

Regularly Scheduled Meeting of the Board of Trustees
Wednesday, September 14, 2016
6:00 p.m.
Louison Board Room, Brockton Campus

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

Call to order

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

Chairman's Report

Chair Ifill welcomed everyone back to the beginning of the new semester and noted that other than Commencement, this is one of the most exciting times on campus. He reiterated that the last Commencement was one of the best he has attended and requested again to have everyone who was responsible for coordinating the ceremony to be invited to a Board meeting so they can be recognized.

President's Report

President Wall welcomed everyone and advised the Board that he and Jeff Joseph, director of minority mentorship programs and first-year experience, recorded a video that is playing on the monitors across the College advising students to avail themselves of all the services the College has to offer.

President Wall called the Board's attention to a new feature on the agenda, the Student Trustee report. Tonight, and each month moving forward, the student trustee will deliver remarks on student life, student successes, student concerns, and observations. Another new feature this academic year is the introduction of new faculty and staff to the Board, which will give new faculty and staff the chance to share their backgrounds and experiences with the Board.

President Wall noted that today marks the official kick-off to the Massasoit Community College 50th anniversary celebrations. The festivities started today with a picnic lunch and an aerial photograph taken of faculty and staff in the shape of the number 50. Kick-off celebrations are also scheduled at the Canton Campus and Middleborough Center within the next week. The 50th Anniversary Steering Committee has many events planned throughout the year. Trustee Blackler, who was present at the kick-off celebration, noted that she was also here for the 25th anniversary, when she graduated from Massasoit. She also noted that her son will graduate this year, 25 years later.

As President Wall mentioned at last month's Board meeting, members of the Massasoit senior leadership team; Richard Hadley, director of facilities and capital planning; representatives from the Division of Capital Asset Management and Maintenance (DCAMM); and consultants from DurmontJanks met on August 22, 2016 to discuss the strategic framework planning initiative of the Baker Administration, being implemented by the Secretary of Education. Topics of the discussion included regionalism as it relates to higher education regional partnerships, community outreach, and economic and workforce development programs. The group toured both the Brockton and Canton Campus facilities to determine how well equipped we are to meet the needs of our region and demands of the changing workforce. Highlights of the tour included the recently remodeled lower level of the Student Center and areas where the College is in critical need of additional space, such as the respiratory therapy suite currently located in the Field House. The meeting and the tour were quite successful; regional follow-up meetings are scheduled in the fall.

President Wall shared a student success story with the Board. A Massasoit Science, Technology, Engineering, and Mathematics (STEM) scholar and research intern, Debora DaSilva, has accepted a job at

Siemens Healthcare as a manufacturing technician, which is notable as these jobs are typically reserved for individuals holding the baccalaureate. Her achievement speaks to the level of education that is provided here at Massasoit and demonstrates the utility of an Associate's degree.

President Wall acknowledged the great work being done by enrollment management, financial aid, the business office, and across the College during this very busy time of year. Vice President Tracy introduced Shilo Henriques, dean of enrollment management, to the Board. He advised that while enrollment numbers are down, they are better than what was originally thought and that we are doing much better than most community colleges. Finally, President Wall reminded the Board that the New England Association of Schools and Colleges (NEASC) Site Visiting Team will be here from November 6 – 9 for the reaccreditation site visit. The opening event is the Sunday night dinner at the Conference Center at Massasoit where the Visiting Team has the opportunity to meet with the Massasoit Team.

Student Trustee's Report

Trustee Blunt thanked President Wall for the opportunity to speak at the Board meetings about the student perspective and experience. He advised that he and several members of the Veteran's Club were invited to attend the South Shore Chamber of Commerce breakfast on September 9, 2016 at the Quincy Marriott featuring guest speaker Eric Rosengren, president of the Federal Reserve Bank of Boston. He thanked President Wall for giving students the opportunity to attend these types of events.

As part of the new Student Trustee report, Trustee Blunt advised that he will be holding office hours on campus to give students the opportunity to speak with him about any issues or concerns they may have, which he will then deliver to the Board during his monthly report. He also acknowledged the 9/11 remembrance ceremony held on Friday, September 9 and said that it was a truly special event. Chair Ifill said he looks forward to hearing the students perspective.

Approval of the Minutes of the August 10, 2016 Regularly Scheduled Board of Trustees Meeting.

A motion was made by Trustee Lacey and seconded by Trustee Waterston to approve the minutes of the August 10, 2016 Regularly Scheduled Meeting of the Board of Trustees. The motion passed unanimously.

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

Chief Cummings noted that there were no crimes to report for the month of August. He advised that despite a few instances, the fall semester has gotten off to a good start and that the Department is happy with the results thus far. The Chief said that he will be updating the Board at a future meeting about the Department's new initiatives that aim to continue to foster the strong relationships the Department has with the community and to assist with monitoring and safeguarding the College sites.

As the Board was previously advised, the police department initiated a pilot prescription drug disposal program earlier this year. Chief Cummings stated that the program has been very successful; the program launched two months ago and the drop boxes are nearly full. This level of use is a good sign that our community feels comfortable with this program and the Chief is very happy with the results.

The Chief said that September is a busy month from an administrative perspective, as it is the month in which we report our Clery statistics (our annual security report) and noted that we are in full compliance. He stated that the report will be distributed this week and that he will present the final report to the Board at next month's meeting as part of his report.

Chair Ifill asked how the drug drop box is secured. Chief Cummings said that the box is locked and located in front of the police station where it is monitored 24/7. Chair Ifill asked what the police department does to prepare for the first week of classes. The Chief advised that two to three weeks prior

to the beginning of classes, the Department does a thorough review of its policies, procedures, technology, qualifications, firearms, etc.

Trustee Offutt asked how many of the motor vehicle offenses listed in the report were related to texting and driving. The Chief said that while he does not have that statistic immediately available, he would research it and advise the Board before the next Board meeting.

Report on the State Audit, presented by Judith Waterson, Vice Chair of the Massasoit College Board of Trustees and Chair of the Massasoit Community College Board of Trustees Audit Committee.

On August 25, 2016, Vice Chair Waterston met with Vice President Mitchell, and Patricia Marcella, comptroller, for a Massasoit Community College Board of Trustees Audit Committee Meeting. Unfortunately, a quorum was not met; however, she took the opportunity to review and discuss the findings of the report with the team. Vice Chair Waterston noted that we did very well in most audit categories. The auditors did have one finding regarding inventory and inventory control and the subsequent discussion was about what we have done to address and correct the issue moving forward. Vice Chair Waterston said that she was very pleased by the answers provided to her questions by Vice President Mitchell and Ms. Marcella and that she is very confident in the manner in which we are moving forward to correct the issue.

Trustee Sullivan noted that it appears that there is a large sum of money in missing inventory and wondered whether that inventory eventually accounted for. Vice Chair Waterston said yes, it was, and Vice President Mitchell added that the finding was not a matter of missing inventory, but rather the lack of documentation update for inventory when it is moved from one area to another. He further explained that the finding has already been addressed and that new asset tags have been ordered so that all assets will be re-tagged in order to have a complete, accurate, and well-documented inventory.

Chair Ifill asked who handles procurement for the institution and whether it is a centralized function. Vice President Mitchell said that we have a centralized procurement office and a centralized receiving department. He noted that we do have solid policies and procedures in place, but that we were not always doing a good job of adhering to them and that this situation has been addressed with the staff.

Presentation of the FY2016 Fourth Quarter Financial Report by William Mitchell, Vice President of Administration/CFO, and William O'Neill, Director of Budgeting and Financial Reporting.

Vice President Mitchell asked Director O'Neill to give an overview of the report to the Board. Director O'Neill advised that we remained on-target for the remainder of the year, the institution is in good fiscal health, and there are no spending anomalies in the report. To date, the College has collected 99.02% of the state appropriation and formula funding (\$20.7M); the remaining funds were monies that were in the FY15 budget that did not roll forward to FY16. The Operating Fund is comprised of locally generated tuition and fees; we have collected 96.34% (\$28.7M). Director O'Neill advised that we are in the middle of our trend for spending in prior years.

Chair Ifill asked what prevents the College from collecting 100% of the Operating Funds. Vice President Mitchell answered that there were multiple situations this year. In part, collective bargaining funds from MCCC were originally included in the Operating Fund, but were not realized. In addition, there were dollars in investment income that were affected by Brexit, causing the portfolio to lose approximately \$47,000; the portfolio has since rebounded.

Director O'Neill said that in regard to expenses, the College had a \$51.8M operating budget for FY16, of which 95.8% was expended and that, again, we are on trend with expenses in previous years. He advised that, per the Board of Higher Education policy, we allocate 5% of our total operating revenues to capital adaptation and renewal projects. The Board was presented with a list of the various projects that were completed this year. The Board was also presented with graphical representation of the College's revenue

and expense allocation. Director O'Neill noted that, as is normal, payroll is the largest portion of expense allocation (72%). The full presentation and report is on file with the Office of Finance.

Chair Ifill asked what capital improvement projects are slated for this year. Vice President Mitchell said that the latest project on the docket this year is the Veterinary Technology Clinical Instruction Facility in Canton. While monies were spent in FY16, the bulk of the project expenses will happen in FY17. Looking ahead to FY18, we have architectural design for renovating food services and the cafeteria. Vice President Mitchell reminded the Board that it had previously approved the funds for the cafeteria redesign project, but that we were financially unable to complete both the design and build in the same year.

Chair Ifill stated that he would like the administration, faculty, and staff to pay attention to maximizing dead space across the College for students to use where they can get the college feel. He also addressed a previous topic raised by Trustee Carroll regarding alternative revenue generation through utilization of our facilities, such as lacrosse and soccer camps, and asked if Massasoit has programs like these in place. Vice President Mitchell stated that we do run camps, including academic camps, on-campus. Vice President Tracy added that we do run basketball camps as well, but he believes that we may have some competition because they have not run as often as in the past; additionally, we rent out our facilities throughout the year for activities like volleyball camp. President Wall added that next summer a theater camp will be offered on-campus as well.

Trustee Blunt said that while he was on-campus this summer playing softball with the Veterans Club he noticed the overgrown tennis courts and asked if there were any plans for renovating them or repurposing the land. Vice President Mitchell stated that he and Richard Hadley, director of facilities and capital planning, had previously looked at revitalizing the tennis courts, but found that, sadly, they were beyond repair. He advised that there are no current plans to redo the tennis courts, as it would be cost prohibitive.

Trustee Lacey said that the budget looks good and that the alignment of budget to expense planning is spot-on. He also noted that he is impressed with the College's ability to collect on revenue and the way it aligns with the budget.

A motion was made by Trustee Lacey and seconded by Trustee Blackler to approve the FY2016 Fourth Quarter Financial Report. The motion passed unanimously.

Presentation of the Fiscal Year 2017 Proposed Spending Plan by William Mitchell, Vice President of Administration/CFO, and William O'Neill, Director of Budgeting and Financial Reporting.

Vice President Mitchell said that he is very pleased to present this year's spending plan to the Board. He noted that it was a very long but collaborative process with many discussions about institutional priorities and he believes that it is a solid plan. Vice President Mitchell highlighted the narrative provided in the Board package and said that this report is perhaps the best one provided in the past four years; Vice Chair Waterston agreed and noted that it was very helpful.

Vice President Mitchell noted the key theme for the FY2017 Spending Plan is that it is a balanced budget. As the Board may recall, the institution was facing a significant budget deficit. The Board-approved fee increase made up one-third of the deficit and the remaining two-thirds was made up through reallocation of expenses. The enrollment projection model is another highlight of this year's spending plan. Vice President Mitchell echoed President Wall's earlier statement that while modest, we favorably exceeded the enrollment projection for this year. Strategic priorities for expansion include classes in Marshfield at Marshfield High School; the construction of the Veterinary Technology Clinical Instruction Facility, which is well underway; the hiring of a second engineering faculty member, as this program is one we wish to grow; investment in security at our Middleborough Instructional Site; and the hiring of a Dean of Planning and Institutional Effectiveness, who starts on October 3, 2016.

Regarding mandatory expenses, Vice President Mitchell advised that there are increases in salaries mandated by collective bargaining for both the MCCC and the Division of Continuing Education, and for Non-unit Professionals; additionally, this year we had a fringe rate and volume increase of 14% that must be applied to those salaries. He advised the Board that we could possibly expect an even greater increase for FY2018.

Vice President Mitchell gave a brief overview of the enrollment projection model that was presented to the Board last spring. He advised that due to several targeted initiatives, enrolments are down 3.7% as opposed to the projected 7.5% they would have been had nothing been done to curb the downward enrollment trend. The projected enrolment number used for planning purposes was -4.1% and the institution is very pleased with the efforts made in this area.

Chair Ifill asked how many students the decrease represents. Vice President Mitchell stated that it was approximately 287 students. Chair Ifill asked Vice President Mitchell to elaborate on the interventions and activities that helped stall the downward enrollment trend. Vice President Mitchell shared that some of the effort was as simple as changing the message delivered to students. For example, students with an outstanding balance are not allowed to register because of that balance. By changing the message to from you can't come back because you owe a balance to how can Massasoit help you continue, we were able to get 90 students back in the classroom. Another initiative was having enrollment management folks reach out to students to help them through the administrative processes. Chair Ifill said that he and the Board wanted to thank everyone who was involved with this initiative. Trustee Brophy commended the group for using a data-driven model to understand and to begin to solve some of the issues and thanked the group for a job well done.

Chair Ifill asked how much money in the budget is allocated to helping students. Vice President Mitchell said money is set aside from the revenue generated from the fee increase for the Massasoit Community College Fee Assistance Program and that it is included as part of a financial aid package for our neediest students. The institution implemented this change last year in an effort to decrease the time it takes to notify a student about the amount of aid s/he will receive. The time decreased from several months to two weeks.

Vice President Mitchell presented a slide that displayed how the spending plan was broken out by department for a total of \$51,562,342, which is approximately \$200,000 less than last year's spending plan. The complete presentation is on file at the Office of Finance.

A motion was made by Trustee Carroll and seconded by Trustee Brophy to approve the Fiscal Year 2017 Proposed Spending Plan of \$51,562,343. The motion passed unanimously.

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

Vice President Mitchell said that as one of our strongest internal controls, we report monthly to the Board about all expenditures of the President and the Board of Trustees. He noted that \$51,000 has been allocated toward expenses. This represents the 25% spending plan that the Board approved in June. Now that the Board has approved the FY2017 budget, that total will change to represent the full allocation.

NEASC Self-study update, presented by Barbara McCarthy, Vice President of Academic Affairs; Rita Jones-Hyde, Professor of English; and Lori Pennell, Associate Professor of Business Technology. Vice President McCarthy introduced Rita Jones-Hyde, professor of English, and Lori Pennell, associate professor of business technology, who are the faculty co-chairs for the NEASC self-study and thanked them for their enormous efforts thus far. She advised that they are putting the finishing touches on the self-study and that we expect to deliver it on-time to the NEASC visiting team. Professor Jones-Hyde

advised that while they will now present some of the findings from the self-study, this presentation is not inclusive.

Standard 1: Mission and Purposes

Professor Jones-Hyde said that our strength is that while our mission statement and statement of values are unique to Massasoit, they but also capture the nature of a community college. Our challenge is that while many people know about the new mission statement and statement of values, not all do, so we need to ensure that everyone knows and understands them. A cross-divisional team will be created in 2017 to accomplish that goal.

Standard 2: Planning and Evaluation

The institution has some newly updated strategic goals and plans, however through the self-study process we found that the community feels the process is not always as inclusive as it could be. Moving forward, the new strategic plan will use the projections within in the self-study as a foundation and we will utilize a process for its formulation that is more inclusive. Chair Ifill asked how the members of the steering committee charged to work on the strategic plan were selected. Vice President McCarthy said that creating representative cross-functional committees will be one of the goals with which the new Dean of Strategic Planning and Effectiveness will be charged to achieve. Chair Ifill asked who was responsible for creating the previous strategic plan. Vice President McCarthy advised that the person(s) responsible were put in place before she joined Massasoit. President Wall advised that the process in the past started with the vice presidents, who developed a cross-functional team to work on the strategic plan. The draft plan is then submitted to faculty and staff for review and comment and goes through several iterations before the plan is finalized. He also stated that the College has the added benefit this year of being able to include the comments and suggestions from NEASC through the reaccreditation process to create a new and robust strategic plan. President Wall stressed that the standards for the self-study are set forth by NEASC and that the method used to complete the study is to describe institution's efforts as they relate to each standard, appraise how the institution is managing to each standard, and project how the institution will manage shortfalls and/or capitalize on its strengths to more fully meet the standards.

Trustee Brophy asked when the last mission statement was presented to the Board in relation to when the survey was sent out for the self-study. Vice President McCarthy stated that the survey was sent out in April 2016. Trustee Brophy noted that it was not a long time, although it was enough time, for the College community to become familiar with the new strategic plan and this point should be mentioned during the NEASC visit.

Standard 3: Organization and Governance

The College has a strong and long-standing system of internal governance, including the Academic Senate and various other committees. One of the challenges is that some of our faculty, staff, and non-unit professionals have concerns about that model of governance. The projection for this standard will involve the President's naming a committee to review the current governance system.

Standard 4: Academic Program

The College continuously reassesses its programs, including certificate programs, and develops new ones where appropriate. One of our challenges is that while we offer numerous individual opportunities for professional development, we do not offer structured opportunities between groups, divisions, and departments. Our projection is to use our new professional development center more collaboratively to close that gap.

Standard 5: Student Services

Massasoit has a wonderful academic support system, including specialized services; the individual programs collaborate well and maximize efficiencies, including fiscal resources. While some programs are using data to understand the effectiveness of their services, not all do and there is currently not a

College-wide culture of assessment. One of our projections is to apply the processes and systems that are working well more systematically throughout the College.

Standard 6: Teaching, Learning, and Scholarship

Associate Professor Lori Pennel advised that one of our strengths is that our faculty is very dedicated to professional development to improve teaching and learning, including learning about the use of technology and improving face-to-face interactions. She stated that the challenge is the changing face of the student body, which can make it difficult for the institution to mirror the diversity of the faculty and staff. The projection is that Academic Affairs will continue to work in collaboration with Human Resources to ensure that our hiring practices are inclusive and that we are attracting a diverse candidate pool. Additionally, the goal is to create a new faculty mentoring program that will be implemented in fall 2017.

Standard 7: Institutional Resources

Associate Professor Pennel stated that, as Vice President Mitchell presented earlier this evening, we have a balanced budget, which is one of our strengths. One of our weaknesses is the lack of a formal long-term enrollment projection model. The projection for this standard is to have a 5-year enrollment projection model in place by FY2018 and to use it to inform our future planning and projections.

Standard 8: Educational Effectiveness

One of our strengths is the curriculum redesign of developmental math and English, which is deepening student learning and accelerating their progress through the sequences. One of our challenges is that, although we do have a set of new core competencies, we don't currently have a comprehensive method for assessing our students' progress on the institutional level. The projection is that by 2019 we will have developed an assessment model to look at our students' mastery of those core competencies.

Standard 9: Integrity, Transparency, and Public Disclosure

One strength is our telecommunication, live streaming, and portal capabilities that allow us greater communication across the College as a whole. One of our challenges is ensuring that our students have all of the information they need (academic, career planning, etc.) in a timely manner. The projection is to expand and improve communications to students through Degree Works and our website. Additionally, this summer a core group of faculty worked on academic program maps, which will be fully implemented by fall 2017.

Chair Ifill revisited the challenges in Standard 8 and asked how faculty and staff are assessed as to how well they are helping our students to progress toward meeting these core competencies. Vice President McCarthy advised that the next agenda item addresses that topic.

Vice President McCarthy restated that we are on track to meet the September 16 submission deadline and that we are now preparing the logistics for the site visit November 6 through 9. She then gave a brief overview of what the Board should expect during the site visit. She advised that the NEASC visiting team is likely to ask the Board questions about the nine standards. Additional questions may be:

Are you a legally-constituted Board?

Is the public interest represented on the Board?

Are at least two-thirds of the Board without any financial interest in the College?

Does the Board understand the College's distinct mission?

Does the Board engage in regular and meaningful self-assessment?

Does the Board review the President periodically?

Does the Board give the CEO the requisite autonomy and authority to effectively run the College?

Four weeks after the site visit, the Team Chair sends a draft report to the visiting team and the Commission. Two weeks later, the report is sent back to the College to allow it to check for factual inaccuracies; ten weeks after the initial visit, the final report is sent to NEASC's Commission on Higher Education. In the Spring, President Wall, Vice President McCarthy, and the Visiting Team Chair will attend a meeting with the Commission where the report will be presented and the Commission afforded the opportunity to ask any questions about the report and make its recommendation.

President Wall noted, and Associate Professor Pennel echoed, that while over 120 members of faculty and staff participated on named committees, the NEASC self-study process was truly a College-wide effort. Chair Ifill thanked everyone involved for their efforts and said that he looks forward to the outcome.

Trustee Offutt inquired as to the overall feelings of the faculty and staff about the impending visit. Vice President McCarthy said that everyone involved has worked extremely hard on this effort and that we as a College are looking forward to a good visit.

Presentation of the Faculty Evaluation Process, by Barbara McCarthy, Vice President of Academic Affairs, and Maria Fernandes, Associate Dean of Academic Affairs.

Vice President McCarthy introduced Maria Fernandes, associate dean of academic affairs; Karyn Boutin, dean of public services and social science; and Deanna Yameen, dean of humanities and fine arts. Vice President McCarthy said that the question before the group tonight is how we ensure quality instruction. She stated that it starts with hiring, evaluation, and professional development. While the focus of tonight's presentation will be on evaluation, Vice President McCarthy noted that the evaluation process takes place as early as in the interview, at the semi-finalist level, because each candidate is required to give a teaching demonstration during the interview. The next step in the hiring process is an interview with Vice President McCarthy in which she asks the candidates about their teaching style and structure, the ways in which they manage students, and how they provide assistance to those who need more help.

Vice President McCarthy noted that once a faculty member is hired, there is a rigorous, multi-step evaluation process and directed the Board's attention to the evaluation forms included in the Board packet. She advised that there is an error in the executive summary and that adjunct faculty members are observed after every three appointments, which is not the case; rather they are observed before they reach the threshold for the seniority list.

Faculty evaluations are comprised of student evaluations; classroom evaluations; a review of course materials; a review of the personnel file; a student advisement log; and a College service assessment. Vice President McCarthy stated that full-time faculty are assessed on student advisement and College service, whereas adjuncts are not because they do not perform those functions as part of their jobs. Additionally, full-time faculty are evaluated annually until they reach tenure and then are evaluated every three years. Adjunct faculty are evaluated at least once before they reach the threshold to be on the seniority list, which ensures the adjunct faculty member at least one course each semester. In order to be on the seniority list, adjunct faculty must teach at least five courses over three consecutive years. Student evaluations and a review of the course materials are done each semester for adjunct faculty. Full-time faculty evaluations are done annually, in the fall, for each of their sections until they reach tenure. Once tenure is reached, the evaluations do not go to the dean unless it is an evaluation year for that faculty member. The summary evaluations include classroom observation, student evaluations, and any work the faculty member has done throughout the year.

Vice President McCarthy stated that when things are going well with a faculty member, the deans give credit where it is due and also identify areas of growth for the faculty member to ensure continuous development. She said that there are ways for the deans to identify when a faculty member is not performing well, which include a classroom observation that did not go well, student evaluations and complaints, and the information in grade appeals. Based on the types and severity of the situations, the

deans have several strategies to help the faculty member, including verbal counseling, performance improvement plans, and, in extreme cases, discipline is involved.

Chair Ifill noted that he is interested in understanding how tenured faculty are evaluated and what specifically is done when tenured professors are not performing up to par. He noted that he is particularly interested in this group because of the significant number of tenured faculty within the College. Vice President McCarthy advised that the strategies are the same for tenured, non-tenured, and adjunct faculty. She added that in extreme cases, the union contract does allow for a post-tenure evaluation and structured performance improvement plan, if necessary.

Chair Ifill asked Vice President McCarthy to walk through a scenario where a professor has gotten negative feedback and/or complaints from a student evaluation. He asked what offices would be made aware. Vice President McCarthy said that the deans would be made aware and that she reads the evaluations as well. She noted that student evaluations are one part of the faculty evaluation process and that those student reviews are discussed between the dean and the faculty member during the summary review process. She added that if student evaluations are consistently low, that outcome can trigger additional classroom observations and performance improvement plans if warranted.

Chair Ifill said that there is sometimes a tendency within organizations to not want to rock the boat and asked how deans are evaluated and what measures are in place to ensure that thorough faculty evaluations are done. Vice President McCarthy said that in her professional experience working with academic deans, they are in the business because they truly want to affect the lives of students in a positive way and that they do rock the boat if necessary.

Trustee Sullivan asked who is responsible for setting individual faculty goals. Vice President McCarthy advised that the term goals refers to the overall teaching performance for a professor and does not refer to specific goals that are set each year. Trustee Sullivan stated that the process appears to be suggestive. Vice President McCarthy said that all faculty are individuals with their own particular teaching styles and it is more about an individual's professional growth. Dean Yameen offered an example of a classroom observation where she evaluated a professor who did not meet the criteria for engaging student learning. She noted that she and the professor discussed the situation and decided to move the professor to a Title III learning environment where a more collaborative approach is used. When Dean Yameen went back the following semester to observe the professor again, she saw the performance improvement of the professor. She noted that this example is one in which the process works well and added that if performance does not improve, then the disciplinary process can take place through the collective bargaining agreement. Trustee Sullivan thanked Dean Yameen for the excellent example as it provided clarity to the process.

Chair Ifill asked about the evaluation criteria used when faculty are observed. Dean Yameen answered that there are forms in the collective bargaining agreement, where were included in the Board package. She added that some of the questions asked include what the students are learning and how they are engaged in the learning process.

Chair Ifill asked how professors that are doing well are recognized. Dean Yameen said one way is through the formal evaluation process, but that there are also informal processes; for example, when students let the deans know a professor has gone above and beyond, the deans recognize that performance with the faculty members.

Chair Ifill asked if the data and observations in the Vision Project are discussed between the deans and the faculty. He also asked if the areas in which Massasoit needs to improve according to the Vision Project are incorporated into faculty teaching. Vice President McCarthy said that the priorities of the Vision Project are completely incorporated into our strategic plan, Title III grant, and GPSTEM grant and

addressed through the new program mapping process, among other efforts across the College. She noted that because the priorities are incorporated into so many of our initiatives, these conversations with faculty and staff are ongoing.

Chair Ifill noted that one area in the Vision Project Report where Massasoit needed to improve was with students of color in the STEM courses and asked if there are regular conversations with faculty that are taking place to get us where we need to be in that category. He asked whether those specific conversations taking place. Vice President McCarthy said that while she was not speaking for the deans, when she has done evaluations these conversations have taken place. Dean Boutin stated that the deans work very closely with their faculty and department chairs and speak with them on a regular basis about student retention and student success, among other topics. Vice President McCarthy asked Associate Dean Fernandes to discuss the academic map project she led this summer with 8 faculty members. Associate Dean Fernandes said that the team looked at academic maps from across the nation that were considered models of best practice so that students could see how they can reach completion within the two-year time frame. As part of the process of reworking these academic maps, six students were brought into the process to give input and feedback as to what would be most helpful for the student population. These maps provide students with the information they need, including what courses they need to take in what sequence, including classes that can be taken concurrently with developmental classes, to ensure student success. The maps also include career information, advisement information, and student support services information.

Trustee Offutt asked if the maps are available on the website. Associate Dean Fernandes said not at this point, as the faculty are still receiving feedback on the maps and that feedback will be incorporated into the final maps; they are hoping to implement these program maps within all the programs by the fall.

Chair Ifill noted that one area he is very interested to learn more about is cultural competency and awareness in the classroom. How do we accommodate our students with such a diverse population? How do we address some of the situations and stereotypes that some of the students may face when coming into the classroom? He stated that in the interest of time he would like to discuss this at a future Board meeting and would like it placed at the beginning of the agenda so time does not become a factor. Vice President McCarthy said that Academic Affairs is set to present to the Board at several meetings throughout the year. Chair Ifill said that he wants this at the top of the list for the next Academic Affairs presentations and would like to hear specific examples from members of the faculty and staff.

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

Prepared by:



Lydia Camara
Staff Associate, President's Office



Anthony Simonelli
Secretary, Board of Trustees