

**Meeting of the Full Board of Trustees
December 17, 2014
Louison Board Room, Brockton Campus**

Attendees: Bonnie Blackler, Mary Brophy, Tom Carroll, Jean Derenoncourt, Pamerson Ifill, Dave Phillips, Anthony Simonelli, Judy Waterston

Chairman's Report

Chair Ifill stated that he would like to officially welcome Trustee Tom Carroll to his first Board meeting. He stated that Trustee Carroll brings a lot of experience in healthcare and accounting and financial practices. He noted that Trustee Carroll is filling the slot of former Trustee Barrows. He stated that Trustee Barrows has been one of the champions who has moved Massasoit forward as a College and as an entity. He added that sometime this spring the Board will officially honor Jim for his dedication to Massasoit. Trustee Ifill noted that Jim started at Massasoit as a student and a soccer player; he went on to graduate from Amherst College and he currently works at Harvard in charge of community relations. He stated that most importantly, Jim is a first-class gentleman. The Board and audience applauded Trustee Barrows' dedication and service.

Chair Ifill stated that last month the Trustees met for a retreat in Falmouth at which time Community College Counsel Ken Tashjy discussed Trustee governance and best practices. Cathryn Addy, president of Tunxis Community College in Connecticut, discussed the effectiveness of Boards and how Boards work with presidents. She also spoke of the benefit in Massachusetts of every college having its own Board and being able to deal with local issues, instead of working as a statewide system, which is what is practiced in Connecticut. Trustee Ifill stated that he is a proponent of the Board not just working with the President, but also with faculty and staff. He noted that he always wants to make sure that faculty has a voice.

President's Report

Dr. Wall introduced to the Board Dr. Barbara McCarthy, the new vice president of academic affairs. He noted that Vice President McCarthy comes to Massasoit with a wealth of experience including two deanships at Mass Bay Community College. He added that she also served as Chief Academic Officer at Asnuntuck Community College in Connecticut. Dr. Wall also introduced Lydia Camara, the new staff assistant in the President's Office.

Dr. Wall credited Elizabeth Burke, recording secretary, and Raelyn Lincoln, executive administrative assistant to the President, for their efforts in formatting tonight's meeting to reflect the changes decided upon at the Trustee Retreat with the aim of increasing effectiveness.

Dr. Wall stated that Massasoit is in a stagnant enrollment period because, demographically, there are fewer 18-year-olds than there have been in the past. Because of this decrease, competition amongst the institutions is even stronger.

Dr. Wall stated that state budget is currently in a shortfall of approximately \$750 million. He stated that the first round of cuts did not hit any of the public education line items directly; however, it did cut the STEM Starter Academy appropriation in half. He explained that if we get more cuts, it will reduce the bottom line. He added that the Board of Higher Education for FY2016 has recommended current services plus 5%. He explained that this recommendation is based on the expectation that colleges do not raise fees.

Dr. Wall stated that the Downtown Brockton Higher Education Collaborative, whose higher ed partners are UMass Boston, Bridgewater State University, and Massasoit Community College, is progressing very well. The three institutions and the City are about to sign a Memorandum of Understanding (MoU). He added that the academic planning is proceeding with weekly meetings.

Dr. Wall asked Vice President Mitchell to briefly explain the MoU. Vice President Mitchell explained that the MoU is between the three higher education institutions as one entity, DCAMM, and the City of Brockton. He stated that the three institutions let it be known early on that they could not take resources from their individual campuses to be utilized in downtown. The Commonwealth, through DCAMM, is funding all of the capital required for the renovation and build-out of the existing facility. When complete, it will be a turn-key operation at which the institutions bring forth their programs. Vice President Mitchell explained that the institutions negotiated with DCAMM that DCAMM would cover the building operating costs for three years.

Dr. Wall stated that the College is still in the planning stage of the new Allied Health building, and we look to go into design phase in February. He stated that one issue has arisen due to the amount of money we need and the amount of money available. He noted that we do not want a building that is too small because we want to accommodate our allied health students and also house a welcome center. Vice President Mitchell stated that the gap is approximately \$6.2 million. Dr. Wall stated that senior staff has been meeting with DCAMM to find a way to eliminate this gap. He added that we may consider borrowing some of

this money through the State College Building Authority. Dr. Wall stated that it is his goal, in representing the College, that we build the building that we need and not one that is too small.

Dr. Wall stated that he continues to talk to various partners regarding a Marine Technology and Environmental Program and that there is a lot of interest from people looking to collaborate with us.

Dr. Wall stated that our theater department and our performing arts center did a marvelous production of *A Christmas Carole*. He noted that the sets were wonderful, as were the special effects, and the acting was amazing. Dr. Wall stated that yesterday our Senior Chorus and Orchestra performed their Holiday Concert, at which the audience was made up largely of senior citizens. He noted that everyone in attendance had a wonderful time. Dr. Wall noted that when he was checking in for the NEASC Convention, he was approached by a former culinary arts student who is now the front desk manager of the Marriott Copley.

Dr. Wall stated that he is sad to announce that Richard Sergi, a long-time member of the Massasoit Foundation and the former Executive Director of the Brockton Housing Authority, passed away following a long battle with cancer.

Approval of the Minutes of October 8, 2014

A motion was made by Trustee Waterston and seconded by Trustee Phillips to approve the minutes of October 8, 2014. The motion passed unanimously.

Presentation of the Commonfund

Susan Durrell, director of client service and sales at the Commonfund, updated the Board about the Massasoit Community College investment portfolio. The Trustees received the presentation in electronic format.

Ms. Durrell stated that she currently is happy with the positioning of Massasoit's portfolio, which will continue to be monitored. She added that 2015 should be an interesting time with the European and emerging markets. She stated that the Commonfund will continue to be tactical with those allocations.

Chair Ifill stated that Ms. Durrell mentioned that the greater the endowment in the fund, the greater the growth, and he asked if she would recommend that Massasoit add to its investment. She stated that if Chair Ifill is referring to alternative strategies, that needs to be gauged by the size of the institution. She noted that the benefit of the multi-strategy funds is that they offer monthly liquidity without restraints. She added that Massasoit's portfolio does have some exposure to alternative strategies, such as hedge funds at 9% and distress debt at 2%. She explained that 11% is appropriate for a portfolio of this size.

Presentation of the A-133 Audit Report by O'Connor & Drew, the College's audit firm, and Recommendation of Approval of the A-133 Audit Report by O'Connor & Drew

Dave Dilulis stated that this presentation is a follow-up to the Board's October meeting when the Financial Statement Audit was discussed in detail. He noted that tonight they will briefly discuss the A-133 and the Massachusetts Office of Financial Student Aid (MOFSA) reports. He noted that the MOFSA audit is part of a 3-year cycle and the A-133 is an annual audit.

Mike Cosgrove stated that there were no issues noted in the MOFSA Report; therefore, the report consists of standard language required by MOFSA. Mr. Cosgrove stated that in terms of the A-133 Audit, in FY2013 there were four findings in this report, and in FY014, there were two. He stated that those two findings were in the Fall of 2013 and there were a lot changes made going forward. He stated that one issue involved a student working during class time, and the management team has put together a strict policy to make sure this issue does not happen again. He explained that the other finding involved NSLDS reporting. He noted that the school actually reports through the National Clearing House, which represents 95-97% of schools across the country. He stated that Massasoit did its part by reporting to the Clearing House within the timeframe; however, that information was not submitted by the Clearing House to the NSLDS on time. He explained that because of the way the regulations are written, this incident falls back on the school. He stated that in discussions with the Registrars' Office, it was determined that they will report more frequently to the Clearing House to make sure the data is getting to the Clearing House in a timely manner. He noted that these two issues were small and nothing to be concerned about. Mr. Cosgrove stated that these issues are listed as significant deficiencies only because any deficiencies must appear on the report. He stated that issues are listed either as significant deficiencies or material weaknesses. He noted that a material weakness is a large problem that would have required holding a special meeting of the Board. He added that a significant deficiency is much less severe.

Chair Ifill stated that the Board does have an Audit Committee chaired by Trustee Waterston and that, going forward, she and her committee will be meeting with management and independently with the auditors. Mr. Dilulis asked if the Audit Committee will be approving the financial statements. Chair Ifill stated that the approval of the financial statements will still be done by the full Board.

Mr. Cosgrove stated that there were significant staffing changes this year at Massasoit and he would like to thank all of the staff and the different departments for their cooperation during the audit process.

A motion was made by Trustee Phillips and seconded by Trustee Waterston to approve the A-133 Audit Report by O'Connor & Drew.

First Quarter Financial Report

Vice President Mitchell explained that the Trustees received in their Board package a detailed first quarter budget report and that Bill O'Neill, director of budgeting and financial reporting, will summarize this report. Mr. O'Neill stated that this report is for the period ending September 30, 2014. He noted that spending is on-target and that the College is in good fiscal health. He added that there are no spending anomalies and that everything indicates that the College will end the fiscal year on-target.

Mr. O'Neill stated that in terms of revenue, through September 30, the College has received \$7.2 million, or 35%, of the state appropriation which includes the full formula funding that is applied to the additional appropriation from the state. Tuition- and fee-based revenue streams, ie the operating fund, has received 47.3% of projected revenue thus far, amounting to \$14 million. Vice President Mitchell explained that in higher education we collect our tuitions predominately in September and January, so to be at 47% as of September 30 is right on-target.

Mr. O'Neill explained that the College has a \$50.4 million operating budget and that through the end of the first quarter the College has expended just under 17% of that budget. He added that as the Trustees are aware, the College is required to dedicate 5% of the total budget to Capital Adaptation and Renewal Projects and he briefly discussed some of the projects that are ongoing or have been completed during the first quarter. Trustee Waterston stated that this was a great summary.

A motion was made by Trustee Simonelli and seconded by Trustee Phillips to approve the First Quarter Financial Report. The motion passed unanimously.

All College Purpose Trust Fund Reports for September and October 2014

Vice President Mitchell explained that in accordance with the Trust Fund Guidelines, the Business Office has provided a detailed accounting and narrative of the expenditures of the Board and the President's Office for the months of September and October 2014.

Investment Activity Report for October and November 2014

Vice President Mitchell stated that Comptroller Sophie Lee is retiring at the end of January and that the College is fortunate to have hired Pat Marcella as her successor. He stated that he is sad to see Sophie go; however, we are in good hands with Ms. Pat Marcella.

Ms. Lee stated that Ms. Marcella prepared both months' reports and that she would like her to present the information. Ms. Marcella stated she is pleased to be before the Board, and she feels fortunate to have Sophie at Massasoit for a few more months before she takes the reins.

Ms. Marcella explained that we ended November with \$8,945,000 in the investment with a net gain for the month of October of \$87,000 and a net investment gain in November of \$161,000. She noted that the report also includes the amount of unrestricted cash and the net cash flow for the remainder of the year.

The Trustees thanked Ms. Lee, and commended her for the great job she has done over the past years. Comptroller Lee received a standing ovation for her years of service. Ms. Lee stated that she appreciates everyone's support and she noted that Massasoit is fortunate to have an excellent Board of Trustees.

Personnel Action Report for October and November 2014

Acting Vice President of Human Resources Bill Mitchell stated that it is his honor to introduce Acting Director of Human Resources Donna Boissel. He noted that Ms. Boissel has stepped up to the plate during organizational changes and she has done a great job over the past few weeks. There were no questions regarding the Personnel Action Reports for the months of October and November 2014.

Campus Police Report for October and November 2014

Chief Cummings stated that it has been an interesting year for the Police Department, with a spike in Tier 1 incidents, which are significant and serious crimes that require a significant amount of investigation time. He noted that overall our crime stats are down in every other area. He noted that there has been only one incident of College property theft.

Chief Cummings stated that on Friday, the Department will close its Toys-for-Tots campaign. He stated that the campaign was extremely successful this year because of our incredible Massasoit community. He explained that the Stuff-a-Cruiser event had to be cancelled due to inclement weather; however, that did not stop the Massasoit community from raising over \$5,000 worth of toys in two-and-a-half weeks. He noted that we received so much that the Department decided to donate to other local charities as well, including the Brockton Community Resource Center, BAMSI, Massachusetts Office of Sexually Exploited Children, and the Department of Children and Family Services.

Chief Cummings stated that for the first time in over ten years, the Massasoit Police Department was inspected by the Department of Criminal Justice Information Systems. He explained that in conversations with other police department he was made aware that many other departments received recommendations and/or a follow-up date. Massasoit received a passing grade without recommendations or a follow-up date. He stated that Officer Hoey, our information technology officer, deserves the credit for this positive inspection.

Chief Cummings stated that we are receiving a lot of media attention because we are the first College to run RAD for men. He stated that we are on track to run our first class in January and he hopes to have several members from our athletics teams enrolled.

Chair Ifill stated that there is new domestic violence legislation and he asked if any of the College police officers are involved in domestic violence training. Chief Cummings explained that Captain Mahase is our statewide representative of the College; however, all police officers are sent to either online or in-service classes at the state police barracks.

Trustee Simonelli stated that he knows that this has been an unusual semester in terms of serious incidents that have taken place on campus; however, he would like to point out that those incidents are beyond the control of the Chief and the Police Department and that he would like to commend the Chief and his staff for how they responded to those incidents.

Presentation on GradesFirst Early Alert Software

Vice President Tracy stated that the end goal of our Title III Grant is to increase student retention. He noted that if we were to increase student retention by 10% from Fall to Fall, it would amount to 700 students. He stated that GradesFirst is an early alert software that plugs into our system to allow for feedback from faculty to create interventions to keep students in class and increase course completion rates. He explained that the College looked at several softwares including Starfish, Mapworks, etc. He noted that there were many demonstrations; however, these companies do not allow for sandboxes, which is a process in which the companies let the institution play with the software before purchasing it.

Vice President Tracy stated that what the College staff liked most about GradesFirst was that it is a case management model; therefore, when a flag gets sent out for a student who is missing a class, a case is created that many staff members can view to start the necessary interventions, and it also provides a feedback loop. He stated that he highly recommends this software.

Chair Ifill asked if all faculty will be required to enter early alerts on students who are missing classes or failing. Vice President Tracy stated that all faculty will be asked to participate; however, it is not mandatory. He added that currently, over 99% of faculty are involved in participation rosters. He noted that the faculty are excited about this software and it is his sense that they will be receptive to using it.

Trustee Brophy asked if there is a pilot program involved for this software. Vice President Tracy stated that it will be piloted through a smaller part of the College community, and that that pilot will most likely involve athletics, Choices, and PLAN, to work the kinks out before expanding it to our 8,000 plus students.

Trustee Brophy asked if we are keeping track of the new programs that we are implementing, such as mentoring, to determine whether these programs are successful. Vice President Tracy stated that this software will indicate where students have gone such as advising, mentoring, etc.

A motion was made by Trustee Brophy and seconded by Trustee Derenoncourt that the Board of Trustees approve the purchase of the GradesFirst early alert software. The motion passed unanimously.

Presentation of the Security Studies Transfer Program

Dr. Wall stated that this program is part of the College's ongoing efforts to develop new, modified, extended programs that the students and the communities want. Dean Boutin stated that this field is one that is growing and dynamic. Patrick Faiella, chair of the Criminal Justice Department, stated that private security has grown approximately 35-40% in scope since 9/11. He noted

that security has become high tech and there is a great need for college graduates. He stated that we were fortunate to have hired Professor DiCarlo who has over 35 years of experience in private security. He noted that he has worked with Professor DiCarlo to determine what we can accomplish with our students in two years that will make them prepared for the four-year schools.

Professor Faiella stated that in 2012 at the Northeast Association of Criminal Justice Sciences, there were several large groups that said they were unable to hire the college graduates that they need because the starter schools do not exist to feed the four-year programs and graduate schools. He noted that in 2013 there was a second panel and a program was put together to study over 60 schools including two-year, four-year and graduate schools. He added that Bay Path College now has a cyber-security master's program and that it decided to start a bachelor's program when it realized Massasoit was looking to offer a two-year program.

Professor Faiella explained that there are 10 private-sector jobs for every municipal-sector job in the security world. He noted that if the Board should approve this program it will be implemented in September and will meld in with two certificate programs that the College already offers through academic governance, Private Security Basic and Private Security Intermediate.

A motion was made by Trustee Waterston and seconded by Trustee Brophy to approve the Security Studies Transfers Program. The motion passed unanimously.

Other Business

Chair Ifill stated that we are in the process of looking at our Male Mentoring Program and that he would like to mention that January is National Mentoring month. He stated that we are all in positions where we can mentor individuals regardless of race, creed, or gender.

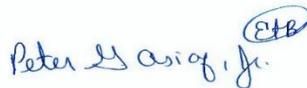
Chair Ifill stated that he also looks forward to hearing from IT at the January meeting regarding the vulnerabilities of colleges regarding information technology.

Chair Ifill stated that on behalf of the Board he would like to wish everyone a safe and happy holiday season.

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

Prepared by:

Certified by:



Elizabeth A. Burke
Recording Secretary

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