

**MASSASOIT COMMUNITY COLLEGE
MEETING OF THE BOARD OF TRUSTEES
WEDNESDAY, September 23, 2026
Louison Board Room
Brockton, MA
6:00pm**

**APPROVED
October 21, 2026**

Attendees: Chair Carroll, Vice Chair Dunphy, Trustee Anania, Trustee Boyd, Trustee Chakrabarti, Trustee Kowalski, Trustee Lawson, Trustee Welch

Trustee Offutt attended the meeting remotely via zoom.

Absent: Trustee Silvera

The meeting was called to order at 6:04 p.m.

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Anania – yes
Trustee Boyd – yes
Trustee Chakrabarti – yes
Trustee Kowalski – yes
Trustee Lawson – yes
Trustee Offutt – yes
Trustee Welch - yes

Chairman's Report

Chair Carroll welcomed everyone to the meeting and stated how spectacular it was on Opening Day with the ribbon cutting ceremony for the new Science Building, followed by the groundbreaking ceremony for the Health Science Building. He thanked William O'Neill, Vice President of Administration/CFO, Christofer Voltz, Executive Director of Facilities, and Jones Architects and Commodore Builders for their amazing work on finishing on time and under budget. He shared the news that President Mitchell plans to retire, and how bittersweet it is, as he has done a tremendous job moving the college forward through very difficult times. The college is in the strongest position in its 60-year history, and now we must pass the baton to the next person to lead the institution. The presidential search will be one of the main topics of the board meeting tonight.

President's Report

President Mitchell thanked the board for the kind words and for their support over the last several years, during difficult times. He stated that he had the best job in the world and it's the faculty and staff that make it work because ultimately, it's about the students.

Student Trustee Report

Student Trustee Donovan Boyd introduced himself as the student trustee. This is his 10th year at Massasoit, and he is a Black Studies major. He thanked everyone for having him and is excited to be a part of the board this year. He and Senate President Justin Connolly attended their first Student Advisory Counsel meeting in August and met Chairman of the Massachusetts Board of Higher Education Chris Gabrielli, and Senior Deputy Commissioner, Jose Luis Santos. They shared ideas and experiences and were able to make a great connection. Student Senate had their first meeting on September 23 and successfully recruited 12 new members along with 3 returning senators. Over the summer, Senate President Connolly and Student Trustee Boyd worked on developing a new initiative for the Senate: a designated parking

area for students, parents and caregivers that are expecting. Senate President Connolly and Student Trustee Boyd visited the State House in July to meet with Representative Michelle Badger as well as Massasoit alumnus Representative Rita Mendes. They discussed passing House Bill H2221 and S1237 to get the 988 Suicide Hotline Prevention number on every college university student ID across the campus and across the state. Student Life administered 372 student ID's which is the most the office has administered in the first week of classes in 10 years. Student Life has had activities on the Canton and Brockton campuses since we returned in September and in October there are several key events planned.

Consent Agenda

A motion was made by Trustee Anania and seconded by Trustee Lawson to approve the consent agenda.

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Anania – yes
Trustee Boyd – yes
Trustee Chakrabarti – yes
Trustee Kowalski – yes
Trustee Lawson – yes
Trustee Offutt – yes
Trustee Welch - yes

The motion passed unanimously.

Recommendation that the Board of Trustees approve Chair Carroll to submit President Mitchell's evaluation to the MA Department of Higher Education (vote needed)

Chair Carroll reported that Massasoit Community College experienced a year of significant institutional progress under the leadership of President William Mitchell. His tenure has been characterized by strategic focus, organizational stabilization, data-informed decision-making, and sustained investment in student success. During a period marked by leadership transitions, post-pandemic enrollment challenges, evolving state and federal policies, and preparation for the 2026 NECHE comprehensive evaluation, President Mitchell strengthened the College's senior leadership team and positioned the institution to advance its strategic priorities.

A motion was made by Trustee Kowalski and seconded by Trustee Chakrabarti to approve Chair Carroll to submit President Mitchell's final evaluation to the MA Department of Higher Education (vote needed).

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Anania – yes
Trustee Boyd – yes
Trustee Chakrabarti – yes
Trustee Kowalski – yes
Trustee Lawson – yes
Trustee Offutt – yes
Trustee Welch – yes

The motion passed unanimously.

Presidential Search

- a) Presentation by Ms. Constantia T. Papanikolaou, Chief Legal Counsel for the Massachusetts Board and Department of Higher Education
- b) Presidential Search – Executive Committee
 - i. Consideration of Search Firms
 - ii. Search Committee
 - iii. Presidential Search Budget
 - iv. conduct preliminary steps related to the use of an executive search firm to assist with the presidential search, including preparation of a request for proposals for such services;
 - v. establish and select members for a Presidential Search Committee in accordance with the Massachusetts Board of Higher Education Guidelines and Procedures for the Search, Selection, Appointment and Removal of State University and Community College Presidents.
 - vi. establish a budget for the administration and management of a presidential search process to be approved by the Massasoit Board of Trustees (vote needed)

Presidential Search presentation by Ms. Constantia T. Papanikolaou, Chief Legal Counsel for the Massachusetts Board and Department of Higher Education

Ms. Constantia Papanikolaou, Chief Legal Counsel, Department of Higher Education spoke about the presidential search and selection guidelines that the Board of Higher Education passed that govern all presidential searches and selections and appointments for community college presidents. The statutory authority for the selection and appointment for community college and state university presidents stem from Section 21 or the Joint Enabling Statute, which states that each Board of Trustees, with the approval of the Board of Higher Education, can appoint and remove the chief executive officer of its institution and can approve and fix presidential compensation. The Board of Higher Education must appoint a voting member to assist the Board of Trustees in the search. The Presidential search selection appointment and removal guidelines, in 2013, are primarily to resolve conflicts of policies and operation, as every campus was doing it differently. The guidelines were established and developed with extensive stakeholder feedback, with multiple public comment sessions and community meetings. The guidelines seek to strike an appropriate balance between local, state, university, and community college Board of Trustees authority to appoint a president. The guidelines include several touchpoints between local board chairs and the Board of Higher Education acting by or through the Commissioner. The Commissioner must approve the Presidential Profile; appoint a DHE/BHE member of the search committee, have opportunity to review the applicant pool selected for interviews, interview the (3 to 5) candidates selected as finalists and this opportunity must be extended to BHE (Commissioner/BHE must promptly convey comments, impressions of interviewees to local BoT Chair before the board vote), local Board and BHE board votes. The guidelines do provide that the local board must vote to recommend one candidate to the BHE (the vote typically includes delegation of authority to Chair to work with DHE and negotiate terms), after local BoT vote, BHE shall interview the recommended appointee and vote on the appointments, including Terms of Appointment. The local board's responsibilities include establishing and charging the search committee. The search committee is typically 9 to 13 members, a search consultant is utilized, and the search committee establishes a budget. The search committee functions include preparing position profile (or BoT prepares), screening and evaluating candidates, interviewing semi-finalists, and selecting and recommending 3 to 5 finalists (unranked) for public interviews.

Trustee Offutt asked how many active, or soon to be active, MA state community college presidential searches there are currently? Ms. Papanikolaou replied three in Massachusetts, including Massasoit.

Chair Carroll asked how the guidelines address whether Colleges use a search firm or not? Ms. Papanikolaou replied that the guidelines expect a search firm to be used, but there is a clause that allows a search firm not to be used in exceptional circumstances.

Trustee Anania asked if the choice of which search firm to use, is a local choice? Ms. Papanikolaou replied that it is the choice of the local Board of Trustees. Chair Carroll stated that it is his preference to bring it back to the board on a vote.

Trustee Lawson asked how long the process takes? Ms. Papanikolaou replied that job descriptions posted by November or December are typically wrapped up by May.

Trustee Chakrabarti asked if there could be more than 3 trustees on the search committee? Mr. Adam Thrasher, Associate General Counsel, MA Community College System, said he believed the guidelines limit it to 3, but he would check and report back to Chair Carroll.

Chair Carroll thanked Ms. Papanikolaou for being available for the meeting. He added that we need to do some work. First, is selecting the search firm, second is to select a search committee, third is the budget and fourth is to draft a position profile to present to the board, then to the search committee to work on.

Mr. Thrasher noted that regarding the position profile, typically the search committee is already formed and working with the search firm to populate and create for board approval, so you would not need the presidential profile done before the next board meeting.

A motion was made by Trustee Anania and seconded by Trustee Lawson to approve Chair Carroll and Vice Chair Dunphy to (1) conduct preliminary steps related to the use of an executive search firm to assist with the presidential search, including preparation of a request for proposals for such services; (2) establish and select members for a Presidential Search Committee in accordance with the Massachusetts Board of Higher Education Guidelines and Procedures for the Search, Selection, Appointment and Removal of State University and Community College Presidents.

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Anania – yes
Trustee Boyd – yes
Trustee Chakrabarti – yes
Trustee Kowalski – yes
Trustee Lawson – yes
Trustee Offutt – yes
Trustee Welch – yes

The motion passed unanimously.

A motion was made by Trustee Offutt and seconded by Trustee Chakrabarti to approve Chair Carroll and Trustee Welch to establish a budget for administration and management of a presidential search process to be approved by the Massasoit Board of Trustees.

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Anania – yes
Trustee Boyd – yes
Trustee Chakrabarti – yes
Trustee Kowalski – yes
Trustee Lawson – yes
Trustee Offutt – yes
Trustee Welch – yes

The motion passed unanimously.

Presentation and recommendation that the Board of Trustees approve the Fourth Quarter Fiscal Year 2026 Financial Report presented by Mr. William O'Neill, Vice President of Administration/CFO

Mr. William O'Neill, Vice President of Administration/CFO presented Massasoit Community College's fourth quarter financial report for the period ended June 30, 2026. The College ended FY26 under the proposed spending plans limits and with a \$2.2M surplus when comparing revenue collected to expenses. The College collected 99.17% of its projected operating fund revenue for the year. The College collected 100.48% of its projected State Appropriation line-item revenue for this year.

A motion was made by Vice Chair Dunphy and seconded by Trustee Boyd to approve the Fourth Quarter Fiscal Year 2026 Financial Report

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Anania – yes
Trustee Boyd – yes
Trustee Chakrabarti – yes
Trustee Kowalski – yes
Trustee Lawson – yes
Trustee Offutt – yes
Trustee Welch - yes

The motion passed unanimously.

Presentation of Associate of Applied Science in Entrepreneurship by Mr. Michael Roggow, Dean of Business and Entrepreneurial Leadership, Mr. Michael Brophy, Assistant Professor of Business and Mr. Robert Murphy, Assistant Professor of Business

Mr. Michael Roggow, Dean of Business and Entrepreneurial Leadership began with why Massasoit plans to offer a degree in Entrepreneurship. The City of Brockton has a very strong need for new entrepreneurs, particularly focused on revitalizing the downtown area, supporting diverse and minority-owned small businesses, and expanding local services. The Associate of Applied Science in Entrepreneurship aligns with the College's Strategic plan. This degree will cultivate innovation across the community, student and campus experiences. It will offer flexible credential pathways that support social and economic mobility, and it also positions the College as a central hub for workforce development and community leadership.

Mr. Robert Murphy, Assistant Professor, Business, discussed the ecosystem of Entrepreneurial Leadership. The pipeline will take students from entrepreneurial interest to education, mentorship, resources, funding, business creating and growth. The students will build beyond traditional classroom instruction by creating an Entrepreneurship program centered on hands-on learning, business simulations, real-world projects, and actual business plans. Through mentorship and entrepreneurial community, students will be connected with faculty with real world business experience, successful entrepreneurs, and alumni and community business leaders. Funding and business resources will help students move ideas toward implementation through micro-grants, pitch awards, financial education, and partnerships with banks and community development organizations. We will develop an on-campus innovation hub where students and community entrepreneurs can collaborate, receive mentoring, develop business ideas, and participate in workshops. Brockton's designation as a Mass Development TDI district creates opportunities to connect campus entrepreneurship with the city's broader economic development efforts. The program will be designed to intentionally reduce barriers for women, minority, immigrant and culturally responsive support. Entrepreneurship can become an important vehicle for economic mobility. Massasoit will become a connector within the regional entrepreneurial ecosystem, establishing MOUs with local and regional organizations and connecting students with initiatives such as Skill Pointe, National Association for Community College Entrepreneurship, and Verizon Small Business Digital Ready. The coursework program would include 8 existing business courses with 3 additional business courses as options depending on the students' needs and strengths. The program will create 4 new business courses: Financial Management for Entrepreneurs, E-Commerce & Digital Marketing, Feasibility Analysis & Business Plan Development, and Innovation & Design Thinking (Intrapreneurship)

Mr. Michael Brophy, Assistant Professor, Business talked about last April 30, 2026, when the college sponsored a Shark Tank style event with himself, Professor Robert Murphy and Dean Michael Roggow along with 3 student entrepreneurs. The program offered a safe environment for students to make mistakes and learn from them. It taught critical thinking skills, confidence building and how to pivot when faced with unexpected challenges. Our high-level judges asked tough, penetrating questions and the students held up unbelievably well. The judges also offered insight and expertise. A signature Entrepreneurial Challenge/Shark Tank style competition can showcase student ventures and bring together students, businesses, investors, and the community. There are plans for another Massasoit Entrepreneurial Challenge next year and many are looking forward to it.

Presentation of Strategic Grant Funding & Institutional Impact by Ms. Amanda Donovan, Executive Director of Grants

Ms. Amanda Donovan, Executive Director of Grants, presented on the strategic grant funding & institutional impact. In FY26 Massasoit secured \$7.05M or 26 awards in grant funding which is a significant external investment advancing student success and institutional priorities. Out of the 26 awards, 19 were state awards, 4 federal awards and 3 private awards. The Grants department from opportunity to institutional impact begins by opportunity identification which scan funding landscape to identify opportunities to advance the College priorities. Through grant funding Massasoit continues to align with strategic priorities, community partnerships and institutional impact. The FY27 workforce funding priorities include early career exploration, AI simulation & learning lab, and the Future of Workforce Institute. Academic Affairs & career pathways include career & technical education, life sciences and workforce pathways. Grant funding supports the full student journey, from access and basic needs to persistence, credentials, transfer and employment. Massasoit has 11 confirmed grant awards for FY27 totaling \$1.7M. The strategy for growth is aligned with college priorities and regional needs, building proven funder relationships, diversity through private foundations and industry partners, and pursue selectively through readiness, impact and sustainability.

Other Business

Chair Carroll asked if there was any other business and there was none.

Public Comments

Chair Carroll asked if there were any public comments and there were none.

A motion was made by Trustee Welch and seconded by Trustee Lawson to adjourn the meeting at 8:20 p.m.

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Anania – yes
Trustee Boyd – yes
Trustee Chakrabarti – yes
Trustee Kowalski – yes
Trustee Lawson – yes
Trustee Offutt – yes
Trustee Welch – yes

The motion passed unanimously.

**Tom Carroll,
Chair of the Board of Trustees**

**Cori Foy
Board Liaison**