

Regularly Scheduled Meeting of the Board of Trustees
Wednesday, November 18, 2015 6:00 p.m.
Louison Board Room
Brockton Campus

Attendees: Bonnie Blackler, Deborah Enos, Pamerson Ifill, Myrna Lyncee, David Offutt, Tony Simonelli, Judy Waterston

Call to Order

Chair Ifill called the meeting to order at 6:15 p.m.

Chairman's Report

Chair Ifill stated that he would like to recognize Jennifer Rudolph, a very recent retiree from Massasoit, for her 22 years of service and as a resource to the students at Massasoit Community College. He stated that he invited her to this meeting so that she could be formally recognized.

Chair Ifill welcomed new Trustee Deborah Enos to her first Board meeting. He stated that this Board works collectively and collegially, and that he was very impressed by Deborah's resume and her effectiveness with policy implementation.

Chair Ifill stated that he has been following, and discussing with Dr. Wall, the issues going on at other college campuses involving students of color. He explained that the students at the University of Missouri, Ithaca College, and Claremont College have started to take action against issues of social injustice. Chair Ifill stated that his daughter, who is a student at Amherst College, called to tell him she was participating in a sit-in in the college's library. He stated that the students at these colleges, like the students at Massasoit, want to be taught by individuals that look like them, that they can relate to, and who reflect the same values. Chair Ifill stated that because he was a student at Massasoit, he realizes that faculty can empathize with students of color, but we are in a position where our faculty do not reflect the makeup of our student population, and we need to find a way to make that happen. He stated that as a Board and as a College, we need to examine this issue closely and come up with a plan. He stated that we have had plans in the past, but we need to finally tackle this issue. He stated that he believes that this issue is the most significant one with which we need to deal.

Chair Ifill stated that he wants the Board, the President, the executive team, and faculty and staff to get together and strategize ways to address this matter and to put metrics behind it. He stated that when we are hiring, diversity should be one of our primary goals. He stated that our students are a little more than 42% diverse, yet our faculty is 11% diverse and that is an imbalance that needs to be addressed. He stated that he is interested in the College hires, and he wants to see quarterly reports to ensure we are making progress. He added that he spoke recently with President Meehan and Chancellor Malone, who were instrumental in taking the University of Massachusetts from 12% faculty of color to 23%. He stated that accomplishing this goal will require executive leadership, a Board of Trustees that is active and engaged, and a commitment from faculty and staff. He stated that as Chair, he will drive this issue. He added that we lose too many students of color due to frustration because of a lack of connectedness with institutions.

Chair Ifill stated that we have made some progress with the Minority Male Mentoring Program and that Massasoit is a place that can lead and become an example to others. Trustee Simonelli stated that he has talked to Chair Ifill regarding this issue, and that we need to be proactive. He stated that we need to measure the status quo and progress, and become interactive with the issue in order to reach our goals.

Trustee Lyncee stated that as a student of color at Massasoit, she has never had a professor of color. She stated that it is important to have faculty who can relate to the students. She noted that she has had faculty that can relate to her who are not her color. She stated that our student body is very diverse and it would be nice to see that diversity reflected in our faculty.

Dr. Wall stated that we accept that full and formal challenge. He stated that Executive Director of Human Resources Margaret Hess, when she presents the Personnel Action Report this evening, will go over recent steps to affect and ensure we have diversity in the candidate pools. He stated that he is handing out some baseline information illustrating where we are compared to other community colleges and institutions in Massachusetts as of the Fall of 2013, and a document showing our statistics from 2009-2010 to 2014-2015.

President's Report

Dr. Wall stated that as a community college we are cognizant of what is going on nationally at a variety of public and private institutions. He noted that people are expressing grievances and frustrations, and that here at Massasoit we are meeting with and talking to our students in a proactive, not a reactive, way.

Dr. Wall stated that today Massasoit hosted the MetroSouth Chamber of Commerce Annual Meeting and Business Expo, with over 450 people enjoying lunch with tables of vendors showcasing their businesses and products. He added that last week he and Vice President Mitchell spent over three hours at the Edward M. Kenney Institute for the United States Senate with its president, Chancellor-emeritus Dr. Jean MacCormack. He noted that the Institute will provide opportunities for our faculty and students to use the Edward M. Kennedy Institute as a laboratory of democracy.

Dr. Wall stated that several community college presidents had a meeting last week with Senator Elizabeth Warren, who remains committed to affordability for public higher education and reducing student debt load. He added that Senator Warrant's commitment to what we do as public community colleges is unwavering and that he looks forward to continuing conversations with the Senator regarding Massasoit's mission to provide opportunities to our students to become empowered through education. Dr. Wall noted that the Massachusetts Community College Trustee Association (MCCTA) has its Fall meeting scheduled on December 8 at 4:00 p.m. at Mt. Wachusett Community College in Gardner, MA. He asked that anyone interested in attending let Staff Assistant Elizabeth Burke know.

Dr. Wall stated that there is a vacant seat on the Board of Higher Education for the community college segmental representative. He stated that anyone interested in that position should talk to him. He noted that nominations are due by November 23. He explained that whoever is selected by the 15 community college board chairs will become a regular member of the Board of Higher Education.

Dr. Wall stated that although the final decision is that of the Board's, he does not see a need to hold a December Full Board Meeting. He added that on December 9, the second Wednesday of the month, he and several members of the College community will be at the NEASC Annual meeting, which is the last Annual Meeting prior to our accreditation visit the following year.

Dr. Wall stated that the level of success of our students and the feedback he receives is astounding, positive, and reassuring.

Approval of the Minutes of October 14, 2015

A motion was made by Trustee Waterston and seconded by Trustee Blackler to approve the minutes of October 14, 2015. The motion passed unanimously.

Presentation from the Massasoit Professional Association (MPA), the Local Chapter of the Massachusetts Community College Council

Professor Kenneth Anania thanked the Board for allowing the MPA to present this evening. He explained that the Board of Directors from the Massasoit Community College Council (MCCC) has asked that the local chapters meet with the Boards to let them know a little bit about what is going on with statewide negotiations. He stated that he and his colleagues are here as representatives of the MPA and the MCCC to discuss the negotiations between the MCCC and the Board of Higher Education for a contract that covers the faculty and professional staff in the 15 community colleges. He explained that "MCCC Educations: We Change Communities" is the theme of the MCCC's bargaining campaign. He noted that this theme attempts to highlight the important role that the members and the community colleges play in higher education in Massachusetts. It also underscores that the community colleges are rooted in our communities, and we reach students who otherwise might not have access to higher education opportunities. He added that the MCCC members provide students with accessible pathways to a baccalaureate education and to a multitude of career opportunities. He explained that MCCC members, as faculty and professional staff, are fundamental to the success of the community colleges. MCCC members are committed to excellence in teaching and learning, and provide students with high quality academic and personal support services. Professor Anania stated that their work is critical as they educate and support close to 50% of the students enrolled in Massachusetts public higher education institutions.

Professor Anania then presented several slides: the first slide provided a short overview of the negotiations process. He explained that both sides appoint bargaining teams; the MCCC Team is comprised of faculty and professional staff from the community colleges and a Massachusetts Teachers Association (MTA) representative. Professor Anania stated that

the Board of Higher Education team includes chief academic officers, human resources directors, and labor counsel from the community colleges; this team represents the college presidents. These teams exchange proposals, which include working conditions and student learning conditions proposed by the bargaining teams. The state, through the Governor's Office, is involved in any monetary proposals, or salary. Professor Anania explained that after both parties reach a tentative agreement, it moves to ratification, then to getting the Governor's approval, securing legislative funding (Chapter 150E), and finally implementation.

Professor Anania stated that they are not here this evening to discuss specific proposals, but rather to highlight the key principles of the MCCC's proposals. He explained that faculty and staff are committed to providing quality education in the community colleges and they seek the ideals of professionalism, parity, and respect.

Professor Anania stated that their concerns include the length of the negotiation process. He noted that they submitted their demand to bargain on November 17, 2014, one year and one day ago. He explained that they were proactive in wanting to begin bargaining before their contract expired on June 30, 2015. He stated that, unfortunately, joint bargaining sessions did not start until April 2015, three months prior to the expiration of the agreement. He explained that they have had 21 joint bargaining sessions with management since June 2015.

Professor Anania stated that they also have financial delay concerns. He explained that since April and May, they have been promised numerous times that they would receive financial parameters. He stated that they continued to meet in good faith with the expectation that those financial parameters would be imminent; however, it was not until the members discontinued meeting and began job actions that an initial financial package was delivered. He explained that all segments in the public higher education systems, including universities and state universities, have received increases of 3.5% for each year of their three-year agreements.

Professor Anania stated that they also have concerns with the management language being proposed. He stated that their negotiating team has described to the members that this is the worst package and language they have seen in many cycles, causing great concern and frustration among MCCC members, which negatively affects morale on all campuses.

Professor Anania stated that all of the community colleges have either made or are preparing to make presentations to their Boards of Trustees. He noted that, to date, a half-dozen Boards have written letters in support of speedy resolutions to contract negotiations. Professor Anania asked that the Massasoit Community College Board of Trustees join with the other Boards of Trustees and write a letter of support to the Board of Higher Education, Secretary of Education Jim Peyser, and the Governor. Professor Anania stated that community college campuses have enrollments of approximately 196,000 students, 137,000 of whom are enrolled in credit courses and 59,000 in non-credit courses. Professor Anania asked the Board for its support for the faculty and staff to reach an agreement that respects who they are and what they do. He then thanked the Board for its time.

Chair Ifill stated that the Board will need to have a conversation regarding this matter, and that he will reach out to the other Board members and look at what is going on in the state. He added that he will also be reaching out and talking to the MCCC members. Professor Anania reiterated that they are not asking the Board to support their proposals; however, they would like its support for a resolution to this matter.

Dr. Wall stated that when Vice President Mitchell presents, he would like him to give a 60-second update on the Second Study Phase for our proposed New Allied Health Building.

Nomination of and voting for new Assistant Secretary of the Board

Chair Ifill stated that he would like to nominate Bonnie Blackler for the position of Assistant Secretary of the Board. He noted that Bonnie very rarely misses a school event and her commitment to the Board and the College is second to none.

A motion was made by Trustee Waterston and seconded by Trustee Simonelli that the Board of Trustees elect Bonnie Blackler as the Assistant Secretary of the Board of Trustees. The motion passed unanimously.

Chair Ifill congratulated Trustee Blackler.

College Police Report for the Month of September, presented by Chris Cummings, Chief of Police

Chief Cummings noted that September and October were relatively quiet. He stated that last month the Department

conducted a fire drill at the Canton Campus that went without issue. He noted that the community members exceeded expectations during the evacuation, with the building being cleared and all occupants at their assigned rally points within five minutes of the alarm. Chief Cummings explained that a mechanical malfunction took place a few days after the drill and the fire alarm again sounded. This time the building was cleared in only three minutes. He stated that two years ago, the same evacuation process took eight minutes.

Chief Cummings stated that the Department conducted a full-scale test of the College's emergency broadcast system in October, and a siren test in November. He explained that both tests were successful. Chief Cummings noted that two weeks ago the Department successfully conducted its first RAD for Men class. He stated that the students who participated gave positive feedback regarding the program and what they learned. He noted that the Massasoit Police Department is the first department in the state to successfully complete a RAD for Men class.

Chief Cummings stated that the Department is in its first stages of implementing its student intern program. He explained that they have a student from the Gateway Program, and he feels this student will be a great asset to the Department. Chief Cummings noted that he was impressed by this student's persistence, as he was declined at first, yet met personally with the Chief. He noted that Captain Mahase began as an intern in the police department.

Chair Ifill stated that the universities and community colleges across the state look to the Massasoit Police Department as a model of the way to do policing right and he would like to acknowledge Chief Cummings and his entire Department. Vice President Palantzas stated that Massasoit is ahead of some of our sister institutions in regards to law enforcement. He stated that it became apparent at the Trustee Conference that the community colleges' chiefs and administrators need to come together to share these practices.

Chief Cummings stated that the success of the Massasoit Police Department is due to the team; however, he would like to acknowledge the support that the Department receives from the administration. He noted that some of his counterparts at other institutions do not have that support.

Commonfund Presentation by Susan Durrell, Director of Relationship Management

Susan Durrell, director of relationship management at the Commonfund, updated the Board about the Massasoit Community College investment portfolio. The Trustees received the presentation in paper format. (Presentation on file)

Ms. Durrell stated that she appreciates the invitation to meet with the Board. She explained, for the new Trustees, that the Commonfund was started from a grant from the Ford Foundation in 1971. She explained that it is an asset management firm working only with non-profits. She added that the Commonfund itself is non-profit. She noted that the Commonfund is governed by a Board of Trustees, yet not accountable to shareholders.

Ms. Durrell stated that as of October 31, the College has \$8.1958 million invested in the Commonfund in the multi-strategy equity and bond fund. She stated that through yesterday, the College is back in the black from where it started at the beginning of the fiscal year, at \$9.086 million, which reflects a 1.5% increase this month.

Ms. Durrell stated that the Commonfund is a disciplined investor and that it did not make significant moves during the difficult time. She noted that at the beginning of the year, there was, and continues to be, increased volatility in the markets. She stated that we continue to favor equities in the portfolio, U.S. equities specifically. She explained that the portfolio, as it relates to Massasoit, has been very U.S.-focused. She stated that one of the biggest challenges in the portfolio for the current quarter was the U.S. managers. She stated that what we saw in October was a rebound to what had transpired the previous three months. She noted that Commonfund tracks the portfolio with 60% equity and 40% fixed incomes, which is similar to how other institutions are being allocated. She stated that Massasoit is approximately 68% equity, with the remaining allocated to fixed income.

Ms. Durrell stated that Massasoit has a return of 17.6% in the period ending June 2014. She explained that percentage is higher than other universities, which come in at 15.5%, and community colleges at 15.8%. Chair Ifill asked if Massasoit is doing better than the other community colleges because it is taking more risks. She noted that Massasoit is not taking more risk; however, when Commonfund looked at how the world looked since 2007 and the 2008 credit crisis, it became very focused on the U.S. portion of the portfolio, knowing that recovery would begin from U.S. emerging markets. She stated that while Massasoit does not spend off of this investment, it has really been a great success story for the past ten years. She noted that Massasoit has added over \$5 million to the investment in the past two years, and that total earnings

on the investment have been in excess of \$2.5 million. She explained that the money has been invested wisely and that the diversification of the investment worked.

Trustee Enos asked how much discretion the College has in terms of the investment strategy. Ms. Durrell stated that the Commonfund maintains discretion within the individual programs, and that the multi-strategy and bond fund are two of their flagship programs. She stated that they are a comingled fund and they have many institutions that invest in these programs. She noted that Commonfund make decisions through its investment teams on the long-term strategic allocations, hires the managers on behalf of the investors, and oversee those investors. She stated that for Massasoit the discretion for this group remains at broad asset class level. She stated that she monitors that quarterly, working with Vice President Mitchell and Comptroller Marcella.

Vice President Mitchell stated that we have an investment policy at the College and that it has not been updated in a while; therefore, the plan is to review that investment plan and policy at the Audit Committee Meeting in February, and bring that information back to the Full Board for approval. Ms. Durrell stated that the Commonfund would be happy to assist in that process.

Update on the Allied Health Building, presented by William Mitchell, Vice President of Administration/CFO

Vice President Mitchell stated that Study Two is a more focused study on determining the best options and fits for the new Allied Health Building. He stated it is important to note that this project is moving on while many projects of other institutions are not. He noted that we are again working with the architecture Payette, who also worked on the first study. He explained that there are three alternatives: an existing building may be modified; there may be an addition added to a freestanding building; or it may be a standalone building. He stated that according to the Division of Capital Asset Management and Maintenance (DCAMM), this more focused study will take between 22 and 25 weeks. If the study is approved by DCAMM, the project will move directly to the design stage, which will take 12 to 18 months, followed by construction.

Vice President Mitchell stated that DCAMM is putting a lot of resources into this effort. He added that we have been assigned a new project manager, who has toured the campus and appears to be moving this study along. Chair Ifill asked what becomes of the previous study. Vice President Mitchell stated that the previous study put the building over at the Christo's site; however, DCAMM will use the previous study as a starting point for the three options on-campus.

First Quarter Financial Report presented by William O'Neill, Director of Budgeting and Financial Reporting, and Recommendation of Approval of the First Quarter Financial Report.

Mr. O'Neill explained that this report covers the period of July 1 to September 30. He stated that this period includes the provisional spending plan that the Board approved in May. Vice President Mitchell stated that a detailed First Quarter Report appears in the Board package and that tonight he will present a highlighted summary.

Mr. O'Neill stated that we ended the quarter on-target, the College is in good fiscal health, and there are no anomalies to report. He stated that we received 50% of our state appropriation, which was \$10,000 million. He stated that in terms of the operating budget, we are right in the middle of where we have been over the past four years, with \$13.8 million in revenue. He stated in September, the Board approved a \$51.3 million spending plan and that, through the first quarter, the College has expended 20%. He noted that we are slightly ahead of the prior years' trends due primarily to timing issues. He stated, for example, that there are technology licensing agreements that were processed in the first quarter this year as opposed to the second quarter last year. He added that the biggest contributor is the adjunct faculty payroll. He noted that last year there was a large amount of part-time adjunct payroll that hit on October 5, and would have been outside the purview of this report. He explained that we see the spending normalizing in the second quarter.

Mr. O'Neill stated that we are required to spend 5% on capital adaptation and renewal projects, and, in the first quarter, we are completing projects in Phase II of the Student Center renovations. He stated that we are also planning and programming for the Vet Tech Facility in Canton and for the Student Center Phase III renovations.

Mr. O'Neill stated that 68% of what we spent through September 30 was directly related to payroll, with benefits at 6%, improvements and equipment at 11%, and operations and other at 15%. He explained that in comparison with prior years our payroll is slightly higher due to new hires, new programs, and collective bargaining. He noted that there was also a 2% increase in our fringe benefit rate over last year. Vice President Mitchell explained that we had a fringe rate last year

of 28.86%, and we are now at 30.83%; therefore, the rate jumped 2%, but it is an actual 6% increase in the amount being spent. He noted that we do not control our fringe rate.

Chair Ifill asked when we will be able to see a schematic for the cafeteria renovations. Vice President Mitchell stated that it will probably be available after the first of the year. He added that we are going to visit some of the cafeterias this firm has renovated at other higher education institutions.

A motion was made by Trustee Blackler and seconded by Trustee Waterston that the Board of Trustees approve the First Quarter Financial Report. The motion passed unanimously.

All College Purpose Trust Fund Report for September, presented by William Mitchell, Vice President for Administration/CFO.

Vice President Mitchell stated that the All College Purpose Trust Fund is one of the College's strongest internal controls. He stated that every month there is tremendous detail provided regarding the expenditures of the President and the Board. He noted that we are very transparent in presenting those expenditures.

Chair Ifill stated that he realizes that it is early in the year, but he asked Vice President Mitchell if he thinks we will have a surplus in the budget this year as we have in the past two years. Vice President Mitchell stated that we had a \$1.7 million surplus two years ago; however, last year the surplus was much smaller. He stated that he is concerned about the State revenue because there may be an adjustment coming. He noted that we have planned for a balanced budget.

Presentation of Advisement and Counseling by David Tracy, Vice President of Student Services and Enrollment Management, and Alvin Riley, Interim Dean of Students.

Vice President Tracy stated that the Trustees were handed a trifold, which gives an overview of advisement and counseling at Massasoit. He stated that Interim Dean of Students Alvin Riley will speak on our College Concerns Team, and dealing with students in crisis. Vice President Tracy explained that the Advisement and Counseling Center provides support in four areas, including academic advising, career counseling, transfer counseling, and personal counseling. He stated that the Center is adding another staff person on December 1, Ryan Daily, and that, at that time, we will have five senior academic counselors, two full-time academic counselors, a full-time transfer counselor, a full-time academic coordinator, and two part-time academic counselors.

Vice President Tracy stated that it is unfortunate that Christine Dymont was not available this evening not only to present, but also to be acknowledged for what she does for our students. He noted that he and Dr. Wall were at the Canton Campus when they were approached by a student who claimed that Christine had saved her life and that, because of the help she received from Christine, she had been clean and sober for three years.

Vice President Tracy stated that a lot of what the counselors see is students suffering from anxiety, depression, grief and loss, substance abuse, and issues of stress management. He explained that we explore the resources that can help our students, which sometimes involves getting them to, or back to, a therapist. He stated that because of our contacts in the community we oftentimes can get students appointments more quickly. He noted that we do some crisis intervention and that we work very closely with College Police. He explained that the counseling staff talks with faculty and staff regarding concerns about students.

Vice President Tracy stated that along with Associate Dean Patty Lynch and Dean Peter Johnston, we have looked into a program in Brockton High School called "Mental Health First Aid" and that in January we will be providing training in that area. He stated that the idea is to develop a train-the-trainer model so that we can roll this program out to faculty and staff. He stated that the first step in many of these cases is to get referrals from faculty who believe students might be suffering from a mental health issue. Chair Ifill asked if there are conversations between faculty/staff and the counseling center to inform faculty/staff how to recognize when students are in distress. Vice President Tracy explained that faculty will refer students to counseling, and that many of the faculty members will actually walk the student to the counseling center.

Mr. Riley stated that Massasoit has a *College Concerns Team*, the purpose of which is to assist with and address situations of students, faculty, and/or staff who display disruptive behavior. He stated that the team was started following the tragedy at Virginia Tech. He stated that the individual responsible for that tragedy displayed disturbing behavior before the incident; however, there was not a team in place to address his behavior. He stated that many colleges across the

nation now have threat assessment teams. He stated that our *College Concerns Team* has taken on the responsibility to make sure that faculty, staff, and students report any type of situation that could lead to harm to oneself or to others. He stated that all those reports go to the Dean of Students' Office and that we are prepared to assemble the team to meet, address, and assess any type of threat. He stated that we are striving to transition the team to be more proactive rather than being reactive. Mr. Riley stated that he is in this eighth week as Interim Dean of Students and he has already had to address these issues and assemble the team. He added that we refer students, faculty, and staff to agencies as necessary to help address mental health issues.

Mr. Riley provided the Trustees with a summary of roles, responsibilities, and activities of the *College Concerns Team* and a brochure. He noted that on the back page there is a list of faculty and staff from all three campuses who are members of the *College Concerns Team*. He stated that faculty members need to know what to do and where to go if a student in the classroom finds him or herself in crisis. He noted that the purpose of the *College Concerns Team* is to get these students the help that they need, so that we can retain these students at the College and help them to graduate.

Chair Ifill stated that we have many students for whom English is a second language and he asked if we have people on the counseling team who speak other languages. He also asked if there is diversity on the staff of the counseling center. Mr. Riley stated that we need work in that area, and we have had discussion regarding that issue. He stated that he agrees with Chair Ifill's opening comments that we need to assess where we are and reassess where we need to be going forward.

Chair Ifill asked if we have a plan in place if students decide to protest, and if not, we need to develop a plan. He stated that at the January or February meeting he would like to hear about an on-campus process for dealing with potential problems involving student disturbances. Dr. Wall stated that we have plans for dealing with a disturbance; however, if we have ongoing issues that start concerning or consuming a large number of students we have a variety of options that we have used in the past and we will use again. He noted that former Dean Maureen Thayer, in working with administration, faculty and staff, had a series of open forums regarding stability in the cafeteria that were very effective. He stated that we also routinely meet with the Student Senate or meet with members of student organizations to get the pulse of the students. He added that we have a great capacity to organize an open forum in a moment's notice because of the expertise of the faculty and staff at this institution. Chair Ifill stated that he would like to see a plan in writing that identifies the processes to deal with these issues. Dr. Wall stated that he understands the Chair's concerns; however, the *College Concerns Team* has functioned successfully for a number of years and they get together to discuss the issues that Chair Ifill has raised. Chair Ifill stated that this is the first time he has heard of this team.

Trustee Waterston asked if we keep track of how many students this team has served over the years. Vice President Tracy stated that we will do our best to get that information; however, he is not sure if all that information has been logged because this functions on a case management basis. Chair Ifill stated that he realizes that there is a lot of good work going on at this College; however, he is not always aware of all the ways that we handle difficult situations. He stated that there will be times when he wants an answer to a question and "I don't know" is an honest answer, but he would like actual answers. He stated that many months ago, in a meeting at the Middleborough Center, the Board was informed about the College's successful efforts to make sure that students are not stuck in remedial math and English courses; however, it took a lot of digging to get that information. He stated that this is why he encourages the faculty and staff to come before this Board and talk about innovative practices. Chair Ifill stated that he has no doubt that the College is running well; however, these practices are very important for the Board to know.

Trustee Enos stated that since this team functions on a case management model it might be beneficial to identify to the Board Members examples of what types of cases they deal with. She noted that obviously something imminent will be dealt with differently than a case that may take a few days to resolve. Dr. Wall stated that it is unfortunate that Christine Dymont was not available this evening; as the Director of Advisement and Counseling, she would have been able to provide answers to the Trustees' questions. He noted that as an institution we can always do better.

Trustee Lyncee asked if there is training provided for the *College Concerns Team* to deal with these issues, or training provided from the *College Concerns Team* to help faculty and staff identify students who may need assistance. Vice President Tracy stated that if they do not have a live case, they review case studies as a team, and the mental health first aid training will provide information for faculty and staff. Chair Ifill asked if we have links to the valuable resource agencies we have in Brockton. Vice President Tracy stated that we do have connections to those resources.

Presentation of Pilot Use of Open Educational Resources (OER), presented by Barbara McCarthy, Vice President of Academic Resources.

Vice President McCarthy stated that a few months ago the Chair invited members of the faculty and staff to report on some of the exciting things we are doing at the College, and she would like to discuss tonight a way that we are saving students money. She stated that nobody was happy about raising student fees in June, and that we are doubling down on our efforts to manage student costs in other ways. She explained that textbook costs can add \$1,000 to \$1,500 in expenses per semester for full-time students.

Vice President McCarthy stated that for as long as there has been the internet, there has been a commitment to keep content open and free. She stated that 14 members of our faculty have worked with April Hill, Massasoit's coordinator of Instructional Technology, to replace costly textbooks with free materials. Vice President McCarthy explained that this effort involved dramatic reworking of both materials and class planning. She stated that the first pilot groups saved the students \$55,695 over the Summer, and a second group of 30 classes will run in the Spring using Open Educational Resources. She noted that she looks forward to coming back next year and relaying how much more money we have saved our students.

Chair Ifill thanked Vice President McCarthy and asked her to extend the Board's thanks to April Hill and the faculty who participated. Trustee Lyncee stated that she took a course as part of that pilot program and the students are grateful for this program because some textbooks cost in excess of \$200.

Personnel Action Report for October, presented by Margaret Hess, Executive Director of Human Resources.

Executive Director Margaret Hess stated that she would like to preface her comments by stating that she shares the Chair's concerns in his opening comments and that she knows that Vice President McCarthy and Director Boissel share those concerns as well. She stated that she would like to work with the Board to accomplish what we need to do to improve the 11% as soon as possible. She stated that at the last meeting, Chair Ifill asked her to look at the amount of time it takes to fill certain positions. She explained that when they looked at the time it took to fill our positions, the average was less than 60 days. She stated that when they benchmarked that against our colleagues at our sister schools, we are actually doing better than many of them are. She stated that when she looked at that data, she realized that we are posting positions before we have all of our ducks in a row. Therefore, she and Vice President McCarthy decided that jobs would no longer be posted before HR reviews the job descriptions and makes any necessary changes, and before the search committee is in place.

Chair Ifill stated that it usually takes more time to fill the executive positions and the numbers can be skewed at the lower tier jobs that we can fill more easily. He stated that as a Board we tend to pay more attention to the high-end positions. Executive Director Hess stated that, on the hard-to-fill positions, we have decided to create an entire recruitment plan and not rely on business as usual. She stated that with the recruitment plan, this Board will always know where we are in the hiring process.

Chair Ifill stated to Executive Director Hess that she prefaced her comments by stating that she shares the Chair's sentiments and he asked what ideas she has for those concerns. Executive Director Hess stated that we do not utilize social media at Massasoit and that is a resource we should and will be looking at utilizing more effectively.

Chair Ifill stated that how the search panels are comprised is very important as is making sure there is diversity in the applicant pool. He stated that if there is not diversity in the pool, the recruitment needs to start over. He stated that he has discussed this with Dr. Wall and his goal is to get an executive team in place that includes Board Members and members of the College community and he is sure Executive Director Hess will be part of that team.

Vice President McCarthy stated that when she was hired a year ago, Dr. Wall explained to her his priorities, which included increasing diversity and doing more for adjuncts. She stated that when we searched for the position of Executive Director of Human Resources, it was very clear in the job description that these were priorities, and every candidate interviewed was asked what he or she has done to increase diversity at his or her previous position. She stated that we are thrilled to have Margaret here and that they have had discussions about both the recruiting and the hiring pieces. She stated that she has discussed with her Deans making sure that all search committees and candidate pools are diverse. She stated that she approved two such committees today. She stated that it is hard to assess a pool from paper applications because only 12% of candidates self-report; therefore, it is not until the actual meeting that we know if we have a diverse pool of candidates. Executive Director Hess stated that she and Vice President McCarthy have decided to add an extra

step to the hiring process by looking at the data after those initial meetings, and reassessing whether or not the pool is diverse, and if not, asking Dr. Wall to grant permission to widen the search. She noted that this will add time to the search.

Trustee Simonelli asked upon what Vice President McCarthy's approval of the two search committees was based. Vice President McCarthy stated that the committee must have gender parity and racial and ethnic diversity. She stated that she does not remember every member of those search committees but she can email Trustee Simonelli that information.

Director Boissel stated that when she was Acting Director of Human Resources, she, Vice President Mitchell, Executive Director of Diversity and Inclusion Yolanda Dennis, and Employment Coordinator Gaelle Prospere looked at the composition of the search committees and the ways in which we wanted different areas of the College to serve on search committees. She stated that some of our hard-to-fill positions had issues with not only diversity, but also the skill level of the candidates and the fact that we cannot always be competitive with compensation.

Chair Ifill stated that we have diversity within our adjunct faculty and he asked if those faculty members, who are qualified, could be moved up to full-time. Chair Ifill stated that no one should be forced out of his or her position; however, the message in going forward needs to be that we are doing this because it is a long-term strategic vision that will make us, as a College, better and stronger. He stated that we lose generations of kids to the criminal justice system, and this is their last, best, and sometimes only option. Executive Director Hess stated that we are committed to doing a better job in training our search committees so that they do a better job, and benchmarking the data so it can be presented to the Board. Chair Ifill stated that this is something everyone associated with the College needs to be concerned about and it is smart educational policy. Executive Director Hess stated that she is committed to the students at Massasoit and she realizes that we need to provide our students with the type of staff population that will attract students.

Vice President McCarthy stated that when she was first hired at Massasoit, the faculty and deans voiced their concerns to her regarding the lack of diversity in the candidate pools. Chair Ifill asked Professor Anania for his thoughts on this issue. Professor Anania stated that he has served on several search committees and that those committees have always tried their best to have a pool of diverse candidates. He added that he has been on many search committees that had to be reopened because of a lack of diverse candidates. He stated that we have not been able to make the advances that we would like to and should. Chair Ifill then asked Professor Boudreau for her comments. Professor Boudreau stated that she agrees with Professor Anania that the search committees try their best, and oftentimes the committee does not know if a candidate is diverse or not. Chair Ifill then asked Professor Tressel for his thoughts on this issue. Professor Tressel stated that in the science area they do not get many diverse candidates, partly because we cannot pay enough. Chair Ifill stated that we have had many successful students graduate from Massasoit and we need to consider creating our own from our graduates who have gone on to attain higher degrees. He stated that he would like to see our Alumni Association reach out to those individual and link them back to the Massasoit.

Presentation on President Wall's College Vehicle Lease, presented by William Mitchell, Vice President for Administration/CFO.

Vice President Mitchell stated that the lease on the President's vehicle is up in December. He noted that quotes were received from three different dealers and that Planet Subaru provided not only the least expensive money-down option, but also the lowest monthly payment for the lease. He stated that that lease from Planet Subaru will be a reduction of \$37 per month from what we have been paying for the previous three years for Dr. Wall's vehicle. He added that a vehicle is part of the President's employment contract with the College. Vice President Mitchell stated that we lease as opposed to purchasing the vehicle because by state law, a state-owned vehicle cannot be used for personal use, and driving back and forth to work is considered personal use.

A motion was made by Trustee Simonelli and seconded by Trustee Waterston that the Board of Trustees approve a three-year lease agreement with Planet Subaru of Hanover, MA for the President's vehicle. The motion passed unanimously.

Presentation on a Proposal for the Purchase of Media Equipment and Installation Services, presented by William Mitchell, Vice President for Administration/CFO, and Al Williams, CIO

CIO Williams stated that he apologizes for the last minute additional board action; however, we have an urgent need that we need to address. He stated that the equipment this purchase will replace is over 15 years old and not meeting teaching needs. He further added that this equipment is also an important component to allowing academic governance meetings

across Brockton and Canton. He noted that we would like to install this equipment during the Winter break so that it will be up and running for the Spring semester. Dr. Wall stated that the reason the Trustees did not receive the proposal in advance was that it was initially going to be presented as an action item at the December meeting. Vice President Mitchell explained that this expense will be covered by existing resources.

Chair Ifill asked if we loan computers or other types of technology to students who otherwise would not have access. CIO Williams stated that, to date, we have addressed that issue by providing those capabilities on-site. Vice President Mitchell stated that we have changed the way we package financial aid so that students can purchase technology using financial aid funds through the College bookstore. He stated that according to the people at the bookstore, those sales have greatly increased. CIO Williams stated that we also negotiated with Microsoft for new licensing so that students can have five free copies of Microsoft products that they can install on their personal computers.

Chair Ifill stated that many of our students have jobs and families and are not sticking around campus to utilize our computers. He noted that he would like us to investigate how we can utilize some of the funds we have put away from fees to help our most needy students with technology issues. He stated that students need the proper equipment to get a proper education. CIO Williams stated that they we will continue to look into that issue.

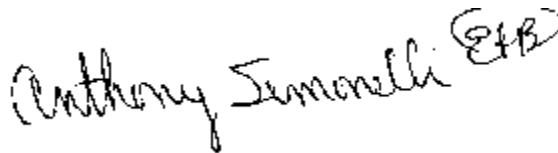
A motion was made by Trustee Waterston and seconded by Trustee Simonelli that the Board of Trustees approve a proposal not to exceed \$125,000 with a state-approved vendor for the purchase of media equipment and installation services to provide enhanced connectivity between room LA360 on the Brockton Campus and room C211 on the Canton Campus. This upgrade will replace fifteen-year-old equipment that is not currently meeting teaching needs and improve the ability to conduct meetings between the Brockton and Canton Campuses.

Chair Ifill recommended, and the Board concurred, that there would be no meeting in the month of December, and that the next Regularly Scheduled Meeting of the Board of Trustees would take place on January 13, 2016. Chair Ifill wished everyone a Happy Holiday Season.

A motion to adjourn was made by Trustee Simonelli and seconded by Trustee Waterston. The motion passed unanimously.

Prepared by:

Certified by:



Elizabeth Burke
Recording Secretary

Anthony Simonelli
Secretary, Board of Trustees