

**Meeting of the Full Board of Trustees  
October 8, 2014  
Louison Board Room, Brockton Campus**

Attendees: Peter Asiaf, Jim Barrows, Bonnie Blackler, Mary Brophy, Jean Derenoncourt, Jeanne Martins, Dave Phillips, Anthony Simonelli, Judy Waterston

**Chairman's Report**

Trustee Phillips stated that he had been asked by Chair Ifill to chair the meeting in his absence. Trustee Phillips stated that Chair Ifill asked him to commend the College police and staff for their handling of recent incidents at the College.

**President's Report**

Dr. Wall stated that the Board of Higher Education will be meeting in committee on October 14 to review Massasoit's Engineering Transfer degree program, to be housed at the Canton campus, that this Board approved a few months ago, and added that we were expecting full approval. Once voted on in committee, the full Board will then vote on the program on October 21.

Dr. Wall stated that Laurie Maker, executive director of the Office of College Communications, has handed out newspaper clippings about recent incidents at the College, including the alleged rape and assault, and our response to same.

Dr. Wall stated that the Trustee Retreat will take place on November 7 and 8 at the Sea Crest Hotel in North Falmouth. He explained that Friday afternoon at 3:30 the Board will be joined by Ken Tashjy, general counsel, who will talk about trusteeship and recent legal issues and trends facing community colleges and their Boards. He added that Saturday morning at 9:00 a.m. President Cathryn Addy, from Tunxis Community College (CT), will present a number of topics with pertinence to the actions of the Board and the College, including student success, closing the achievement gap, and statewide governance. Dr. Wall noted that the Saturday afternoon session following lunch is open, until 3:00 p.m. so that the Board can determine what issues or topics it would like discussed in that timeframe.

Dr. Wall stated that Speaker of the House Bob DeLeo is planning to visit the Brockton Campus to learn about our STEM activities, particularly our STEM Starter Academy, which was funded through the legislature. He added that we are one of only two community colleges in the United States that has a Genomics Research Station.

Dr. Wall stated that he would like to congratulate Tony Simonelli for his reappointment to a second term as a Massasoit Trustee. He added that the Public Education Nominating Council (PENC) met on October 7 to consider candidates for Trustee Barrows' slot, and another slot opened up by the resignation of Trustee Ross.

Dr. Wall stated that Chief Cummings will be giving the Board an update on incidents that have occurred recently on the Brockton campus. He stated that if, at any time, the Board would like to delve further into these incidents, it could choose to go into Executive Session. He added that he can assure the Board that these incidents have been handled appropriately and law enforcement has done its job.

Dr. Wall stated that Comptroller Sophie Lee will be retiring in January. He noted that Sophie's engagement with the finances and strategic activities of the College go way beyond the Investment Activity Report. He added that Sophie has been with the College for a long time and that her efforts are much appreciated by the entire College community.

Dr. Wall stated that our new Academic Vice President Barbara McCarthy will be arriving officially at Massasoit on November 13. He noted that Barbara, along with Holly States, Mary Harris, and Jim Lynch, represented Massasoit at TAACCCT Round 4 Grant kic-off meeting, hosted by the US Secretaries of Labor and Education.

Trustee Simonelli suggested putting together an ad hoc committee to create agenda items to be covered during the open afternoon hours of the Trustee Retreat. He noted that he will contact Chair Ifill regarding this matter.

### **Fiscal Affair and Administrative Policy Committee**

Steve Cohen introduced himself as Audit Principle from O'Connor & Drew and he introduced Mike Cosgrove, audit manager.

Mr. Cohen thanked the Trustees for the opportunity to perform the audit and he noted that Massasoit meets a valuable need of the community. He acknowledged all the help he received during the audit from the Business Office to complete the audit efficiently and timely. He explained that this audit is of the financial statements and the state mandates that this audit be finalized by October 15.

Mr. Cohen stated that the auditing standards require that the auditors make certain assertions to this Board. He noted that the College is audited by two sets of standards; the first is the Generally Accepted Auditing Standards by the United States of America, and, because the College receives federal funds, it is audited against Government Auditing Standards.

Mr. Cohen stated that Massasoit received an unmodified opinion on the financial statements and there were no material weaknesses or significant deficiencies noted in the internal controls or financial reporting. He noted that this is the best opinion an organization can receive in its audit.

Mr. Cohen stated that the auditors also issue a second report, The Report on Internal Controls Over Financial Reporting and Compliance Over Other Matters, and there were no material weaknesses or significant deficiencies noted.

Mr. Cohen stated that there were no changes to significant accounting policies, and that significant transactions during the year included the acquisition of land at the Christo's site and the investment of \$1 million from the prior years' cash into investment.

Mr. Cohen stated O'Connor & Drew performed a single audit under the guidelines of OMB Circular A-133 for federal funds that the College expended, and the State of Massachusetts requires a tri-annual examination of state financial aid. He noted that they will discuss those two reports at a future Board Meeting.

Mr. Cosgrove then reviewed the Financial Statements. He again noted that the Independent Auditor's Report has a clean or unmodified opinion. He then discussed Management's Discussion and Analysis, which is prepared by management to provide a high-level overview of the financials and includes the rationale for making certain business decisions. He also reviewed the Statements of Net Position, which is the College's balance sheet. He discussed the Statement of Revenues, Expenses and Changes in Net Position, the College's Income Statement, the Statement of Cash Flows, and the Notes to the Financial Statements.

Mr. Cosgrove stated that the Management Letter has two comments, both of which were comments last year and are now being reported on as the current-year developments. He stated that the first comment

involves work-study payroll, and the disconnect between when the timesheets need to be entered to payroll for processing and the technical time period for the state. By state requirements, the work-study students are not being paid in a timely manner. He noted that this is an issue throughout all the community colleges. Mr. Cosgrove stated that the second comment involves Medicare withholdings. He noted that this issue was addressed and corrected in the Spring.

Mr. Cohen stated that one of the most frequent questions that the auditors receive from Trustees is how their school compares to other schools. He noted that O'Connor & Drew audits 12 of the 15 Massachusetts Community Colleges and he provided the Trustees with a ratio analysis of the 12 colleges it audits. (Presentation on file).

The Trustees thanked Mr. Cohen and Mr. Cosgrove for their presentation.

#### All College Purpose Trust Fund

Vice President Mitchell explained that the Business Office has provided a detailed accounting and narrative of the expenditures of the Board and the President's Office.

#### Investment Activity Report

Sophie Lee, comptroller, stated that she handed out to the Trustees the September 30 Investment Report. She noted that the final figure may change because there are often allocations 10 days after the end of the month. She noted that this report indicates a loss in the College's investment over the previous month of approximately \$129,000. She noted that the market has recently been going down.

The Trustees thanked Ms. Lee, and commended her for the great job she has done over the past years.

#### Personnel Action Report

Dr. Wall explained that Vice President Lowery is ill and unable to present the Personnel Action Report. He stated that if the Trustees have questions, they can call or email him or Lisa.

### **Academic and Student Affairs**

#### Campus Police Report

Chief Cummings stated that College police has been very busy during the months of September and October. He stated that the police have conducted four informational sessions in various classrooms regarding public safety. He noted that these sessions help to keep communications open between College police and students. He added that the College police also conducted three public safety events campus-wide, which involved setting up tables and handing out public safety tips and information. He explained that College police also conducted two active shooter drills on campus and offered two RAD classes. He added that a successful fire drill was held yesterday on the Canton Campus.

Chief Cummings stated that, as the Board knows, RAD classes are not new to Massasoit and that these classes have continued to grow. He noted that he is continuously contacted by other police departments asking how to setup these RAD classes. He added that 11 classes of RAD have been completed at Massasoit with 55 graduates.

Trustee Phillips stated that on behalf of the Board and the Chair he would again like to thank College police and all of the Massasoit staff for the excellent job they did with handling the recent incidents at the College. Chief Cummings stated that it was a team effort and everyone has to know his or her role for the process to be successful.

Trustee Waterston stated that she would also like to congratulate the Massasoit staff, and she asked what lessons have been learned in light of these incidents. Chief Cummings stated that obviously he wished the incidents never happened; however, there is always room to improve and there are some changes that they will be making, including adding the Downey School and Blue Hills Regional to the emergency notification list to ensure mutual communication. He noted that he expects excellence from his officers and that he received that excellence during these two incidents.

Trustee Derenoncourt stated that he sent Dr. Wall and Chief Cummings an email commending them for the way they handled these incidents. He stated that he would also like to commend Laurie Maker, executive director of the Office of College Communications, for the constant notifications she sent out to keep students informed. He noted that some students are still nervous; however, the fact that the police officers are so approachable makes the students feel more comfortable.

Dr. Wall stated that there was definitely a team approach by staff, including the crisis management team and senior administrators. He noted that a lot of initiative was taken to get the word out to students and to let them know they were safe. He stated that he would like to single out Laurie Maker, executive director of the Office of College Communications, who managed to juggle four media stations at one time. He added that the team functioned well and that it was a true team effort. He stated that he will give the names of everyone involved to the Board.

Trustee Simonelli noted that Chief Cummings stated that he wished the incidents never happened, and he agrees; however, we live in a world where these situations will happen and our preparedness and our response to these incidents is what is important.

Trustee Phillips asked if there is police presence in the parking lots during the evening hours. Chief Cummings stated that we always have a cruiser out on patrol and we now have added to that procedure and the cruiser has its take-down lights on so individuals can see where the police are. Trustee Barrows asked if the police provide escorts. Chief Cummings stated that the police provide escorts anytime day or night.

Chief Cummings stated that he handed out the Annual Security Report required by the Clery Act and referenced by the media.

#### TAACCCT 4 (GPS-STEM) Grant Project Summary

Holly States, associate dean for grants and sustainability, explained that Massasoit is the lead institution for a statewide grant in the fourth round of funding by the US Department of Labor. Massachusetts won an award in the first round of funding three years ago. She explained that the 15 community colleges came together to submit a proposal, which is called Guided Pathways to Success in STEM (GPS-STEM). She stated that Massasoit, as the lead, has certain responsibilities, including project implementation, fiscal management, and reporting. In addition, the College will undertake all the initiatives included in the project design.

Dean States stated that the project design is modeled after Guided Pathways to Success (GPS), a college completion model based on research and developed by a national non-profit, Complete College America (CCA), which does a lot of research on higher education. The CCA research found that too few students graduate, students take a long time to complete degrees, students take unnecessary credits, as the colleges advising and counseling capacity is limited and many students don't receive the advice they need, students make too many options that can often lead to poor choices, and students spend too much money and time and sometimes exhaust financial aid.

Dean States explained that the design elements for the GPS include structured default pathways, and that the default is 15 credits per semester so that students can graduate in an efficient manner; academic maps, based on those clearly defined pathways and on completing quickly; informed choice, which provides information to students on careers and transfer opportunities; meta-majors, which are a broad cluster of majors in the STEM fields; milestone courses, which are prerequisite courses designated for each semester which students need to take and complete before moving on; and intrusive, or enhanced, advising that goes beyond helping students select courses and helps students determine their goals in life. Dean States explained that in addition to the six elements that the GPSTEM project design incorporates, the 15 community colleges have added acceleration of developmental math courses, because math is a critical skill that students must acquire before they can succeed in the other STEM areas.

Ms. States noted that industry focus is a broad area of STEM that allows the different colleges to choose different areas of STEM. She explained that Massasoit has chosen veterinary technician and advanced manufacturing as part of its focus; however, there are many commonalities across the 15 colleges. Dean States stated that one key element that is being retained from round one is the College and Career navigator, which was a position to help the colleges and career centers connect better.

Mary Harris, grants specialist, stated that with all the media attention given to this grant, there was a lot of confusion as to how the \$20 million was allocated. She explained that \$7,875,000 of the \$20 million is divided equally between the 15 community colleges with each institution receiving \$525,000. She explained that \$7,125,000 has been classified as statewide expenses, and Massasoit, as the lead institution, manages that budget; however, the line items are for all statewide activities, and the various institutions will share in those. She added that the budget includes four administrative positions and a career navigator for each of the 15 community colleges. She noted that the rest of the budget is relatively lean, with some money for travel, including mandatory travel to Washington DC for national conferences. She stated that the largest component of the \$7 million is for contractual obligations that we have for the rest of the activities.

Ms. Harris stated that there is a \$5 million component of this grant that is going towards a Data Bus component that is being led by MIT. Dean States explained that this piece is a collaboration with MIT to develop a data management system that integrates data from the community colleges. She stated that this program will develop a common system so that information can be shared not only across the community college system, but also with our career centers. The ultimate goal is to give students the information they need to make the right choices. Ms. Harris explained that this project does not include that labor market data that will help us to track students once they leave our programs and go into the labor market workforce. She stated that this data integration would require an investment at the state level.

Trustee Barrows asked if there will be an evaluation process at the end of the four years. Dean States explained that there will be an external evaluator of the grant. Trustee Barrows suggested that if we come up with all this good information about career planning, there may be value to sharing that information with the high schools and middle schools.

Trustee Brophy stated that it is difficult to merge data uniformly; however, these results will provide focus on curricula that will help students. She congratulated Dean States and Ms. Harris for their efforts in making Massasoit the lead institution for this grant.

Trustee Phillips stated that he is concerned that there are students who are unadvised and who take courses that are not part of their programs. Dr. Wall stated that this issue is a national one that is not unique to Massasoit.

Ms. Harris stated that our Title 3 Grant is making great strides in getting students to focus on their careers in the first semester.

Trustee Brophy noted that there are so many careers in the STEM fields but that students see it as a limited field. She explained that robotics is a huge field right now in manufacturing as well as in hospitals. She stated that students need to be informed of the opportunities that are out there and get the guidance they need to make the right career decisions. Ms. Harris explained that at the state level, this grant is paying for a real-time labor market tool, which will indicate what jobs are available in various areas. She noted that the individual utilizing this tool does not need to know specifically what jobs they are looking for, they simply need to indicate their skills and the jobs fitting their skill set will be identified. Dean States stated that this tool will also help advisors.

Dr. Wall commended Dean States and Ms. Harris for the tremendous amount of work they did in preparing this proposal and, ultimately, obtaining this grant.

#### Enrollment Report

Vice President Tracy stated that many initiatives were added this year involving orientation with Nancy Sullivan, dean of enrollment management, and her staff being the lead in those efforts. He explained that Massasoit conducted 28 orientations for over 2,100 students and that, although we did a lot more in the orientation process this year, the numbers did not fall where we wanted them.

Dean Sullivan stated that she would like to recognize Mary Lynch for her great efforts with the PowerPoint presentation, and Jim Lynch for all the wonderful photos.

Dean Sullivan stated that enrollments for Fall 2014 are down 4% in headcounts and 4% in credit hours. Trustee Phillips noted that we are coming off a record year. Mary Lynch, associate dean of institutional research, noted that Middleborough picked up students and that the Brockton and Canton campuses had losses. She added that we had 461 students that took credit courses at more than one site and/or online. Dean Sullivan stated that there has been a slight increase in the number of part-time students. Dean Lynch explained that we are down in the number of students who are readmits, those who have left the College for a period of time and then returned. The College is also down in transferring students, first-time students, and new students. Returning students are down 3%; however, we had 1,200 students graduate last year.

Dean Sullivan then reported on the Fall 2014 enrollment factors, including the number of new student applications that were processed by the Admissions Office, the number processed online, the number of students who took the Accuplacer exam, the number of students at New Student Orientation, the number of financial aid awards, and the number of students enrolled in the FACTS payment plan.

Dean Lynch then presented a four-year comparison of credit students by gender, age, diversity, and top towns. She noted that the diversity of our students continues to grow, with 42% of our students indicating an ethnic or racial minority. She added that our minority male population increased 2% over last year. Dean Sullivan noted that the top six towns from where our students come have not changed over the past year. Dean Lynch then reported the top high schools from which our students graduate.

Dean Sullivan stated that, in summary, total credit hours decreased by 4%, total headcount decreased by 4.4%, 62.2% of students are from the top 12 cities and towns, 42% of our students are minorities, first-time students decreased by 3.5%, transfer students decreased by 12.4%, readmits decreased by 28%, and returning students decreased by 3%.

Dean Lynch presented a graph of Massasoit degrees and certificates awarded between 2005-2014, with 2014 having a record high of 1,184, with an additional 100 degrees conferred in August. She then presented Massasoit's graduates by division.

Trustee Barrows suggested that our enrollments are going down because the economy is getting better. He stated this is not a negative for Massasoit, but a positive for the Commonwealth. Vice President Tracy stated that we had a large jump in our number of online students, which may indicate that these students have jobs.

Trustee Brophy asked if there is any information explaining why our number of graduates went up so dramatically. Vice President Tracy stated that the DegreeWorks software that the College purchased allows audits to be done in the Registrar's Office and we can now contact students about their intent to graduate. Trustee Brophy stated that she is glad that we are doing a better job of getting our students through and getting them focused to get their degrees. Dean Lynch explained that in the past students who were transferring to a four-year institution did not bother to graduate; however, now, with three conferral dates, and DegreeWorks, students are choosing to graduate.

#### Report on AACRAO (American Association of Collegiate Registrars and Admissions Officers) Review, Recommendations, and Institutional Response

Vice President Tracy explained that this was an audit the College had done with a consultant last February. The consultants reviewed the Office of Admissions, Registrar's Office, Office of Financial Aid, Academic Advising, Testing and Advising, and the Bursar. He explained that they talked to everyone in those divisions and everyone participated. He noted that the Executive Summary talks of adopting some more leading practices, and using Banner to leverage those resources. He stated that they also mentioned the success of DegreeWorks and how it has been successfully implemented and how the students reported that they really liked using the functionality.

Vice President Tracy explained that Student Services has already implemented many of the recommendations from the audit. He showed slides indicating areas where processes are done manually that Banner can do, and that automating these processes will get students where they need to be faster.

Vice President Tracy stated that when the consultants left, Student Services came up with project champions including Rita Donald in testing, Sarah Shane in advising, Joseph Wolk in the Registrar's office, Becky West in financial aid, Bonnie Paglia in student accounts, and Whitney Phillips in admissions. He noted that these individuals took the recommendations of the consultants and determined which ones should be implemented at Massasoit.

Whitney Phillips, senior admissions counselor, stated that the Admissions Committee was formed to address the observations and recommendations made by the AACRAO consultants. She explained that the staff within enrollment management was advised to join committees that were not necessarily in their areas of expertise. She stated that she joined the Admissions Committee because at the time she was new to the institution and she wanted to see the policies and procedures that were put in place prior to her joining the team. She also wanted to see what could be done to move the department forward. She stated that there were nine members on her team and they reviewed the consultant's report for validity and discrepancies. She explained that they came up with some recommendations based on the consultant's reports.

Ms. Phillips explained that the Committee worked collaboratively for approximately a month, twice in-person, and through communications via email. She noted that their work reiterated the fact that everything done in admissions has a direct impact on the efficiency of other offices at the College. She explained that the consultants made nine observations regarding the Admissions Office ranging from

marketing pieces to our online and hard copy applications. She noted that the committee was able to get an eight-page application down to one page.

Ms. Phillips stated that admissions is currently working with the marketing department to develop new recruitment tools. She stated that they are in a testing phase for an event management module, which will also allow students to register for on-campus events and information sessions. She added that they are also in the process of sending out an RFP for a Banner specialist who can assist admissions in building out the recruit module to automate many of the processes that are currently being done manually. This piece will also include an automatic admissions decision for our students unless they are in a selective program. She stated that she is proud to be part of a collaborative program designed to better the student experience.

Joseph Wolk, associate registrar, stated that he was the AACRAO Champion for the Registrars' Office. He added that it was a collaborative effort with many constituencies across campus. He explained that the Registrar's Office has evolved as our students have evolved. He noted that their goal was to find inefficiencies in the way things are currently done and make changes to improve the students' overall experience. He noted that we have historically been a paper-based institution but that our students are moving onto online services, and that is the direction in which we are and need to be moving.

Mr. Wolk explained that they had weekly meetings for a month and the biggest highlight of those conversations were technology. He stated that we want to put the resources in the hands of our students, faculty, and staff. He explained that they are excited that the College will be implementing wait list functionality for students. He stated that with this process, when a course is full, a student on the wait list can be added to that course list if a position becomes open, and an automated message will be sent to the student. He added that this change goes towards leveraging our reporting software to determine how to better service our students. He stated that he was happy to be a part of this process and there are some amazing things on the horizon.

Trustee Barrows stated that it is great that we are streamlining and using technology because that is what our students are accustomed to in society. Trustee Brophy stated that she is extremely happy that Banner is being expanded because we put a large amount of resources into this system. She asked if we currently have all the technology we need to expand Banner. Vice President Tracy stated that we have the recruiting module as well as the admissions module; however, implementing them will require significant training and redeployment. He stated that we own the software and that the consulting service helps us be more efficient, create linkages, and create the web piece. Trustee Brophy asked if systems like DegreeWorks will be able to integrate into these systems. Vice President Tracy stated that they are compatible and reports in DegreeWorks can be run in Argos. He stated that we can also use Argos to find those students who are not on the right track.

Ms. Phillips noted that the recruit module will allow the College to track students from the moment that we meet them at a college fair to the time when they matriculate out.

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Dr. Wall stated that he would like to remind the Board that our Annual Fall Gala will take place on Saturday, October 25, 2014 at the Massasoit Conference Center and he hopes to see everyone at this great event.

### **Requests for Board Action**

**A motion was made by Trustee Barrows and seconded by Trustee Brophy that the Board of Trustees approve the minutes of the Regularly Scheduled Meeting of the Board of Trustees of September 10, 2014. The motion passed unanimously**



**A motion was made by Trustee Barrows and seconded by Trustee Waterston that the Board of Trustees approve the Audit Report of O'Connor & Drew. The motion passed unanimously.**

**A motion was made by Trustee Waterston and seconded by Trustee Derenoncourt that the Board of Trustees approve an expenditure in an amount not to exceed \$40,105 with MHQ of Marlborough, MA (state vendor) to purchase a 2014 Ford Interceptor Police Cruiser. The motion passed unanimously.**

**Other Business:**

Trustee Waterston noted that Chair Ifill had asked that the Board develop an Audit Committee, which she was asked to Chair. She explained that she developed a draft of an Audit Committee Charter, which needs this Board's approval to move forward. She added that Trustees Brophy and Phillips had also been asked by Chair Ifill to serve on the Committee. She stated that the mission of the Committee is to oversee financial reporting, risk management, and the audit function, and to act on behalf of the governing board to oversee all the material aspects of the institutions' financial reporting, internal control, and audit functions.

**A motion was made by Trustee Derenoncourt and seconded by Trustee Barrows to approve the Audit Committee Charter. The motion passed unanimously.**

**A motion to adjourn was made by Trustee Brophy and seconded by Trustee Asiaf. The motion passed unanimously.**

Prepared by:

Certified by:

Elizabeth A. Burke  
Recording Secretary

Peter G. Asiaf, Jr.  
Secretary, Board of Trustees

