

Regularly Scheduled Meeting of the Full Board of Trustees
March 11, 2015
6:00 p.m.

Louison Board Room – Brockton Campus

Attendees: Peter Asiaf (via telephone), Bonnie Blackler, Mary Brophy, Tom Carroll, Jean Derenoncourt, Pamerson Ifill, David Offutt, Dave Phillips, Anthony Simonelli, Judy Waterston

Call to Order

Chair Ifill called the meeting to order at 6:00 p.m.

Chairman's Report

Chair Ifill welcomed new trustee David Offutt to the Board. Trustee Offutt stated that he is excited to participate and give direction and guidance to the students at Massasoit, and looks forward to being a positive participant of the Massasoit Board of Trustees. Chair Ifill stated that Trustee Carroll, who is also new to the Board, and Trustee Offutt offer a lot of strengths in terms of their expertise and he looks forward to continuing to build this cohesive Board. Chair Ifill noted that this may be Trustee Phillips' last meeting as a member of this Board and he will be greatly missed. Trustee Phillips stated that he hopes to in some way continue to contribute to Massasoit.

Chair Ifill introduced Jeff Joseph, Massasoit's new director of minority male mentoring and first-year experience programs. Chair Ifill stated that it is our passion as a Board to help males of all races who are struggling academically at the college level and we look forward to closing that achievement gap.

Chair Ifill stated that next month we will hold our meeting at the Canton campus and we will hopefully have our May meeting at the Middleborough Center. Chair Ifill stated that this has been a difficult winter; however, previous CFO, Betty Ann Learned was responsible for bringing many physical plant improvements to the College and the way we weathered these storms is a testament to her and her ability to work with DCAMM.

President's Report

Dr. Wall noted that we would be attempting to get Trustee Peter Asiaf to join the meeting via the phone. Dr. Wall also welcomed Trustee Offutt to the Board. Dr. Wall stated that it has been an amazing ten years that Trustee Phillips has served on the Board and he thanked him sincerely for his contributions to Massasoit. Trustee Phillips stated that he is proud of everything that has been done over the past ten years and he looks forward to what's to come at Massasoit.

Dr. Wall stated that it has been a trying winter and he would like to thank our physical plant crew and our College police for doing an outstanding job with snow removal and keeping our campuses safe. He added that Massasoit was also faced with working out a difficult academic calendar to plan for and allow for make-up times and alternatives. He thanked the individuals in the MPA and the administration leadership, particular Vice Presidents McCarthy and Tracy, for working together through this difficult situation.

Dr. Wall stated that we are privileged through our teacher education program here at the College to be the local host for the National Association of Community College Teacher Education Programs (NACCTEP) at its national conference this past Saturday in Boston. He noted that he, along with Vice President McCarthy, Dean Karyn Boutin, Professor and Chair of the Education Department Ann Perry, and many students, participated as the local host at the Marriott Copley. He stated that our students did an outstanding job of representing themselves and the College. He added that we were the only local host in attendance.

Dr. Wall stated that the 15 community colleges participate in the Community College Leadership Academy (CCLA), which is a homegrown executive talent development program. He stated that we have several fellows in the audience this evening as part of a requirement that they attend a Board of Trustees' Meeting. He then introduced the CCLA fellows from Massasoit: Christina Alves, director of gateway to college; Joe Harris, Latch coordinator; and Donna Sullivan, professor of respiratory therapy. He noted that this is a wonderful program.

Dr. Wall stated that our One Book, One College event this year takes place on March 26, at 6:00 p.m. and Carlotta Walls LaNier, the author of this year's book selection, *A Mighty Long Way*, and one of the Little Rock Nine, will be on campus to speak to the College community that evening. He stated that the Trustees will be receiving additional information from

the President's Office. He noted that though the book is a difficult read, it illustrates human determination, courage, and triumph.

Dr. Wall stated that consideration for the 2016 Honorary Degree recipients will be on the agenda of the April Board meeting, and there will be a marketing and advertising report from Laurie Maker, executive director of college communications, and Jim Lynch, director marketing. He added that the Annual Meeting is also held in April, at which time the vice chair, secretary, and assistant secretary of the Board are elected. The position of Chair is appointed by the Governor. He added that we will also be reviewing the revised Mission Statement. Dr. Wall stated that the Trustee Retreat is scheduled for June 5 and 6 at the Sea Crest Hotel in North Falmouth and he is in the process of working with potential facilitators. He noted that at the retreat, the Board may want to discuss the process for another Board self-evaluation.

Dr. Wall stated that the Governor's House One Budget Proposal basically puts Massasoit level-funded with last year. He noted that this level is better than what was expected; however, this amount is a proposal, and there is a long way to go before we receive the final budget. He stated that one thing that is still in question is the way the \$9 million, which has been allocated to the formula funding portion, will be allocated. He explained that the formula initially addressed inequities in funding that had developed over decades within the 15 community colleges. He stated that Massasoit was adequately funded during that period while other community colleges were underfunded.

Dr. Wall stated that the Governor has proposed an increase in dual enrollment funding from \$750,000 to \$1.5 million. This program allows high school students to enroll in college courses and simultaneously receive both high school and college credit. He noted that all the STEM Starter Academy money, a specific project of House Speaker Bob DeLeo, has been eliminated. He added that \$50,000 has also been eliminated from workforce development at all 15 community colleges.

Vice President Mitchell explained that for 2015, Massasoit received a base appropriation plus \$629,000, Massasoit's portion of the formula funding. He noted that a month ago we were notified that we would be subject to a 9C reversion, where the Governor goes in and reduces budgets. Normally, higher education is exempt; however, the legislature gave the Governor the authority to make those reductions. As a result, \$296,000 was taken from our budget. He stated that the CFOs asked if they could send that money to the state instead of having that amount reduced from the state appropriation. The reason for this request is that for every state dollar the College loses, we become responsible for the 30% fringe charge. By sending local funds rather than state appropriation dollars, we were able to save the additional 30% of that \$296,000 we would have needed to fund.

Vice President Mitchell stated that there was a concern that the FY15 formula funding money, which is not part of our base, would not be added to our base in the FY16 budget; however, that was not the case and it was added. He stated; however, that the \$296,000 reversion was also deducted from the base of the FY16 budget.

Vice President Mitchell stated that although the Governor's budget proposes an approximate \$400,000 increase over this year's base, we do not believe that we will receive collective bargaining funding for AFSCME.

Dr. Wall stated that we are getting close to our end-of-year ceremonial activities and a listing of those events will be sent to the Board from the President's Office.

Approval of the minutes of January 14, 2015

A motion was made by Trustee Phillips and seconded by Trustee Brophy to approve the minutes of January 14, 2015. The motion passed unanimously.

College Police Reports from January and February

Chief Cummings stated that crime across all Massasoit campuses remains down. He stated, however, that the number of restraining orders is up, which he believes is a result of the National Campaign Against Domestic Violence, which is making judges more open to issuing restraining orders. Chief Cummings stated that police department is currently engaging in a White Ribbon Campaign, which began in Canada as an effort to end violence against women. Chief Cummings stated that on March 27, he, Representative Michael Brady, the Brockton Housing Authority, and Family and Community Resources of Brockton will be holding a White Ribbon Campaign breakfast and he invited the Board members to attend. (A formal invitation will be sent to the Trustees.)

Chief Cummings stated that last week the Massasoit Police Department became an ambassador to Jane Doe, the organization that runs the White Ribbon Campaign. Massasoit police officers are taking pledges in the form of signatures from males across campus who pledge not to abuse women. He stated that the gentlemen who pledge receive and wear a white ribbon. He noted that we are currently at 550 signatures.

Chief Cummings stated that today the Department offered the first RAD for Women daytime training; the training is usually conducted on the weekends. He stated that Christina Alves and her staff from Gateway, along with the RAD instructors, were able to conduct this training for Gateway students. Chief Cummings stated that the first RAD for Men class, which will take place in April, is filled. He noted that men were very open to this training and we expect a class of 22. This course trains men how not to engage in a fight and how to step away from violence. It was noted that Trustee Derenoncourt is participating in the RAD for Men class, and he was also the first to sign the White Ribbon pledge.

Chief Cummings stated Massasoit and Massachusetts State Police will be conducting an active shooter simulation next week, and that the Massachusetts State Police SWAT team reached out to the College for this training. In the past, we have had to pay for this service.

Presentation of Allied Health Building progress by Payette Representatives

Vice President Mitchell stated that the Massasoit team, led by Vice President McCarthy, the deans, and the faculty, has done a tremendous amount of work along with our partners from DCAMM and Payette. He added that he would also like to recognize John Caffelle, staff associate, because he is the man behind the scenes who does a phenomenal job keeping this project moving.

Vice President Mitchell introduced Mark Oldham, and Milly Baker from Payette and Fred Manigat from DCAMM. Ms. Baker, project manager, explained that Payette is an architectural firm located in Boston that employs approximately 160 people and specializes in science/medical and educational facilities. She stated that they have been working with Fred and many other individuals from DCAMM. She explained that they are currently doing a study process and during this process they are interviewing faculty, staff, and students to determine how many classrooms would be needed and how large of a building would be required. She explained that they have submitted this information to the state to let them know how large the area needed to be. She noted that as soon as they receive certification from the state, they will move into the hard design phase and then to the construction phase.

Ms. Baker explained that the new building will not just house classrooms, but also specialized medical facilities, conference space, and public spaces. She noted that because the building is located on Crescent Street, they will look for opportunities to have interaction with the community by offering things such as CPR courses. She stated that the building will be approximately 38,000 square feet.

Mr. Oldham, building design specialist, stated that what is special about this building is the remoteness of the site in comparison with the rest of the campus. He noted that this separation provides an opportunity to lay a new anchor to the campus. He added that this site will give Massasoit an identity that is public and present in the city. He explained that in addition to being an Allied Health Building it will also house a Welcome Center. Mr. Oldham stated that he realizes that Massasoit does not often get an opportunity to build; therefore, it is imperative that it be done right. He noted that there are only a certain amount of dollars and that they need to be allocated wisely with sustainability at the forefront.

Dr. Wall stated that Massasoit will petition the city to remove Christo's Way and look toward the likelihood of taking down the North building and erecting another building as part of the North Campus. He added that he has had conversations with Ray Ledoux, Brockton Area Transit (BAT) administrator, regarding a BAT bus station at the North Campus. He added that we are also working on the design for our new entrance.

Trustee Phillips asked if the open glass area will be visible on the main road. Mr. Oldham stated that the area will be visible from the street. He added that because the building will reside on a corner lot, it is important that it have 4 fronts and no back. Trustee Brophy stated that she realizes that the new building will house the simulation rooms and the basic science classes will remain where they are currently housed. She then asked if there will be any means of transportation to get the students back and forth. Ms. Baker stated that there would be a shuttle bus. She also noted that many of the students in the allied health programs have completed their general credits so it may be less of an inconvenience.

Chair Ifill asked for the timeframe to completion. Ms. Baker stated that they hope to have the study they are currently working on completed this spring and will then start on the design. It will take approximately a year to complete all the construction documentation and they are hoping to have an accelerated and aggressive process through which they start building before the designs are completed (site work, foundation etc.).

Trustee Brophy asked if we would be linking the campuses by designing the new building in the brick fashion of the current buildings. Dr. Wall stated that we will be remodeling on this side of the campus as well; however, we have not yet determined how they will blend. He added that the new entrance will take care of the sidewalks, the bike lanes, etc. Mr. Oldham stated that they have not yet decided on the exterior material of the building.

All College Purpose Trust Fund Report for December 2014

Vice President Mitchell stated that this monthly report is one of our better internal controls that provides the details and narratives of all expenditures of the President and the Board. He added that there are no anomalies in this report.

Investment Activity Report (handout)

Comptroller Marcella stated she is happy to report that February was a very successful month for our investment, although January was not. She explained that January had a net loss, with fees, of about \$115,000; however, in February, we had a gain of \$319,000, for a net increase over the two months of \$204,000. She added that fiscal year-to-date we are up approximately \$437,000. She stated that she also handed out the cash flow report.

Updated Membership Application and Certification between Massasoit Community College and the Commonfund

Comptroller Marcella stated that while switching names from her predecessor, Sophie Lee, to herself, the Commonfund noticed that the last Board resolution that they had on file for us was from 1998, and they requested an updated version. She stated that the Board has been presented with a resolution giving the administration authority to act on the Board's behalf concerning the investments. Vice President Mitchell stated that administration comes before the Board, and will continue to come before the Board, to ask for approval to move money from idle cash into the investment.

A motion was made by Trustee Phillips and seconded by Chair Ifill that the Board of Trustees approve the updated Membership Application and Certification between Massasoit Community College and the Commonfund. The motion passed unanimously.

Second Quarter Financial Report

Vice President Mitchell was joined by Director of Budgeting and Financial Reporting Bill O'Neill. Mr. O'Neill stated that the information in the Second Quarter Financial Report is from the period of July 1 through December 31, 2014. He noted that spending is on-target through the end of December and there are no anomalies reflected in this report.

Mr. O'Neill stated that Massasoit has already received 100% of the state's appropriation, which is faster than normal and amounted to \$19.7 million. The College also received our formula funding allocation in the amount of \$629,000. He noted that we have collected 81.89% of our operating budget which is from tuition and fees. Trustee Phillips asked how much sooner than usual the state appropriation was received. Vice President Mitchell stated that last year we had quarterly allotments; however, it has varied over the years. He stated that from a cash flow perspective, those funds sit in the Commonwealth and the College has the authority to spend against those funds.

Mr. O'Neill stated that with respect to expenses, Massasoit has a total operating budget of \$50.491 million, and as of December 31, we have expended just over 40%, which is consistent with the trends of the past four years. Mr. O'Neill stated that capital adaptation and renewal projects for the previous quarter included the completion of Phase II in the Lower Student Center, continued planning on Phase III, and the Christo's demolition.

Mr. O'Neill stated that the largest expense at Massasoit is always payroll and benefits, followed by improvement and equipment, operations/other. Vice President Mitchell stated that at a previous meeting, when the quarterly report was presented, a question was asked as to how our expenses compare to the other community colleges. He explained that he talked to some of his fellow CFOs and all the community colleges seem to have similar payroll expenses, at around 70% of the budget.

Trustee Carroll asked if expenses are looked at as a percentage of the revenue, so that when we look at what might change in terms of the state budget or enrollments, we see how these expenses compare to the changing revenue. He also asked

how our expense/revenue percentage compares with others in the system. Vice President Mitchell stated that we have a balanced budget, so the percentage is the same for both the expense and revenue sides. He noted that it is not one-for-one in that if we lose 1% of enrollments, we lose 1% in payroll. He stated that the difficulty in higher education is that even if there are fewer students, all students need student services and many of the same classes need to be taught.

Mr. O'Neill stated that the cost of benefits goes up every year. Vice President Mitchell explained that this cost is dictated to us, and that amount does impact the budget. Trustee Phillips asked what drives up the cost of benefits. Vice President Mitchell explained that it is health insurance, contributions to retirement, and payroll taxes. He added that it has been fairly consistent over the past 4 years and it is a cost the College needs to absorb. Trustee Brophy asked how retirement affects benefits. Vice President Mitchell explained that a portion of the benefits goes to fund retirement. Trustee Offutt asked if we are able to cut a check for benefits rather than deduct it from state funds. Vice President Mitchell explained that we are allowed and we do send that money up to the Commonwealth from our checking account.

Dr. Wall stated that although we have more students, more programs, and more obligations, we do not receive as much money in state appropriations as we did in 2002.

Mr. O'Neill stated that capital improvements and equipment budget is slightly higher this year because the funds are not expended until the work is completed. He added that we are also slightly elevated in operations/other because of timing and allocation and new expenses. He explained that the full debt service load is finally on for the conservation projects; therefore, this is the first year we have had to make the full payment this early in the year. Vice President Mitchell noted that several years ago, as part of an energy savings project, Massasoit replaced 60 rooftop units from money borrowed through the Commonwealth. The energy savings is used to pay the debt.

A motion was made by Trustee Brophy and seconded by Trustee Waterston to approve the Second Quarter Financial Report. The motion passed unanimously.

2015 Summer Continuing Education Brochure

Laurie Maker, executive director of college communications, explained that the Summer Brochure is a central component of our marketing campaign and has been since the 1980s. She explained that there are currently fewer print vendors on the state vendor list who can handle this job because it requires specialized equipment. Ms. Maker explained that she put the job out to bid, the money for the project is in her budget, and she is looking for Board approval for the expenditure.

A motion was made by Trustee Waterston and seconded by Trustee Offutt that the Board of Trustees approve an expenditure not to exceed \$25,028 with Turley Publications, Inc., of Palmer, MA for the printing and mailing of the 2015 Summer Continuing Education Brochure. The motion passed unanimously.

Ms. Maker addressed Trustee Phillips and stated that it has been her honor and pleasure to work with Trustee Phillips throughout the years and she has appreciated his thoughtful and insightful questions as well as his helpful suggestions.

Personnel Action Reports for January and February

Vice President Mitchell explained that the February Personnel Action Report is in the Board Package and the January Personnel Action Report was handed out. There were no questions regarding the January or February reports.

Spring 2015 Credit Enrollment Report

Vice President Tracy stated that we are down slightly in enrollments for the Spring semester; however, we did have an increase in new students. He added that over the past few years, we have been doing three conferrals for graduation, which also impacts our enrollment.

Nancy Sullivan, dean of student services and enrollment management, stated that we have a wonderful enrollment services staff that collaborates on many of the efforts to get students in, enrolled, and provided with services. She stated that she would also like to thank Mary Goodhue Lynch, associate dean of institutional research, for her amazing work on the PowerPoint presentation and acknowledge Jim Lynch for the photographs he provides.

Dean Goodhue Lynch stated that as we expected enrollment is down approximately 5% in headcount and 5% in total credits. She noted that we need to take into account that the Spring of 2013 had the largest enrollments in the history of the College. She added that the Middleborough Center has 264 students that take the majority of their courses at that site;

Canton has 908 and Brockton has 6,264. She explained that 40% of our students are full-time and 60% are part-time, and we have 44% male and 56% female students. She noted that diversity continues to grow and 42% of our students report that they are in an ethnic minority group.

Ms. Sullivan stated that in terms of our top ten feeder towns, Middleborough has come up from the number nine slot to the number five slot, and aside from that, there were not many changes to the top ten cities and towns. She explained, for the benefit of Trustee Phillips, that East Bridgewater came in at number 12, up from number 13. Dr. Wall stated that enrollment in Boston continues to grow and enrollment is staying steady in Taunton. Ms. Sullivan noted that admission processed 1,726 applications and enrolled 72 qualified high school students in the Dual Enrollment Program.

Trustee Phillips asked if the College is able to move money from general funds to provide more money for the Dual Enrollment Program. Dr. Wall explained that we can and we have with this Board's approval approximately 4 years ago. Trustee Offutt asked what the goal for growth is in enrollments with the addition of the new Allied Health Building. Dr. Wall stated that the challenge is that for the next decade the number of 18-year-olds is in a decline. He stated that we hope to hold our own with enrollment and increase slightly; however, the days of 3-5% enrollment increases are over for a while. He added that with our Vet Tech program, the Paramedic program, Engineering transfer, etc., we can increase our market share. Trustee Waterston stated that in the health care programs we will most likely be enrolling second career students.

Sabbatical Leave Proposal

Vice President McCarthy stated that there is one sabbatical proposal this year, from Professor Tracy Schaub of the English Department, who wants to work on integrating reading and writing curricula with the pedagogy that is in line with the best practices. This work could help to move students who test into developmental courses into the college-level courses faster.

A motion was made by Trustee Brophy and seconded by Trustee Blackler to approve the Sabbatical Leave for Professor Tracy Schaub for the Fall 2015 semester. The motion passed unanimously.

A motion to go into executive session was made by Trustee Brophy and seconded by Trustee Offutt for the purpose of discussing the deployment of security personnel or devices, e.g., a sting operation, and to consider the purchase, exchange, taking, lease, or value of real property because such discussion, if in public session, may have a detrimental effect on the negotiating position of the college.

Roll Call

Trustee Asiaf	Yes
Trustee Blackler	Yes
Trustee Brophy	Yes
Trustee Carroll	Yes
Trustee Derenoncourt	Yes
Trustee Offutt	Yes
Trustee Phillips	Yes
Trustee Simonelli	Yes
Trustee Waterston	Yes

The motion passed unanimously.

Prepared by:

Certified by:

Elizabeth Burke
Recording Secretary

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