

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

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

Call to order

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

Chairman's Report

Chair Ifill welcomed new Trustees Ann Sullivan and T.J. Lacey to the Board. He affirmed that this Board works collegially and that although they sometimes disagree, there is a level of cooperation and respect for each other.

Chair Ifill shared a letter he received from Commissioner Santiago of the Department of Higher Education regarding the President's evaluation and thanked Judy Waterston, Tony Simonelli, and David Offutt for serving on the Presidential Evaluation Committee. He read an excerpt from the letter regarding Massasoit's important role in the Massachusetts Public Higher Education landscape and said that the Commissioner's words speak well of Massasoit's efforts, successes, and stability in enrollments when other community colleges have experienced larger downturns. He stated that the Commissioner also writes favorably about the ways in which we address diversity with our students, faculty, and staff. Chair Ifill reiterated that as a Board we need to keep focused on our Strategic Plan. Dr. Wall added that the position formerly entitled Director of Strategic Planning has been reconfigured and is now entitled Dean of Planning and Institutional Effectiveness.

Chair Ifill stated that the decline in 18- and 19-year-olds across the Commonwealth has resulted in a corresponding decrease in students; therefore, student retention becomes an increasingly important goal. He added that student success is at the heart of that objective and added that if colleges focus on improving retention, they will be less impacted by declining enrollments. He stated that we continue to commit to our socioeconomically challenged students and to getting those students to feel linked and connected to this College.

Chair Ifill addressed the considerable amount of discussion surrounding Massasoit's Allied Health Building and reiterated that it is an important part of our forward-thinking mission. He stressed that it is essential from a logistical standpoint that the building be sited here on the Brockton campus.

Chair Ifill stated that he had had a conversation with Commissioner Santiago several months ago during which the Commissioner shared his interest in the ways we manage remedial education, evaluate students, and advance them through remedial classes in a timely fashion to move them towards graduation. Chair Ifill emphasized the importance of every student's having an academic advisor or counselor. Vice President Tracy responded that every full-time student has an advisor. Chair Ifill maintained that our advisors need to know each student's story and academic and social challenges to help him or her succeed. He added that, as a Board, we will be asking for data and examining that data to identify what we can do better to ensure our students are successful.

President's Report

Dr. Wall welcomed new Trustees Ann Sullivan and TJ Lacey and shared that he looks forward to joining with them at future meetings and engagements with the College community. He stated that we are an active College and that the Board Members will be kept apprised of upcoming events.

Dr. Wall advised that Commissioner Carlos Santiago will visit the College on March 9, at which time he will meet with a number of college constituencies and end the day by addressing this Board. Dr. Wall also noted that the Board will get updates on the College's 50th Anniversary planning from the planning committee and on the New England Association of Schools and Colleges (NEASC) self-study from Vice President McCarthy and the NEASC Reaccreditation Committee co-chairs, Professors Lori Pennel and Rita Jones-Hyde, at the March meeting. The Board will receive additional NEASC updates in May, over the summer, and as we get closer to the November 2016 reaccreditation visit. Dr. Virginia Carson, president of South Georgia State College and our NEASC visiting team chair, will visit the campus in April to get a better understanding of the College, meet with me and senior administration, and to discuss any of our issues and concerns. Dr. Wall stated that during the November 2016 NEASC visit, the visiting team will meet with the Trustees, most likely via a breakfast session.

Dr. Wall updated the Board about the Allied Health Building and advised that DCAMM has finished a second study, with an architect that was chosen by them, Payette, and that the conclusion is that we need additional space for the Allied Health program. DCAMM determined that we cannot reconfigure existing buildings to meet that critical space need, nor can we add on to any existing buildings on campus. DCAMM's proposal involves new construction of a major building on the Brockton Campus. To commence construction of the building, the Baker Administration needs to release the bond money that is in the Higher Education Capital Bond Bill of 2008. Dr. Wall shared that all indications are that we are moving forward in the right direction.

Dr. Wall reminded the Board that we had budgeted for 5% enrollment decline, and had, at start-of-term, projected a 7% decline. The good news is that enrollments are down by only 3.5%. Dr. Wall praised the faculty, staff, and administrators who were involved in these unprecedented enrollment efforts and reminded everyone that these enrollment numbers are revenue to the College, which allows us to continue to deliver comprehensive services to our students.

On February 3, the College had an exciting Martin Luther King, Jr. Celebration, with Student Trustee Myrna Lyncee doing an excellent job as mistress of ceremonies. He noted that it was a wonderful event, attended by Chair Ifill and Trustee Blackler, and thanked Executive Director of Diversity and Inclusion, Yolanda Dennis, and the individuals in the Office of Diversity and Inclusion for organizing this celebration.

Approval of the Minutes of the Meeting of January 13, 2016. A motion was made by Trustee Offutt and seconded by Trustee Brophy to approve the minutes of the January 13, 2016 minutes. The motion passed unanimously.

College Police Report

Chief Cummings stated that the police department is continuing its efforts to provide Active Shooter Training for our community and that those trainings now include students. The department will be conducting a large Active Shooter Training session in Canton that was coordinated through Canton Student Life.

In January, Plymouth County District Attorney Timothy Cruz recognized the Massasoit Police Department for its efforts to combat the opioid overdose epidemic and is working with the department for it to house a prescription drop-box for members of our community to drop off unused prescription drugs. He noted that this drop-box will hopefully keep those drugs from getting into the wrong hands and from polluting our environment. Chief Cummings shared that the department is honored to have been recognized by the District Attorney.

Chair Ifill asked if the police department teaches defense tactics to faculty and staff. Chief Cumming stated that they do, that they are running the RAD session for both men and women, and that a second training through Massasoit Police is also being offered. He explained that the police department has obtained training from various agencies and that the Plymouth Counties Sheriff's Department provides defense tactic training and certifies our police officers. Chair Ifill indicated that defensive tactic training is extremely important for our faculty and staff; Chief Cummings advised that this training is taught during the Active Shooter Training, which includes removing or eliminating a gunman as a last resort.

Chair Ifill thanked Chief Cummings and his staff for the excellent work they do.

Presentation on GradesFirst by David Tracy, Vice President of Student Services and Enrollment Management

Vice President Tracy presented the GradesFirst software, an academic alert software that the College implemented in the Fall of 2015. Vice President Tracy said that a successful student is a connected student and that this software provides that connection early in the semester. It facilitates collaboration among faculty, staff, and advisors, and it does it immediately. The early users of this software include cohorts in Latch, TRiO, Choices, and the Athletic Department. These cohorts have been frequently sending out progress reports during different reporting cycles. The cohorts have decided to streamline reporting to three times during the semester.

The GradesFirst system is able to send one message to faculty requesting academic feedback on their students. Currently feedback is being requested from faculty who have students in their courses who are in one or more of the academic support programs, Gateway, veterans, athletes, first-semester students, or on academic probation. Faculty can then provide notification about students who may be facing academic challenges and offers the tools to immediately intervene with institutional support services such as advising and tutoring. Advisors are able to use GradesFirst to communicate and engage with students utilizing text messaging and emails. It also simplifies appointment scheduling and provides a communication component that centralizes advising, tutoring documentation, and session notes. Through the data analytic features of GradesFirst, we are able to better understand students' interactions with the advising and tutoring centers.

Vice President Tracy stated that this Fall we had a 40 % faculty response rate for each of the three campaigns. The Advising Department utilized GradesFirst to create advising appointments, and the software is being utilized on all three campuses. He added that in January we identified 2100 students who were registered in the Fall but had not yet registered for the Spring. Text messages were sent to 1,200 of those students relaying that classes start on January 21, resulting in 435 students registering. Vice President Tracy is extremely excited about the opportunities for reaching out to students provided by the text feature. and how it enables us to reach out to our students.

The Latch program has been using this software for many different campaigns and has received feedback for 95% of its students as compared to feedback for only 50% received before GradesFirst implementation. The Writing Center was an early adopter of GradesFirst and it has had over 1,200 interactions through student campaigns, has seen an increase in unique visitors, and has scheduled over 400 students for appointments.

Vice President Tracy stated that the purchase and implementation of this system is part of and funded through the Title III Grant, Project STARS. He explained that we are in the third year of this grant and that the advising side works towards making connections and creating an advising model, which is what GradesFirst does for our students. He stated that institutions that have successful retention have systems like GradesFirst. He explained that the results are immediate and that we are able to reach out to a student in the third week, get him or her back in class, arrange tutoring, and increase the chance for that

student's success. Vice President Tracy stated that he believes we will see an increase this year in retention due to this software. He stated that he would like to thank Brandi Turini, academic coordinator, Joe Harris, Latch coordinator, and Erin Harte, Writing Center coordinator, for their assistance with implementing GradesFirst.

Chair Ifill asked that the Board be presented with the data regarding retention increases resulting from GradesFirst. Vice President Tracy stated that the data can be presented at the end of this Spring and again in the Fall.

Trustee Offutt asked if there is any way to find out if students are responding to the texting feature as opposed to other means, i.e., traditional emails, phone calls. Vice President Tracy said that we did not receive many responses, but the proof was in the fact that these students registered. The Writing Center is extremely excited about the texting option because it can get immediate results for setting up appointments.

Trustee Lyncee stated that she works in the Math Center and asked when GradesFirst will be available to that Center. Vice President Tracy stated that the next roll-out will be in accounting and offered that Math is more difficult because we need to line up discipline-specific tutors for math, ie calculus, statistics, pre-algebra, etc., whereas writing is easier because it is across the curriculum. He added that GradesFirst will be available in other areas when these issues are sorted out.

Chair Ifill said that he is happy that we have this software because it will help target students at the initial vulnerable stage. He stated that once students are gone it is very difficult to get them back.

Sabbatical Leave Proposal for Fall 2016 presented by Barbara McCarthy, Vice President for Academic Affairs, and recommendation to approve sabbatical leave request for Professor Laurel Santini for the Fall 2016 Semester

Dr. Wall asked Vice President McCarthy to briefly explain the sabbatical process for the new Trustees. Vice President McCarthy stated that sabbatical is a way in which we support the faculty members who have been employed with us for over six years to do a project during the semester rather than teach. She noted that they get released from teaching duties and supported financially. She stated that the goals of sabbatical are to provide professional development for the professor and a service to the College, as the projects are required to be of benefit to the institution.

Vice President McCarthy explained that the faculty member submits a proposal to the Sabbatical Committee, currently chaired by Professor Richard (Dick) Nagle. The Committee reviews the proposal, and, if approved by the Committee, submits it to the Vice President of Academic Affairs for assessment. That assessment and recommendation are sent to the President, who then forwards them to the Board for final action.

Vice President McCarthy stated that Professor Laurel Santini, who is present this evening, would like to use her sabbatical to look at the feasibility of an Associate Degree of Fine Arts in Creative Writing at Massasoit. Vice President McCarthy noted that there are successful programs in Creative Writing at other colleges; however, there are none in this region. There is one Creative Writing course at Massasoit and we run four sessions a semester for approximately 65-80 students, which means there are 120-180 every year, on this campus, electing to take a creative writing class. She added that Professor Santini has also provided some data from a survey she administered to students that indicates an interest in such a program. She stated that Professor Santini has clearly articulated and reasonable outcomes. Vice President McCarthy shared that when she was a dean at Mass Bay Community College, she knew Professor Santini and asserted that, in her experience, Professor Santini always delivers what she promises and is a wonderful colleague.

Trustee Waterston stated that Professor Santini presented a great proposal that she enjoyed reading.

A motion was made by Trustee Brophy and Seconded by Trustee Simonelli that the Board of Trustees approve the Sabbatical Leave for Professor Laurel Santini for the Fall 2016 Semester. The motion passed unanimously.

The Board congratulated Professor Santini.

Personnel Action Report for the month of January, presented by Margaret Hess, Executive Director of Human Resources

Executive Director Hess stated that there will be no formal presentation tonight; however, she would entertain any questions regarding the Personnel Action Report. Chair Ifill asked Executive Director Hess to explain that change to the position that was formerly entitled Director of Strategic Planning. Executive Director Hess stated the position has been repurposed to Dean of Planning and Institutional Effectiveness. She then asked Vice President McCarthy to speak to the position further. Vice President McCarthy stated that the position has been repurposed to include institutional effectiveness, which is a term used by our accreditation body and a concept about which we care deeply; it represents an institutionalized process of continuous assessment and improvement. She explained that this new position will allow us to enhance our ability to gather, understand, and interpret data. She stated that the individual in this position will help develop data dashboards and connect the dots for each department. She explained that this person will be responsible for providing both qualitative and quantitative professional development and will collaborate with the leadership team in creating the strategic plan.

Chair Ifill asked how this individual will interact with faculty and staff in terms of selling the mission of the strategic plan and getting input from those individuals and providing them with translatable progress. Vice President McCarthy said that selling the mission is up to the leadership team and that the individual in this position will organize the data and make sure we have all our reports in on time, and help us provide assessments at the end of the year.

Trustee Brophy stated that we need to determine the programs that can get our students through the College process and identify the factors that make the most effective programs successful. She added that the data will help us learn how to best serve our students. Vice President McCarthy stated that this individual will be involved in the process when we are choosing programs like GradesFirst. Chair Ifill offered that, as a Board, we need to see what the data is, what is successful, and what pathway each student needs to succeed. He stated that the Strategic Plan is only as good as every student who walks in and walks out our doors. He noted that Commissioner Santiago wants to make sure that student success is tied into the Strategic Plan. He stated that we are making progress and he thinks this position will bring us home.

Second Quarter Financial Report, presented by William Mitchell, Vice President for Administration/CFO, and William O'Neill, Director of Budgeting and Financial Reporting, and recommendation that the Board of Trustees approve the second Quarter Financial Report.

Vice President Mitchell introduced Bill O'Neill, director of budget and financial reporting, and noted that Bill will be walking the Trustees through the PowerPoint presentation. He noted that this report has already been presented to the Audit Committee. Vice President Mitchell stated that as part of our Trust Fund Guidelines we are required to report quarterly. He noted that the Trustees have a very detailed quarterly report in their packages and that tonight they will receive a summary report.

Director O'Neill stated that the report covers the second fiscal quarter, which is the period ending December 31, 2015. Spending and revenue are on target and there are no irregularities to report. He

noted that last month we thought we might potentially have an anomaly with enrollments; however, enrollments have come in within tolerance for the projections built into the budget. Vice President Mitchell reiterated last month's discussion about the possibility of a 9C Reduction, where the Governor has the authority to reduce our state appropriation and noted that all of public higher education was spared those reductions.

Vice President Mitchell advised that all of the Vice Presidents went through an exercise in December to address the possibility of an enrollment shortfall and a 9C Reduction and shared that, thanks to that work, we had a plan ready to implement if either or both of those scenarios came to fruition. He stated that he would like to thank his colleagues for all of the preplanning.

Director O'Neill stated again that there are no anomalies in this report, and that we expect to come in on budget both in terms of expenses and revenue. He stated that at this time we have 75% of our state appropriation and noted that last year at this time we had 100%. He explained that those funds come to us by different schedules each year and that the change from last year is not an indication of any problem. He stated that in our operating fund, which is comprised of our locally generated tuition and fees, we have collected almost 81% for another \$24 million, which is consistent with the years 2012 through 2015. He stated that our total revenue in the spending plan was \$51.8 million and we have expended 45.9% of that through the second quarter. He noted that this amount is slightly higher than the four-year trend; however, we are below the linear trend, which indicates where we may be at this point in the year, which would be 50%. He stated that we were also slightly higher in the first quarter, yet that gap is closing and we are normalizing our expenses and getting closer to prior years' trends.

Director O'Neill stated that we are required to spend 5% of our overall budget on capital adaptation and renewal projects. He noted that this category of expense included the LED light fixture replacement and installation in the Fine Arts Theater and the T.V. Studio. He stated that those upgrades came to us from the National Grid's Energy Credit Sales Program. These upgrades are saving money not only on the installation by utilizing these credits, but also in utility expenses.

Director O'Neill presented a breakdown of the total operating revenue, which includes the state appropriation and locally generated tuition and fees. He noted that payroll expenses are always the largest expense, usually around 74%. Vice President Mitchell explained that this level is typical for higher education because we are labor intensive. Director O'Neill went on to state that our benefits are at 3% of our expenses through second quarter, capital improvements and equipment are at 8%, and operations expense is at 15%. He noted that these sectors are fairly consistent with where we have been in the past five years. The trend in benefits cost is upwards because of a rate and volume issue. Vice President Mitchell stated that this expense is something we need to focus on going forward because the benefit rate is not set by the College and it can fluctuate; for every dollar we add in payroll, we pay 30 cents towards benefits. He noted that when he was employed at another institution the benefit rate jumped from 30 to 40 cents mid-year and it was retroactive.

Vice President Mitchell explained that 30 years ago, in public higher education, everyone was paid from the state appropriation because there were sufficient dollars and that the benefits cost was assumed by the Commonwealth. Over the years, the state appropriation has decreased (it is now only 40% of our budget, with student fees and other revenue representing 60%). For every dollar we pay state-funded employees on local Trust Fund money, we have to also pay the \$0.30/dollar for benefits. He stated that we do not have enough state appropriation money to fund our payroll and that there is a significant gap that grows every year. Additionally, the second and third years of union contracts are also not funded by the Commonwealth, yet they are an expense we have to absorb. He explained that the more our salary expense grows through hiring or collective bargaining, the more we pay out in benefits. Dr. Wall added that it is typical for the state appropriation to not cover payroll across public higher education.

Director O'Neill stated that with capital improvements and equipment expenses, we generally have some timing issues causing them to cross over fiscal years. Vice President Mitchell stated that we typically do these capital improvements during the summer. Director O'Neill stated that our operating expenses are consistent with prior years.

Chair Ifill asked Vice President Mitchell if there is anything that can be done to make the theater area in the Fine Arts Building more attractive to students. He noted that right now there are cold benches for seating and the area is always devoid of people. Vice President Mitchell stated that we can look towards renovating that area in the FY 2017 budget. Chair Ifill stated that is a great space and that he would like us to make it user friendly for students. Vice President Mitchell suggested that all that is really needed in that area is new updated furniture, and that that should be relatively inexpensive when compared to other renovating projects.

Chair Ifill thanked Trustee Waterston and the members of the Audit Committee for their work with the financial team. Trustee Waterston stated that she will have an in-depth report at the next Board meeting. She explained that the Audit Committee met last week and went over the Trust Fund Guidelines and the Investment Policy. She added that they also went over the Second Quarter Financial Report in great detail.

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

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

Vice President Mitchell stated that the Trustees have in the Board Package the All College Purpose Trust Fund for the period ending December 31, 2015. He stated that this report is one of our stronger internal controls and provides a very detailed accounting and narrative of expenditures for the Board of Trustees and the President. He noted that it is important that the Trustees see these details for complete transparency.

Other Business

Chair Ifill restated his request for faculty and staff to update the Trustees about any developments or initiatives that are innovative. He stated that the invitation is open going forward, even if someone wants to discuss something innovative happening in his or her classroom. Chair Ifill asked Vice President McCarthy and the faculty in attendance to pass along that invitation.

Executive Session

A motion was made by Trustee Simonelli and seconded by Trustee Brophy that the Board of Trustees go into Executive Session for the purpose of considering the purchase, exchange, taking, lease, or value of real property because such discussion, if in public session, may have a detrimental effect on the negotiating position of the college.

Roll Call

Trustee Blackler	Yes
Trustee Brophy	Yes
Trustee Carroll	Yes
Trustee Enos	absent
Trustee Ifill	Yes
Trustee Lacey	Yes
Trustee Lyncee	Yes

Trustee Offutt	Yes
Trustee Simonelli	Yes
Trustee Waterston	Yes

The motion passed unanimously.

Chair Ifill stated that the Board would not be returning to regular session. Dr. Wall asked Vice President Mitchell to remain.

Prepared by:

Certified by:

Elizabeth Burke *Anthony Simonelli* ^{ETB}

Recording Secretary

Secretary, Board of Trustees