percentage without seeing the detailed numbers may not be the best approach. In other words, 36% of a lower number may, in fact, represent flat growth. Trustee Simonelli suggested that moving forward it would be helpful to have a reference.

Associate Dean Lynch noted that English as a Second Language (ESL) students represent 6% of total minority graduates and are graduating at a lower than expected rate. She believes that this gap may result from the developmental course work that some of the students need to complete after finishing their ESL courses. She noted that veterans are completing their programs at a quicker than expected rate.

Trustee Enos asked if it was coincidence that the student veteran population remains steady at 5% from 2012 to 2016. Associate Dean Lynch said that, because it is only around 50 students, it is just a small number.

Vice President Tracy spoke to a slide comparing the diversity of graduating classes by division for 2012 versus 2016. He noted that the significant jump in the Emergent Technologies Division (11% in 2012 to 35% in 2016) is an anomaly and that the average growth is 18% in that category. Overall, there is growth in the right direction across all divisions.

Associate Dean Lynch displayed a slide speaking to the average time to completion for the graduating class of 2016. Looking at the middle 50% of the class, the average time to completion is 3 to 6 years. Interesting to note is that 20% of our students started prior to Fall 2009 and 13% of our students graduated in 2 years or less. She also noted that the students represented in the 13% could perhaps be those receiving certificates or transfer students. Vice President Tracy added that this number represents all students and also includes those in a dual enrollment program. Associate Dean Lynch said that when this data was collected it did not take into account consecutive terms or constant enrollment. Dr. Wall added that this issue is particularly important to note, as that while we are considered a 2-year institution, many of our students, for various reasons including finances, family, level of preparation, or others, do not complete the degree in 2 years.

Associate Dean Lynch displayed additional data on the graph that showed the time to complete a degree for minority students from 2014 – 2016 was longer than for non-minority students; minority students are more likely to complete the degree in 4 to 5 years. When she looked deeper into the data she found that minority and female students were more likely to need developmental work and are more likely to be part-time.

Chair Ifill asked Vice Presidents Tracy and McCarthy what is being done internally and structurally to get these students to the level of success needed to complete their degrees and to do so more quickly. Vice President McCarthy stated that there are several things that are being done, such as a complete redesign of developmental education, including the use of self-paced math. In the writing program, we are doing something similar to the Baltimore County program where developmental students take the college-level course with first-year students and then receive an extra hour of support, which has proven to be quite successful. Chair Ifill asked if this redesign was being done on a large or a small scale. Vice President McCarthy stated that it is leading to a large-scale effort and that she will get that data to the Board.

Chair Ifill stated that we are still seeing the gap in minority student success in the 2016 data and asked how we can get minority and non-minority students to the same level. Vice President McCarthy noted that these strategies are relatively new and that their payoffs will not be reflected in the data for the next several years. Vice President McCarthy added that part of the GPSTEM grant is integrating the Complete College America strategies, which are all designed to move students more quickly to degree completion. These strategies include advising students on the appropriate classes they need and strategies to, perhaps, pick up a summer course if they are unable to manage a 15-credit course load in a semester.

Chair Ifill asked if, at any given time, we are able to identify the number of students on our campuses that are in need of this type of support. In other words, does the Accuplacer testing, make us aware of the number of students who are in need of additional support. Do we have the capacity to accommodate these students? Vice President McCarthy stated that they are all being accommodated through these programs

and through tutoring, if necessary. She further added that she will be able to provide some data later this year on the success of the self-paced math and writing initiatives and reminded the Board that, as stated in the Vision Project Report, Massasoit has the highest success rates in the state in writing.

Trustee Simonelli referred back to the graph, *Percent of the Graduating Class of 2016 Initial Start Terms at Massasoit*, and asked if the data refers strictly to Associate Degrees. Associate Dean Lynch said the data represents all students, including those in certificate programs. Trustee Simonelli stated that he was unaware of the number of Associate Degrees as compared to certificates but wanted to understand if we are comfortable with that percentage or if there were any goals related to that area. Vice President McCarthy said that it appears from the questions that certificate programs may not be valued as highly as the Associate Degrees; she assured the Board that they are incredibly valuable in putting people to work. Trustee Simonelli stated that he merely wanted to understand whether the College is comfortable with the amount of certificates that are given as compared to Associate Degrees. Associate Dean Lynch said that for this particular slide, of 915 people, 839 received Associate Degrees. Trustee Simonelli said that those types of statistics are very helpful. Vice President Tracy added that, in aggregate, 88% of the population received Associate Degrees.

Chair Ifill added that one of the reasons he is particularly interested in understanding the percentage of Associate Degrees versus certificates is that an Associate Degree can translate to higher education and advanced job positions. He stated that the Vision Project identified that the College can improve in students of color in emergent technologies and science programs. He asked if the data presented in the slide presentation reflected minority students or the graduating class. Vice President Tracy stated that it was the graduating class.

Trustee Carroll said that he would like to see data that clearly identifies those students, both minority and non-minority, that enrolled in 2010, who actually completed their programs; those data would help explain the gap, help us to bridge any inequities and disparities, and allow us to retain those students. Associate Dean Lynch stated that looking at the data in that way is based on a cohort model and then tracking that information over time, which is typically done for IPEDS reporting. She added that a recent report she completed in that manner revealed that several dozen students who are still currently enrolled had not yet completed their program after 8 years. Trustee Lacey noted that if that were the case he would question the value of an Associate's Degree after 8 years. Chair Ifill asked if we have a system in place internally through which we can identify those students who have been enrolled and not yet completed a program for a considerable amount of time. Vice President McCarthy stated that she was unsure if we have specifically targeted long-term students. Chair Ifill then asked if it would make sense to do so and to develop a plan to help move these students along. He noted that clearly 8 years is too long to complete a degree and wants to know how many students have been enrolled for 6 or more years.

Executive Director of College Communications Laurie Maker noted that we have a database of over 20,000 students that had enrolled but not yet signed up for a class or returned to the College and that those data are used as part of the recruit-back campaign. What we have found is that the majority of our students take the non-traditional approach to their education and that this recruit-back effort has yielded some success in getting these students back to school.

Chair Ifill explained that the reason behind this line of questioning is to fully understand what the data can tell us and allow us to build a better model that will ensure student success. Based on the questions asked tonight, he would like to see the group come back to the Board in 4 or 5 months and present identified issues and the strategies and plans in place to address those issues.

Vice Chair Waterston stated that when programs are mapped out, such as the Nursing Program, it is more likely that students will complete the program in a shorter period of time. Vice President McCarthy said that this experience is the one we want to give all of our students. Chair Ifill noted that this model also

ties into a better advising model, developmental model, and any remedial programs that may be necessary for a student's success.

Chair Ifill asked how we measure a professor's success in moving students through to the next higher-level class; union or not, we need to hold our professors accountable for the quality of classroom instruction and for preparing our students for the next level. He stated that we as a Board do not necessarily understand how that is measured. Vice President McCarthy said that it may prove more useful to look at measuring program successes and that they plan to do that as part of the program review process.

Chair Ifill posed a question to the group as a Board. As has been discussed throughout this meeting, we need to develop a cohesive, long-term plan that will be delivered to the Board in 5 to 6 months that identifies our issues, presents a plan to address those issues, and identifies goals we have set for the institution. Who within the College community will comprise the group that is responsible for coming up with the action plan? Vice President Tracy stated that it is the responsibility of his team along with Vice President McCarthy's to create the plan.

Trustee Lacey stated that the complexity of the data as it is presented is overwhelming. He said that we, as a College, have a good story to tell and that it would be more helpful to package the data in a manner more conducive to telling that story. Chair Ifill agreed and thanked everyone for their time and work putting together the presentation.

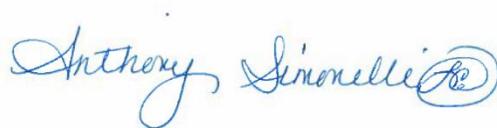
Chair Ifill commented on the overwhelming success of this year's Commencement ceremony and would like the group responsible for making Commencement such a success to come before the Board to be recognized.

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

Prepared by:



Lydia Camara  
Staff Associate, President's Office



Anthony Simonelli  
Secretary, Board of Trustees