

Massasoit Community College  
Regularly Scheduled Meeting of the Board of Trustees  
Tuesday, March 26, 2019  
Middleborough Instructional Site  
Middleborough, MA

Roll Call

Chair Harnais – present  
Vice Chair Carroll – present  
Secretary Sullivan – present  
Trustee Andrade - absent  
Trustee Blackler - present  
Trustee Chakrabarti - absent  
Trustee Enos – present  
Trustee Silvera – present  
Trustee MacDonald - absent  
Trustee Molnar - present  
Trustee Sullivan - present

Call to Order

The meeting was called to order at 6:00 p.m.

Chairperson's Report

Chair Harnais attended the Opening Doors to employment within the Court System panel discussion on March 25th on the Brockton Campus. The event was sponsored by the Office of Diversity and Inclusion in collaboration with Massasoit Career Services. He noted that it was a great program but would like to have seen more students in attendance. He stressed the importance of these types of events have on helping to shape our students and asked that the college community encourage more of their students to attend these programs.

President's Report

President Glickman reviewed the materials contained in the Board packet. Additionally, Dr. Glickman noted some of the highlights across campus including the Massasoit Police Department hosting a Civil Service Exam “police exam” prep course taught by one of their team members for students who are taking the upcoming Civil Service Exam; the introduction of a Justice Involved Vets program with the Plymouth County Department of Corrections for a pilot Diesel Certificate; and shared Massasoit is partnering with Barnes and Noble and with McGraw Hill to use their Inclusive Access program this fall to allow students enrolling in the ALEKS-based preparation for college math classes (MATH 001, MATH 002 and MATH 003) to include the cost of the access code for the ALEKS online system as part of their tuition and fees. This means students signing up for these courses will be able to access the ALEKS system on the first day of class, whether they are paying for the course out of pocket or using financial aid. This will alleviate to a significant extent the difficulties faced by students who sign up for the course, but then are unable to come up with the means to purchase the access code. Using Inclusive Access, the cost of the access code will be about 30% below what students would pay if they purchased the code in the bookstore. Other highlights included approval from the Department of Higher Education for the Associates in Science, Biology, Chemistry, and Mathematics which will allow for better transfer mapping for students. President Glickman also shared general updates regarding space planning, relocation of the Milton Art Museum, and a meeting with Commissioner Gladstone to discuss the Main Street project.

Student Trustee Report

Trustee Molnar shared the community service efforts by the Student Senate including a blood drive and a Day of Service over Spring Break volunteering for Cradles to Crayons in Boston. She noted that the President/Provost forums are an excellent way of increasing communication between the administration and students. Students have expressed that they would like to receive information from the college via text message as that is the preferred method. President Glickman stated that she would work

with the team to see how this can be implemented.

#### Massasoit Community College Foundation Report

Chief Advancement Officer Grand Pre noted that there were four resignations from the Foundation board. Two new members will be added including a former economist from Eaton Vance. Additionally he advised that there is currently one unfilled Board of Trustees representative seat and requested that Chair Harnais and the Board put forth a recommendation. He then called the Board's attention to the Memorandum of Agreement between the Massasoit Community College Foundation and Board of Trustees included in the Board packet. Chair Harnais asked to delay the vote until the end of the meeting to accommodate the auditor's report.

#### Massasoit Community College Alumni Association Report

Trustee Blackler announced that the Grad Reception will be held on May 28<sup>th</sup>. The next Alumni Association meeting will be held on April 11<sup>th</sup>.

#### Consent Agenda

**A motion was made by Vice Chair Carroll and seconded by Trustee Blackler to approve items 1, 2, 3, and 4 of the consent agenda. The motion passed with one abstention by Trustee V. Sullivan.**

#### Restatement of the June 30, 2018 Financial Statements

Mike Cosgrove, representative for O'Connor & Drew, independent contractors for Massasoit Community College, discussed the reasons which necessitated the restatement of the June 30, 2018 Financial Statements. The paramount reason was a change in the calculation used for the net OPEB (post-employment benefits) which is derived at the state-level. He stressed that the need to restate the financials was not a reflection made by management or O'Connor & Drew. Trustee Enos asked if the change reflected the balance sheet. Mr. Cosgrove answered in the affirmative.

**A motion was made by Trustee V. Sullivan and seconded by Trustee Enos to accept the June 30, 2018 restated financial statements. The motion passed unanimously.**

#### FY2019 Second Quarter Financial Report

Vice President Mitchell advised that the report has been reviewed with the Audit and Finance Committee. Executive Director O'Neill reviewed the report noting that spending is on target and is consistent with the approved FY19 Spending Plan. Although there are no spending anomalies reflected in this report there are two issues impacting revenue. The end of the second quarter, the College received 68.91% of its State Appropriation of \$21,174,138. This is consistent with the amounts received in prior fiscal years at this benchmark.

The College collected 79.82% of the Operating Fund for an additional \$22,307,010 in revenue during the second quarter. From Fiscal Years 2015 to 2018, this percentage has ranged between 79.27% and 83.21%. The collected figure for the current second quarter falls within the prior year range.

Executive Director O'Neill noted that detailed in the report of the Annual Proposed Spending Plan the new timeline that guided our efforts to develop the FY19 Spending Plan. In breaking with past practice, we forged ahead with planning using our projections with the intent of making adjustments as we moved through the execution of the plan. This report reflects two significant adjustments in accordance with that intent. We projected a state appropriation level to the year prior and a modest amount of formula funding. After approval of the General Appropriations Act (GAA), we learned that the state had allocated additional funds in both our appropriation and the performance-based formula fund.

Typically, the state will fund the collective bargaining costs (raises) associated with year one of any new collective bargaining agreement. Those funds allocated by the state for year one expenses are then included in the base allocation for follow-on years thereby raising our potential appropriation. Subsequent years of the agreement are covered by the individual institutions without state funding support. This has been a point of contention for some time as it further compounds the financial challenges the individual institutions must deal with year to year. In an unexpected turn, the state allocated prior year collective bargaining costs associated with years 2 and 3 for the FY17/18 collective bargaining costs for the AFSCME contract and year 3 for the FY17 MCCC contract. This added \$713,466 to our state appropriation for FY19.

The formula funding appeared to be on its way out of our revenue portfolio. Formula funding, in its most recent incarnation, first appeared in the FY13 appropriation. It was a performance-based formula applied against incremental money over and

above our normal appropriation. The formula measured performance metrics of the community colleges and allocated portions of these additional funds. We have seen this line in our revenue portfolio diminish each year and expected it to be a very small consideration in our FY19 spending plan. The final GAA included an increase in those incremental funds with the result being an increase in our portion of \$137,589. The total increase to our actual FY19 state revenue components came to \$851,055 over what we projected.

Our enrollment-based revenue was also impacted by an adjustment to our projections. We built the enrollment-based revenue streams on our projection model output which called for a 3.8% drop in fall enrollment. The fall semester ended with a 5.4% drop in enrollment which equates to a \$483,000 shortfall in revenue. These adjustments are net positive and, in this report, we have increased our Total Revenue for FY19 by \$368,055.

While the increase in projected revenue more than covered the enrollment miss for the fall semester, we know that a miss in fall will impact our spring semester projections as well. As of the date of authorship of this report, our spring enrollment numbers suggest we will be -7% down overall. We are seeing a clear shift away from full-time enrolled students. Our full-time enrollment is down -14.3% while our part-time enrollments is +1.4%. We have reported before on the relationship between the unemployment rate and our enrollment numbers. With low unemployment, we find that our students are more likely to split their time between school and increased work opportunities. This is confirmed by the Department of Higher Education's "2018 Enrollment at Massachusetts' Public Colleges and Universities – Trends & Factors" report (<http://www.mass.edu/datacenter/2018enrollmentestimates.asp>) and is further supported by the anecdotal evidence we are collecting in the current enrollment cycle through discussions with our students.

Currently, the senior leadership of the institution is engaged in planning fiscal adjustments to the FY19 Spending Plan due to an enrollment-based revenue shortfall for spring. We have calculated, at this point, the impact to be nearly \$600,000. We have every confidence that this is a figure we can manage through payroll related savings and tailings, deferred hirings and associated fringe savings on those existing payroll dollars.

Regarding expenditures, the College has spent 42.68% of the total fiscal year's approved amount. This is consistent with how the College has historically navigated the first half of the fiscal year. The amount expended through the second quarter has ranged from 40.52% to 45.91% between Fiscal Years 2015 and 2018. These figures put our current spending smack in the middle of the prior years' trend.

Timing is always an issue we look at when comparing trends of prior years with respect to expense. As we noted in the Q2 report for FY18, one full-time payroll was not processed in time for inclusion in that report. Those processed numbers ran through 12/9/17. As such, you see our 2018 Full-Time Salary expenditure appearing much lower than the previous two fiscal year Q2 numbers. This year, the processed payrolls ran through December, 22, 2018. The number reported is much more in line with FY 2016 and 2017. Also, as was the case last year, our debt service expense is lower than the prior years' trend as we are not processing that first payment against our debt service until later in the year.

Through this second quarter, we are carrying a very modest number for expenses in NN (Construction). Most of the projects associated with our Special Projects for the year were slated to begin after the first of the calendar year. The Enrollment Center project began in January. The rest of the cafeteria project will begin in earnest once classes have ended for the spring semester.

Executive Director O'Neill reviewed Capital Expenditures and explained that as required by the Board of Higher Education, the College dedicates five per cent (5%) of the total operating revenues to Capital Adaptation and Renewal expenses to ensure our facilities and infrastructure are capable of supporting our mission. Throughout the Second Quarter, the College continued to invest in asset preservation projects focusing on our existing facilities. Specifically, projects completed or underway during the second quarter included:

- o Design and programming was completed for the one-stop enrollment center
- o Design development was completed for the ADA projects planned for campus
- o TV studio renovation plan was finalized

o Design plan for deferred maintenance projects in parking lots 3 and 5 was submitted to DCAMM

While the Capital Adaptation and Renewal Plan is a sound practice ensuring our facilities and infrastructure are capable of supporting our continued mission of accepting all who desire to learn, it is also imperative in enabling us to put our best institutional-self forward. Top-flight infrastructure and facilities enable us to recruit and retain the best students, faculty and staff to the Massasoit community; a practice very much in keeping with Massasoit's tradition of excellence.

**A motion was made by Vice Chair Carroll and seconded by Trustee Enos to accept the FY2019 Second Quarter Financial Report. The motion massed unanimously.**

Request to approve an expenditure not to exceed \$61,275 with Cannon Design for Architectural and Engineering services for the renovation of the TV Studio in the Fine Arts Building.

Vice President Mitchell noted that the college had received funds from the City of Brockton from received money from cable television funds from the city of Brockton which would be used to upgrade the television studio in the Fine Arts Building. These additional funds will be used to bring the studio up to accessibility compliance.

**A motion was made by Vice Chair Carroll and seconded by Trustee V. Sullivan to approve an expenditure not to exceed \$61,275 with Cannon Design for Architectural and Engineering services for the renovation of the TV Studio in the Fine Arts Building. The motion passed unanimously.**

Review of the Memoranda of Agreement (MOA) between Massasoit Community College and the Massasoit Community College Foundation.

Chief Advancement Officer Grand Pre advised that this agreement has been approved by the Foundation. He advised that Counsel for the Massachusetts Community College System has advised that adopting a Memorandum of Agreement between the College and its related Foundation represents best practice, can serve to facilitate interactions, and helps set reasonable expectations as to relative roles and desired outcomes.

A motion was made by Secretary Sullivan and Seconded by Trustee Blackler to approve the Memoranda of Agreement between Massasoit Community College and the Massasoit Community College Foundation. The motion passed unanimously.

Fact Book Presentation

Dean Lynch said that the Office of Institutional Research is pleased to share Massasoit Community College's first *Annual Fact Book*. The data and information that is included is the most currently available and the most often requested by members of our community. Included in the report is student enrollment, demographics, and completions data as well as information on academic programs/departments and on measures of student success (retention, graduation, and transfer to further education).

Dean Lynch advised that, where possible, we have shown trends to better inform and provide context. This document is meant to be a centralized document which merges previously published and reported information into a handy reference guide. She reviewed several of the graphs and charts and noted that the appendices include more detailed documents on enrollment and completions by program as well as our IPEDS graduation and transfer rates disclosure document; these are also publicly available on our website. Future editions will update the data points and include more comparative/disaggregated data as well as student success metrics over a longer period of time.

Presentation of Fall 2018 Sabbatical Project on New Computer Science Programming

Professor Meggison thanked the Board for the sabbatical opportunity and said that he was excited to share his report. He explained that Idit Harell, founding CEO of Globaloria, a company that aims to teach all U.S. students how to code, recently stated, "In the new digital economy, coding is the new reading and writing—the new literacy—and it is becoming a critical mindset and set of thinking skills for success."

Professor Meggison stated that the goal of his sabbatical was to create new curricular options that address both student need and changes in the computer science job market. He researched best practices and current curricula by assessing 67 community colleges nationally, and the Massachusetts public universities to which our students transfer. His focus was to find (1) the extent to which coding is taught as a course offering for non-computer science majors, and (2) the structure and substance of transfer programs in Management Information Systems (MIS).

While he found that many community colleges are not currently offering coding classes for non-computer science majors, he

argues that it is an important next step and that Massasoit can distinguish itself by being one of the first to do so. As noted in his original proposal, large-city school systems, such as those in New York and Chicago, have already implemented coding as a graduation requirement from high school. Professor Meggison has designed such a course and evaluated the strengths and weaknesses of five commercial software packages that could be used in instruction.

Additionally, Professor Meggison also recommends that Massasoit develop a new transfer program in MIS. His final sabbatical report includes his proposal for an MIS option for the MCC's current Business Administration Transfer Program. His research showed him that these programs are most commonly housed in Business rather than Computer Science departments.

Professor Meggison's curricula are being reviewed by MCC faculty and the program advisory board. Massasoit will soon receive the final report from EMSI which will provide an analysis of how well Massasoit's academic programming meets labor market demand. Between Professor Meggison's sabbatical report and the analysis from EMSI, the Business and Technology Division will be well positioned to make decisions regarding the future of their curricular offerings.

Chair Harnais thanked all the presenters for their contributions. He advised that at the Board of Trustees Retreat held in February the Trustees agreed that they would like to review college grievances and requested that they be included in the Board packets moving forward.

**A motion was made by Trustee V. Sullivan and seconded by Trustee Blackler to adjourn the meeting. The motion passed unanimously.**

Prepared by:



Lydia B. Camara  
Chief of Staff



Ann Sullivan  
Secretary, Board of Trustees