

Massasoit Community College  
Regularly Scheduled Meeting of the Board of Trustees  
Wednesday, January 17, 2018  
6:00 p.m. at the Middleborough Instructional Site, Middleborough, MA  
*Approved February 21, 2018*

Attendees: Bonnie Blackler, Crystal Camp, Eshita Chakrabarti, Tom Carroll, Robert Harnais, TJ Lacey, Ann Sullivan  
Absent: Pamerson Ifill, Valerie Sullivan, Deborah Enos

Call to Order

The meeting was called to order at 6:04 p.m.

Chairperson's Report

Deferred.

President's Report

Interim President Mitchell introduced Wayne Perkins who is a current member of the Massasoit Community College Foundation and a former Chair of the Board of Trustees. Mr. Perkins has been instrumental in helping Massasoit establish its presence in Middleborough. Interim President Mitchell thanked him for his dedication and service to the college.

On January 11, the Commission on Accreditation of Allied Health Education Programs (CAAHEP) granted Massasoit full national accreditation for our paramedic program. Interim President Mitchell said that he has been through a number of accreditations and he was truly amazed how well this process went given the rigorous criteria for earning national accreditation.

The Jack Kent Cook [undergraduate transfer] scholarship is a highly selective scholarship for top community college students seeking to complete bachelor's degrees at selective four-year institutions. The scholarship provides up to \$40,000 per year for up to three years. Massasoit is proud to announce that we have a semifinalist this year and will be advised in April if the student has made it to the finalist selections. Last year Massasoit had two students who won the scholarship.

Sarah Yunits, communications specialist, was awarded the National Rising Star award for marketing. The National Council for Marketing and Public Relations (NCMPR) gives the award to "an up-and-coming communications professional at a two-year college who has demonstrated special creativity or ability in college marketing and PR and shows evidence of a promising future in the field".

Interim President Mitchell noted that Massasoit does research that is not typical of a community college, we do incredible work here at the college. To that end, Massasoit received a \$27,000 S-STEM grant from the National Science Foundation in the fall of 2017. The grant allows Massasoit to provide scholarships to academically promising students who are Pell eligible to supplement existing financial aid to cover the cost of full-time attendance. Through this grant, Massasoit is proud to announce six STEM Scholar Associates for spring 2018.

Massasoit alum, Jean Bradley Derenoncourt, the first Haitian-American member of the Brockton City Council has agreed to be our keynote speaker at the Martin Luther King, Jr. event being held on February 14<sup>th</sup> in the Upper Student Lounge. Interim President Mitchell said it is fantastic to see our students come back and give back to the college and the community.

Interim President Mitchell said that there is some troubling legislation on the horizon – the Higher Education Reauthorization Act. It is a bill that is going through the House at the federal level that could really hurt community colleges in general. It is a republican-backed bill with no bipartisan support. This legislation could put community colleges and our students at risk. If the legislation passes, it would not happen until after the mid-term elections but could affect the college in FY20. Interim President Mitchell, Chair Harnais, and Vice Chair Carroll are attending the American Association of Community Colleges National Legislative Summit in February and they will discuss this with the delegation.

### Elected Alumni Report

Trustee Blackler said that she graduated from Massasoit in 1992 and has been involved with the Alumni Association since 2000. She announced that the Alumni Association meets from September through June on the second Thursday of the month in the Student Senate conference room in the lower level of the Student Center on the Brockton Campus. The next meeting is February 8, 2018 at 6pm. There are currently three initiatives that the association works on: the graduation reception, a \$500 alumni scholarship, and selling flowers at commencement to raise money for the alumni association. Chair Harnais asked how many members are in the Alumni Association. Trustee Blackler advised that there are four active members and 32 followers on Facebook. She explained that because there is nobody in the alumni development office she does not have access to data, which she feels is a problem. Chair Harnais asked if the institution has the ability to generate a list of alumni, Interim President Mitchell said that we have shared lists with approximately 9,000 names. Senior Vice President Palantzas added that we do have a database with approximately 9,000 names, which is periodically reviewed for accuracy. Chair Harnais said that one area in which he is extremely focused is the ability as an institution to fundraise. One avenue through which we can cultivate donors is through our Alumni Association. As an institution, we need to have communication between the college and our alums.

Trustee Blackler noted that every community college has an alumni development office, which is responsible for fundraising, and the alumni association assists with that effort, the alumni association does not go out and solicit. Chair Harnais asked how long Massasoit has been without an office of alumni relations, Trustee Blackler advised approximately six months. Senior Vice President Palantzas clarified that there are two entities, the development office, which currently has one part-time support person, and the office of alumni relations with one full time person that deals with alumni relations but not necessarily fundraising. Through the office of alumni relations they have held affinity events; nursing, visual arts, and Phi Theta Kappa. Though we have not done much outreach in the past, the office is reaching out to sub-groups to begin cultivating alumni relationships. Senior Vice President Palantzas advised that the college has done annual appeals to the list of 8,000 – 9,000 alums with relatively little or no success noting that in one year the appeal netted a deficit. He added that the College needs to look at alternative ways to generate interest.

Interim President Mitchell said that he attended the last Alumni Association meeting, as he is an ex-officio member according to the associations constitution and bylaws. The Alumni Association is a stand-alone 5013C entity that is separate from the College, similar to the Massasoit Community College Foundation, and exists for the sole purpose of helping Massasoit. One concern he addressed, as an ex-officio member of the [Alumni Association] Board was the need for the association to develop a much more strategic and targeted plan. When that plan is developed, the association can come to the College who will help administer it. Interim President Mitchell said that he and Trustee Blackler discussed the development of a plan at the Alumni Association meeting and that Trustee Blackler and the other members of the association agreed to start thinking about plan development. He noted that the association had discussed some fundraising initiatives for the spring and that he had some concerns that the events planned would not net a solid return. He said that he would rather focus time and resources over the next few months working with Trustee Blackler on the development of a strategic plan for the Alumni Association.

Chair Harnais asked what the timeline would be for the development of the strategic plan for the Alumni Association. Discussion continued about various ways to generate alumni interest including having current students work a phone bank where there is a human touch approach to alumni appeals. Trustee Blackler reiterated that there are only four active members of the association right now and because there is no staff in the development office it is difficult for the association to do much. Chair Harnais acknowledged that the development office has not been fully staffed for the last six months but asked what was being done prior to six months ago when the office was fully staffed. Trustee Blackler advised that there were several initiatives in the works, however; they have been put on hold. Chair Harnais said that he understands there are some hurdles to overcome but it is important for the Alumni Association to begin developing a strategic plan with goals for the next year. He said, with the plan and goals in place, the College will be able to help support those initiatives. Interim President Mitchell added that he, Trustee Blackler and the Alumni Association have started those planning conversations. Interim President Mitchell invited Trustee Blackler to meet again and continue their discussion about developing the Alumni Association's targeted strategic plan for the future.

Chair Harnais acknowledged the presence of the Massasoit Community College Foundation Treasurer, Lisa Sliney, at the meeting and thanked her and Foundation President, Kevin Walsh (not present) for their open communication and support of the College.

## Massasoit Community College Foundation Report

Deferred.

### Student Trustee Report

Trustee Camp reported that Student Senate meetings would begin next week, there is now an ATM outside of the Student Life office, and a subcommittee of the Student Senate is working with Professor Patrick Faiella to bring students information regarding the legalization of marijuana so the student body is well informed. Trustee Camp attended the Massachusetts Department of Higher Education's Student Advisory Council (SAC) meeting where the topic of hunger among the student body was discussed. Vice President McCarthy advised that Massasoit does amazing work in this area and advised Trustee Camp to contact Patricia Lynch, Associate Dean, Experiential Learning who is an excellent resource. Trustee Camp posed the question to Trustee Blackler regarding the relationship between the association and the current student body. Trustee Blackler advised that she plans to attend student club meetings to get the word out about the association.

### Consent Agenda

A motion was made by Trustee Lacey and seconded by Trustee Camp to approve the reports on the consent agenda. The motion passed unanimously.

### Middleborough Center Update by Douglas J.D. Walo, Dean of the Middleborough Center

Vice President McCarthy introduced the members of the Middleborough team who were in attendance: Douglas Walo, James Blandino, Scott Meagher, Wayne Perkins, Jack Keating, and Mary Goodhue Lynch. Dean Walo said that the Middleborough Center opened in 2010 and since its inception the relationship between Massasoit and the town of Middleborough has been a true partnership noting that the town raised funds for the feasibility study. Dean Walo highlighted several milestones including the biological sciences lab expansion in 2013, emergency medical services (EMS) suite expansion in 2014, and the addition of a full-time enrollment counselor in 2015.

Enrollment by credit and by headcount continue on a positive trajectory. The Middleborough Center accounts for four to five percent of total enrollment with the number of students nearing 400. Dean Walo said that being located at the southern edge of Massasoit's service area has allowed Middleborough to expand its reach. He said that the Center has an excellent relationship with the students, community, public schools, and town officials. From the student perspective Dean Walo noted that it is the unique qualities of the Middleborough Center that are the contributing factors to student success and retention including: advising through the entire student "lifecycle"; small size and small community feel; strong feedback loop between faculty, staff, and students; and constant innovation.

Trustee Sullivan said that she appreciates the opportunity to get to know the Middleborough Center better noting the enthusiasm of everyone who is affiliated with the site. Chair Harnais said he was impressed with the growth rate at the center.

### Ambulance donation/Mobile Simulation Lab

Senior Vice President Palantzas presented a slide picturing Bruce Carrico Sr., who is the late husband of Kelly Carrico, Assistant to the Vice President of Academic Affairs, and the stepfather of Doug Walo, Dean of the Middleborough instructional site. Mr. Carrico was a devoted husband and father and a firefighter in the town of Rockland, MA. The Carrico family made a very generous donation of \$11,000 in Mr. Carrico's memory. Five thousand dollars of that donation has been earmarked to purchase an ambulance to be used for a mobile simulation lab. Additionally, the Carrico family established two annual \$500 scholarships to "plant the seed of Bruce's passion in future generations of firefighters".

Vice President McCarthy added that the benefits of a mobile simulation lab include: realistic simulation; integrated EMT Basic and Paramedic education; expansion of contract services; optimum use of simulation manikins; sharing resources with Allied Health programs; provides equipment and storage for off-site programs; and is a public relations resource.

Interim President Mitchell thanked the Carrico family and added that this is a wonderful opportunity for the College. He noted that because Massasoit is a state agency it is not equipped to accept direct donations, it must be done through the Massasoit Community College Foundation. The acceptance of the ambulance requires a Board vote, if approved, the Massasoit Foundation will proceed with the purchase on January 18, 2018. He added that there will be a dedication ceremony later in the year.

**A motion was made by Trustee Camp and seconded by Trustee Lacey to accept the ambulance donation for the purpose of creating a mobile simulation lab. The motion passed unanimously.**

Presentation of the revised Audit and Finance Committee Charter and recommendation to approve the Charter

Interim Vice President Marcella stated that she is bringing to the Board a recommendation to approve the revised Audit and Finance Committee Charter. The revisions include added financial oversight for the spending plan, audit reports, and investment oversight. The revised charter has been reviewed and accepted by the Audit Committee Interim President Mitchell added that the revised charter is more consistent with best practices in higher education. Vice Chair Carroll added that the Audit Committee has been working with the team for quite some time and is in support of the revised charter.

**A motion was made by Trustee Lacey and seconded by Vice Chair Carroll to approve the revised Audit and Finance Committee Charter. The motion passed unanimously.**

Corporate and Community Education strategies and results from the fall semester.

Vice President McCarthy introduced the members of the Corporate and Community Education (CCE) team: Rozaria Paquette, Dean of Corporate and Community Education, Maryellen Brett, Associate Dean of Corporate Education and Workforce Development, and Kelley Tilden, Director of Community Education. She advised that last May the team provided a comprehensive report to the Board of Trustees and that the purpose of this presentation is to provide an update on the strategies implemented by CCE and some of the progress made.

Dean Paquette reviewed new programming offerings including the Dietary Manager Certificate beginning in fall 2017 and the addition of the Center for Lifelong Learning also in fall 2017. Dean Paquette added that Massasoit is the only institution currently offering this certificate. Targeted for Spring 2018 are the following programs: high school equivalency preparation program; cultural competency and diversity training; Canton EMT weekend program; Test of Essential Academic Skills (TEAS) exam review courses; and College Level Examination Program (CLEP) exam course.

Director Tilden discussed cost efficiency methods employed by the division including: implementation of online registration for community education courses; increased course fees (between 10% and 20%); freezing community education instructor salaries to 2016 rates; discontinuation of under-enrolled live-lecture courses; and discontinuation of live-lecture courses high in administrative cost with low return on profit. She then reviewed divisional grants including: Eastern Bank Foundation and Brockton 21<sup>st</sup> Century (\$10,000); Commonwealth Corporation Healthcare Sector Grant (up to \$13,300); United Way funding for FY19, WIOA grant collaboration with local non-profit (FY19); and the workforce training fund program.

Associate Dean Brett discussed the workforce training fund grant in greater detail. Established by the Massachusetts state legislature in 1997, it is employer funded but state administered. The Commonwealth Corporation is the entity that handles the grant. The following is an overview of current and future grant activities:

Approved and targeted for FY18

- Accutech-\$34,840
- South Shore Bank -\$58,080

Pending award decision

- Major Healthcare Provider -\$82,170

In development phase for FY19

- Two large South Shore companies -\$200,000 (estimated revenue)

Qualified leads for FY19

- Two additional South Shore companies

Associate Dean Brett reviewed the Regional Community College Corporate Collaborative, which was launched in 2017 and credited Dean Paquette with its development. The collaborative is a partnership between Massasoit Community College (MCC), Bristol Community College (BCC), and Cape Cod Community College (CCCC) which seeks to leverage the strengths of the partner institutions to be more successful in grant awards. The collaboration resulted in a Workforce Training Fund Grant for South Shore Bank in partnership with BCC. She added that the division is working to extend this model to MassMEP, AIM, and like organizations in order to maximize market opportunities for FY19.

Vice Chair Carroll requested a profit and loss statement for the Division. Interim President Mitchell advised that the team would have one prepared for the next board meeting. He thanked the team for their dedication and diligent work. Trustee Lacey echoed Interim President Mitchell's sentiments and thanked the division for a job well done.

Addition of a non-voting community member to the 2017 Presidential Search Committee.

Chair Harnais recalled at the last Board meeting he asked the trustees to consider the addition of a non-voting member to the Presidential Search Committee. He reiterated that we have a strong search committee, however; it would benefit the process to add a member of the Massasoit Community College Foundation and a member of the greater Brockton community. To that end, he has asked Lisa Sliney, Massasoit Foundation, and Timothy Cruise, Brockton city councilor, to join the committee.

Vice Chair Carroll asked the Chair to describe the role of the non-voting members. Chair Harnais explained that the new members would meet with the search firm, Academic Search, to review the process to date and the new members would act in an advisory capacity to bring the community perspective to the search process. Trustee A. Sullivan added that she agrees that community and Foundation perspective is important to the process and agrees with the additions.

**A motion was made by Trustee A. Sullivan and seconded by Trustee Lacey to add two non-voting community members to the 2017 Presidential Search Committee. The motion passed unanimously.**

Other business

Vice Chair Carroll discussed the enrollment numbers that were provided in the Board packet and noted that the budgeted projection was a two percent decline and the data provided in the packet are projecting a nine percent decline, he noted that there are still several days remaining in the enrollment process and requested an update. Vice President Tracey noted that the data in the packet was somewhat dated as it is required to be sent to the Board five days prior to the meeting, the current projected enrollment data is showing a 5.5 percent decline adding that the numbers are still in flux from the snow day events. Interim President Mitchell added that the senior team is reviewing the enrollment data on a daily basis and making necessary adjustments to manage resources.

**A motion was made by Trustee Lacey and seconded by Vice Chair Carroll to adjourn the meeting. The motion passed unanimously.**

Prepared by:



Lydia Camara  
Interim Executive Assistant to the President



Thomas E. Carroll  
Vice Chair, Board of Trustees