

**Meeting of the Full Board of Trustees
January 14, 2015
Louison Board Room, Brockton Campus**

Attendees: Bonnie Blackler, Mary Brophy, Tom Carroll, Pamerson Ifill, Dave Phillips, Judy Waterston

Chair Ifill called the meeting to order and welcomed Commissioner Freeland to the College. He also welcomed Jennifer Perkins, director of the Office of Trustee Relations. Chair Ifill stated that having the Commissioner at tonight's meeting was important because we will hear first-hand his perspective on education in Commonwealth, especially at the community college level. He noted that community colleges are important because they make the Commonwealth a better place to live by making sure that our most vulnerable students can earn a quality living.

Richard Freeland, Commissioner of the Department of Higher Education

Commissioner Freeland stated that he would like to begin by thanking the Members of the Board for their uncompensated service to the Commonwealth of Massachusetts. He stated that he is here this evening because as the Office of Trustee Relations was created over the past few years, it was determined that it would make sense, as part of that effort, to connect strongly with Boards of Trustees to learn first-hand what is going on at the various campuses. He added that he realizes that Massasoit is making things work with fewer resources than they need and deserve.

Commissioner Freeland stated that we have a new Governor who has been elected on a platform of no new taxes, no new revenue, and he has also inherited a revenue shortfall in the \$500 million range which will definitely affect the Fiscal 2016 budget. He added that the person the Governor has appointed as Secretary of Education, James Peyser, was previously the Chair of the Board of Elementary and Secondary Education and is thoughtful, reasonable, and serious about education. He added that he tends to think outside of the system and he is a champion for charter schools at the K-12 level.

Commissioner Freeland stated that the Governor has not spoken much about higher education except to say he would like to make it more affordable. He stated that he explained to the Governor that the only way to make higher education more affordable is to increase the budget. He added that the FY16 budget discussion will be extremely important in setting a precedent for public higher education. The Governor needs to understand the role that public education needs to hold in the state. In the past, the Legislature and the Governor have turned to public higher education as an easy place to make cuts.

Commissioner Freeland stated that he has been in public higher education for over 45 years and he has never seen a time when public higher education has received more support from the business community than there is today. Public higher education has become the primary source of the workforce in Massachusetts. He noted that two-thirds of the young people who grow up and go to college in Massachusetts go to a public institution and stay in Massachusetts.

Commissioner Freeland explained that the third Vision Report, *Degrees of Urgency*, makes the point that Massachusetts is facing a shortfall of college graduates in our knowledge-based economy. He added that this year is the first in the past decade that we have had a decrease in the number of new college students over the previous year. That decline will continue for at least the next 10 years. He stated that during this time period there will be a shortfall of 55,000 to 65,000 educated students for what the economy and employers need.

Commissioner Freeland stated that this year will be very tough in terms of budgets because the Governor will be looking to make cuts, and if higher education can avoid cuts, that will be a victory under the current circumstances.

Trustee Brophy asked if enrollments are going down because of the population. Commissioner Freeland stated that the primary reason enrollments are down is demographics. There are fewer 18-year-olds in Massachusetts and there will be fewer 18-year-olds over the next decade. Commissioner Freeland stated that because of these demographics, improving graduation rates is an urgent priority. He noted that it will be a challenge to maintain the graduation rates because the growth population at community colleges is from communities where graduation rates tends to be lower. He added that he realizes that Massasoit and this Board are focused on closing achievement gaps and we need to focus on what we can do to offset this decline. Community colleges must improve graduation rates, close achievement gaps, and bring in more students from under-served populations. He noted that 17% of the adult population in Massachusetts has attended college but does not have a college degree. He added that we need to find a way to make it easier for people with full-time jobs who have been out of school for a number of years to come back and get an education. He noted this could include online learning and life credits.

Dr. Wall stated that CONNECT recently received a grant to improve our ability to reach out to individuals and give credit for prior learning. He added that we are also enjoying a better economy, which usually correlates to lower enrollments at

community colleges. He stated that he would like the College to work towards preparing people for the next phases of their lives by obtaining additional skills that can be attained through our certificate programs.

Commissioner Freeland stated that Massasoit's success rate in terms of students who graduate, transfer, or are still enrolled is about average for the system at 45% and has remained stable for several years. He stated that that number needs to increase through a continued strong focus on achievement paths. He added that it is his perception that the administration at Massasoit and the Board are focused on the right things. Dr. Wall stated that we are looking to bring a number of our initiatives to greater scale, which would require securing additional funding.

Chair Ifill stated that Massasoit is in the middle of the pack and that we need to get to the top of the pack. He asked what other institutions on the higher end of the spectrum are doing that we should also be doing at Massasoit. Commissioner Freeland stated that in terms of improving student success rates, there is no one answer and it is usually a combination of initiatives. He noted that a large percentage of our student success issue is linked to students' readiness for college and how we handle remediation. We need to make sure that incoming students do not fall through the cracks. He added that student success comes through intrusive advising, early alert systems, and getting students into credit-bearing instruction. Commissioner Freeland stated that there is nothing that he knows of that is working in terms of student success that Massasoit is not already doing. He stated that one-third of our public higher education institutions are increasing graduation rates by one percent each year.

Trustee Brophy asked if the demographics are modeled into the success rates. She noted that our cohorts may be very different from other community colleges. She expressed that there are data and statistical models that can help us to understand what works and why it works for our students. Commissioner Freeland stated that because Massasoit has done such a great job of reaching out to the community, Massasoit's number of students of color is at the higher end, while students receiving Pell Grants is about average. He noted that he understands that Massasoit is dealing with a somewhat more challenging student body in terms of success rates than the average. Therefore, to have an average success rate with a more challenging cohort than average student body is arguably a success. Trustee Brophy stated that we may be taking in more students that need more help, and if we are helping those students who may take a little longer to graduate, she considers that a huge success. She noted that it is unfortunate that what is published is that graduation rates are 18% without knowing 18% of what. She stated that there are different measures of improvement other than the outcomes measures that have been chosen. She added that at Massasoit we need to create our own system of understanding the data by knowing our students, their demographics, and our interventions. She stated that this could also be done at the state level.

Trustee Waterston stated that she agrees with Trustee Brophy because when we are looking for increases in the budget, we need to make sure that the best story is being told in terms of our successes at Massasoit. Commissioner Freeland stated that the best story is a statistical story because this administration is all about facts and accountability. He added that no matter how we look at this, we are losing too many students who are not succeeding at our institutions and we are not meeting the needs of the economy. He stated that he welcomes and embraces any help the colleges can provide.

Chair Ifill stated that we have smart faculty and a smart administration, and we have a goal of achieving success through retention; however, we need to get to a common goal of improving the students' college experiences. Commissioner Freeland stated that teachers that go into higher education do so because they care about being successful teachers and they do not come to higher education to get rich, famous, or powerful. He stated that teachers at community colleges are especially drawn to this work. He stated that we need to provide faculty members with the tools to be full partners in this enterprise. He added that there is virtually nothing that is done at the community college that does not affect the students' experiences, including how they are treated by campus police, how they are received by the bursar, the quality of the food in the cafeteria, and whether or not the classrooms are clean. Commissioner Freeland asked if Massasoit has departmental strategies for improving graduation rates. Vice President McCarthy stated that we do have that data but we do not have those strategies in place at this time. Commissioner Freeland suggested that it would be beneficial to provide incentives, such as small grants, to celebrate those successes. He reiterated that student success is everybody's business and every employee of this College needs to be aware of every interaction they have with students.

Commissioner Freeland stated that Massasoit Community College is doing good and solid work in every aspect of the Vision Project priorities. He added that Massasoit has also been a terrific partner with strategic planning and the College's strategic plan overlaps with what is being done at the state level and he is proud of the work being done. He again thanked the Board and the College community for their service.

Dr. Wall stated that he could say so many things in thanks and appreciation for all that Commissioner Freeland has done for public higher education; however, the one thing he would like to focus on is his stellar advocacy for public higher education, and for community colleges in particular.

Jennifer Perkins, Director of the Office of Trustee Relations

Chair Ifill stated that when the Office of Trustee Relations was created there was a lot of apprehension and reservations about what it meant and how it would influence and affect Boards. He noted that we have had an excellent partner in working with Jennifer Perkins and it has been a pleasure to work with her.

Ms. Perkins stated that the dashboard was provided to the Board last year as a first attempt to provide the Board with system-wide goals specifically geared towards the Vision Project, and to indicate where Massasoit stands in relationship to the other community colleges. She noted that she has not received a lot of feedback and she would like the Board's input as to whether or not this information was beneficial, utilized, made sense, and about what can be done to improve this information. She stated that across the higher education system people are striving to find the matrices that can affect their institutions. She noted that she will continue to share best practices.

Chair Ifill stated that the data in the dashboard allows the Board Members to look comparatively at the other colleges and institutions. He noted that as a Board we are happy that we have this information, and we know we have more work to do and we are ready to do that work.

Trustee Brophy stated that the Board needs to know the analysis tools so that we may gain our own knowledge about our own institution. She noted that she has some questions regarding the analysis of the trends and the numbers and she will relay those inquiries to Ms. Perkins. Dr. Wall stated that the Trustees can send their questions to Raelyn Lincoln, executive administrative assistant to the President, and she will compile that information.

Ms. Perkins stated that the last issue of *Trustee Focus* [the statewide Trustee newsletter] talked about Trustee Training Sessions. She noted that one of the sessions will be held at Massasoit's Conference Center on March 4, 2015 and one will be held in the Springfield/Holyoke area. She stated that the Attorney General, the Inspector General, and representatives from the Department of Higher Education and the Ethics Commission will all be available to provide information and answer questions from Trustees and any other interested party.

Chairman's Report

Chair Ifill stated that we are in a changing time with the transition of the Governor and our impending financial situation. He stated that last year we had a fee increase and that is not something he wants to consider this year; therefore, we clearly need to start looking to make sure we are as efficient as possible internally by collaborating with other institutions for cost savings on contracts and bids. He added that retaining students will help us to ride this wave of declining enrollments. He noted that as Commissioner Freeland stated, we at Massasoit need to make sure that the students' overall experiences are rewarding at every level. He stated that this institution is only as good as the people that work here.

President's Report

Dr. Wall stated that *The Associate* just came off the presses and it is filled with wonderful stories about our students, faculty, staff, and alumni. He stated that he would like to give credit to Laurie Maker, executive director of the Office of College Communications, Jim Lynch, director of marketing, and Steve Murphy, interim director of college advancement, for their wonderful efforts at producing this publication.

Dr. Wall stated that one of the interesting features of the Vision Project, created by Commissioner Freeland, is that regardless of how we get the data, it is transparent. Part of making our case to the Legislature, the Governor, businesses, and professional communities is to show that we are important, we are needed, but we are not perfect, and we cannot achieve these measures of success without resources. He explained that we receive less money from the state now than we did in fiscal year 2002, although we have more students, more initiatives, and more reporting requirements. Dr. Wall stated that the reality of declining enrollment is declining revenue. He explained that this is a very competitive environment and all of the institutions are competing for fewer students.

Dr. Wall explained that the hiring freeze enacted by the Governor, under legislative authorization, does not apply to public higher education.

Approval of the Minutes of December 17, 2014

A motion was made by Trustee Phillips and seconded by Trustee Waterston to approve the minutes of December 17, 2014. The motion passed unanimously.

All College Purpose Trust Fund Reports for November 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 month ending November 30, 2014. He noted that this report is one of the College's stronger internal controls.

Investment Activity Report for December 2014

Comptroller Pat Marcella stated that the Investment Activity Report is not sent to the Trustees ahead of time because the information in the report is not available until just prior to the meeting. She explained that in December the investment ended up at \$8,928,000, which was a decline over November in the amount of \$17,351. She stated that the rate of return is slightly negative for the month; however, for the quarter the investment return is at 2.65%.

Personnel Action Report for December 2014

Acting Vice President of Human Resources Bill Mitchell introduced Acting Director of Human Resources Donna Boissel and noted that she is the architect and engineer of the Personnel Action Report.

Chair Ifill stated that he feels that it is important that when we create panels to conduct interviews we need to ensure that they are diverse in order to be reflective of our community. Acting Vice President Mitchell stated that the Human Resources staff has been working with Yolanda Dennis, executive director of the Office of Institutional Diversity, to put some policies and procedures in place regarding different strategies of recruitment, the composition of our search committees, and our entire hiring process.

Campus Police Report for December 2014

Chief Cummings noted that as the report reflects, it was a quiet holiday break. He noted that this downtime was utilized for training and creating new policies. He added that the officers are participating in stop stick training this Friday. Stop sticks will allow police officers to stop a vehicle involved in a chase from continuing on campus.

Chair Ifill stated that on behalf of the Board he would like to commend Chief Cummings and his staff for their work this past semester and the excellent job they did handling the usual incidents that took place on campus.

IT Security

Chair Ifill stated that at the Trustee Retreat in November, Ken Tashjy, general counsel, spoke of cyber security and IT. He noted that he then asked Al Williams, CIO, to update the Board on the Colleges' IT security and how we protect the data of our staff and students.

Al Williams, chief information officer, introduced to the Board Jackie Barrett, deputy chief information officer and director of technology architecture, and Bill Morrison, director of applications. Mr. Williams stated that he would like to start by saying overall we are safe; however, there are entities and people who have the intent and resources to hack large companies including Sony, Google, and Target. Hackers cost consumers and companies between \$375 and \$575 billion annually.

CIO Williams explained that malware is software that has gone bad and will do harm to the computer. He noted that a type of malware, ransomware, encrypts the data on the machine and takes it hostage and demands money. CIO Williams stated that Jackie Barrett and his team realized this had happened to a machine on-campus and the team was able to determine where it was happening and immediately unplugged the computers. Once it was determined which machine had been hacked, it was remediated, the data was restored, and the user was educated regarding what happened.

CIO William stated that we have hardware and software in place that will not allow this malware to enter our network. He noted that IT blocks over 25,000 emails per day at Massasoit, and over 32 million emails have been blocked from entering our system. He noted that in terms of authentication, we are very diligent about how an individual signs on to the network and verifying that the individual has the right permissions to enter the system. He added that we have both a wired and a wireless network; therefore, we have installed Safe Connect, which is a mechanism which will deny access if the machine is not recognized.

Trustee Phillips asked if there is a way to stop individuals from downloading information to disks. CIO Williams stated that we have software installed on the computers in labs that will not allow individuals to download.

CIO Williams stated that at Massasoit we are following nationally accepted standards to judge and benchmark ourselves to ensure that we are doing our best. He explained that SANS is an organization that has compiled a list of 20 controls that have the greatest impact in improving risk posture against real-world threats. He added that we also network with CONNECT schools to leverage learnings and resources as appropriate.

CIO Williams stated that through the SANS network we have also worked on training. He noted that some emails will get through and we need to educate individuals on what to do when this happens. Chair Ifill asked if there is a list of restricted sites. CIO Williams stated that sites are blacklisted so that people cannot get to them even if they try; however, this is not 100% effective.

CIO Williams stated that we continue to work towards obtaining a dedicated security analyst, because we bring a lot of software on-site that needs to be vetted for security compliance. He stated that we are analyzing how to best utilize our resources in working with other departments to ensure we are doing all that we can in terms of security. Trustee Phillips asked if the colleges could combine resources to hire an individual as a security analyst for a number of institutions. CIO Williams stated that not only would that cut down on our costs, but also would make us more competitive. He stated that people with these skills are very much in demand and he has discussed with Dr. Wall and the Cabinet the possibility of acquiring a central set of resources through the CONNECT schools.

Mr. Morrison explained that Banner, our student information system, currently houses 250,000 social security numbers, and in recent years we have taken many steps to limit the access to those numbers internally. He explained that those numbers are stored in a database in an easily readable format and are protected by a layer of authentication. He noted, however, that someone who has gained authorized access would be able to read those numbers. He explained that we can limit this risk by adding a layer of encryption that would scramble the information and make it unreadable. He stated that there are a lot of different vendors and solutions. Chair Ifill asked if the student information data is stored in-house or off-site. Mr. Morrison stated that the information is currently stored in-house.

Mr. Barrett stated that he would be discussing two of the SANS controls, the first being scanning. He explained that this scanning tool would scan all PCs and all servers for sensitive data such as social security and credit card numbers and would allow us to put in parameters to identify and secure these documents. He added that another tool is logging. Logging would allow us the ability to be proactive and find a security intrusion in a timely fashion. It would also allow us to be proactive in terms of hardware failures. Mr. Barrett stated that these logs would sense any irregularity and send an email to the appropriate IT staff member.

CIO Williams stated that keeping the data on premise does not always make it easier to secure. He explained that there are companies whose entire mission is to secure data, and, if it is off-premise, there is more segregation from our network. Therefore, in the future, we will be moving some data off-premise. Trustee Phillips asked if we would then be utilizing the cloud. CIO Williams explained that we would be utilizing the cloud as well as a lot of security layers to get to the data and back. He stated that we would only utilize a provider that can put in more levels of security than we can on-premise and we would never go backwards or put our data at risk.

Trustee Brophy stated that having data backed up off-site can be beneficial. Mr. Barrett explained that the data that is backed up is sent overnight to the Canton Campus. CIO Williams explained that backing up data is not difficult; it is restoring data that is difficult.

Chair Ifill asked if there is an IT security policy that is signed by all faculty and staff. CIO Williams stated that the security policy is on the Massasoit portal and is part of the new hire orientation.

The Trustees thanked the IT staff for an excellent presentation.

Presentation of Memorandum of Understanding for the Downtown Brockton Higher Education Collaboration.

Vice President Mitchell stated that in the Board Package the Trustees received an executive summary of the Memorandum of Understanding (MoU) and received under separate cover a draft copy of the MoU. He stated that three segments of Higher Education are coming together to offer higher education in downtown Brockton. He noted that the Commonwealth, through DCAMM, is paying for the renovation of the building, furniture, and equipment, making this a turn-key operation. He added that the Commonwealth is also picking up the building's operating expenses for three years, and the three higher education partners are bringing the academics and programs.

Dr. Wall stated that he would like to credit Vice President Mitchell for getting this project where it is. The MoU is very favorable for the three higher education partners, and he recommends that the Board adopt this MoU.

A motion was made by Trustee Waterston and seconded by Trustee Phillips to adopt the Memorandum of Understanding for the Downtown Brockton Higher Education Collaborative. The motion passed unanimously.

Presentation of online e-transcript service

Vice President Tracy stated that this is a great opportunity for an electronic pilot of a transcript program with Bridgewater State University, Bristol Community College, and Stonehill College. He stated that the National Clearing House will produce and provide the necessary technical platform and services free-of-charge to the College. The student will be charged \$2.25 per address for a transcript request and the College will be charged \$0.75. This is a decrease in the current charge to students of \$5.00 per address. Student currently enrolled at Massasoit will be able to receive a transcript at no charge when the request is made by mail, email, or fax. his service will also save the College money by eliminating the cost for printing, postage, and staff processing time. The Clearing House also increases security through log-ins and passwords.

A motion was made by Trustee Waterston and seconded by Trustee Brophy that the Board of Trustees approve a change in transcript fee to \$3.00 per address request for all students in order to implement an online e-transcript service with the National Student Clearing House. The motion passed unanimously.

Presentation of the Facilities request to replace aging equipment and recommendation of approval of the purchase of a 2015 Chevrolet Silverado Work Truck

Vice President Mitchell explained that the College's equipment needs to be safe, in good working order, and it also needs to look good. He stated that there were two bidders for this work truck and we are requesting that the Board approve the lower bidder. Trustee Carroll asked if this purchase is part of the Capital Plan. Vice President Mitchell stated that it is.

Vice President Mitchell noted that, in the past, Trustee Simonelli has asked why we do not lease the College vehicles. He explained that statutorily we are not allowed to insure state property. That aside, when you lease a vehicle, you must carry insurance for that vehicle, which is an additional cost. We are self-insured, because we cannot insure state property.

A motion was made by Trustee Phillips and seconded by Trustee Carroll that the Board of Trustees approve an expenditure in an amount not to exceed \$30,998 with Liberty Chevrolet of Wakefield, MA (state vendor) to purchase a 2015 Chevrolet Silverado Work truck for the Facilities Department. The motion passed unanimously.

Other Business

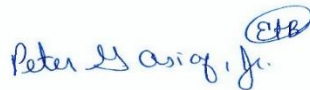
Chair Ifill stated that he is happy to announce that higher education leadership is dictating a 3.5% pay increase for President Wall for the excellent work he does at Massasoit. He added that new Presidents are receiving the same pay as some of the existing presidents and this increase is an effort to correct that.

A motion was made by Trustee Phillips and seconded by Trustee Waterston to approve a 3.5% pay increase for President Wall. The motion passed unanimously.

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

Prepared by:

Certified by:



Elizabeth A. Burke
Recording Secretary

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