

Regularly Scheduled Meeting of the Board of Trustees
Wednesday, January 13, 2016
6:00 p.m. in the Louison Board Room, Brockton Campus

Attendees: Bonnie Blackler, Mary Brophy, Tom Carroll, Deborah Enos, Pamerson Ifill, Myrna Lyncee, David Offutt, Judy Waterston

Call to order

Chair Ifill called the meeting to order at 6:15 p.m.

Chairman's Report

Chair Ifill wished everyone a happy new year. He then introduced Mike Mizzoni, director of trustee relations, from the Massachusetts Department of Higher Education. Mr. Mizzoni stated that the Office of Trustee Relations was created by the Legislature, and that this office has become a liaison for President Office Staff, Trustees, and the Department of Higher Education. The Board welcomed Mr. Mizzoni.

Chair Ifill stated that 2016 is an important year for the College as we celebrate our 50th anniversary; it is a time for planning and a time to look back at our history and our accomplishments as an organization. He stated that the faculty is going through some negotiation issues and that he sincerely hopes those issues get worked out and that those individuals receive the recognition they deserve.

Chair Ifill stated that we need to take a hard look at our Strategic Plan and determine how well it is working and how well it is serving our students. He stated that 2016 is an exciting time for us because, as a College, we have the ability to have an impact regionally across the Commonwealth. He stated that we look to grow in Marshfield, and the Middleborough Center, and that the Canton and Brockton Campuses continue to be successful in educating our students. He noted that as we go forward we remain optimistic about our Allied Health Building, and, if that comes to fruition, it will enhance our growth as a College and enable us to have a greater economic impact in the region.

Chair Ifill stated that the Trustees and College staff are addressing the issues of diversity within the College and that the Board remains optimistic that we will be successful.

He announced that we have a new appointee to the Board, Ann Sullivan . He noted that Trustee Brophy's term will end soon ,that she was a mentor to him, and that much of what he learned about the role as Chair came from Trustee Brophy and former Trustee Barrows. He stated that Trustee Brophy's commitment to the Board and to the College and her vision help this Board to act cohesively.

Chair Ifill stated that he is excited about the progress we have made and that he looks forward to where we are headed.

President's Report

Dr. Wall welcomed Trustee Emeritus Dave Phillips, who was in the audience this evening. Dr. Wall stated that he is also optimistic about the future because of our abilities to plan, execute, go forward, and keep our commitments to our students. He noted that there is an orientation currently going on in the Upper Student Lounge for our students for the Spring semester.

Dr. Wall stated that we will update the Board at the February meeting regarding our preparations for the NEASC Accreditation visit scheduled for November of this year. This update will include a description of the process and status for completing the self-study. Dr. Wall stated that the NEASC visiting team has in the past, and most likely will again, have a separate session with this Board, usually a breakfast meeting. He stated that neither he nor his administrative team, attend that session. Dr. Wall stated that the NEASC team in 2006 came away with extremely positive comments about the Board's dynamic and commitment to this College.

Dr. Wall stated that, as Chair Ifill mentioned, we will be continuously updating the Board about our 50th anniversary, which will take place during the 2016 - 2017 academic year. He noted that he hopes that the MCCC contract will be resolved so that we do not have work-to-rule at the start of the academic year. He stated that everyone is in the process of planning for multiple events as we celebrate and recognize who we are and what we do.

Dr. Wall stated that we will be conducting and preparing a Trustee Orientation Workshop that will be available to all interested Trustees. He stated that the public policy and state perspectives will be discussed; for those sessions, we will invite Bill Hart, executive director of Executive Office of MA Community Colleges, and Ken Tashjy, general counsel for the MA community colleges. In addition, each vice president will present an extensive overview of the areas that they oversee.

Dr. Wall stated that, as the warmer weather approaches, we will continue to provide campus tours for the Board. He noted that in November, the Board toured the final full build-out of the lower level of this building [Student Center]. He added that we have many events coming up, including the 14th Annual Martin Luther King, Jr. Celebration on February 3. Lani Guinier, Harvard Law professor, author, and social justice advocate, is the featured speaker, and on the second year, this event will take place after the official holiday when classes are in session. Dr. Wall stated that Chair Ifill has introduced us to Dr. Eddie Moore, who will provide workshops on diversity on April 20.

Dr. Wall stated that, looking ahead at the budget for Fiscal Year 2017, we will be facing some financial challenges. He explained that enrollments are on the decline because of demographics and the strong economy, which is affecting all the colleges across the board. He noted that this challenge results in fewer available students and, further, with the state projecting a structural deficit, it will be challenging to continue our critical mass of services. Dr. Wall explained that we budgeted this semester for a 5% decrease in enrollments and we are trending about -8% compared to last year. He stated that he thinks we will end up doing better than that; however, all colleges are scrambling to compete for fewer 18-19-year-olds. He stated that he will in the very near future be discussing with the Board some fundraising initiatives. Dr. Wall stated that student success is at the core of who and what we are, and that that commitment to the success of each student is our hallmark.

Dr. Wall stated that classes for the Spring semester begin on January 21, and that our students are registering slowly; however, we hope to be very busy enrolling students early next week. Although enrollments are down, three and four years ago we had all-time record high enrollments. Therefore, we are not falling into a hole; we are just facing a new reality.

Dr. Wall stated that he is excited to note that we are the first community college, that we know of, to have developed a virtual college tour online. Laurie Maker, executive director of College communications, stated that we hope to have this tour available by next Friday and that it will be sent to the Trustees as soon as it is available. Dr. Wall stated that it is a work in progress that will help us sell our identity, our brand, and, most importantly, our educational opportunities; the tour will be continually updated.

Dr. Wall stated that a lot of work goes on during enrollment, including advising, testing, and registering each student through our enrollment staff to make sure that each student is ready to go.

Approval of the Minutes of November 18, 2015

A motion was made by Trustee Offutt and seconded by Trustee Waterston to approve the minutes of November 18, 2015. The motion passed unanimously.

College Police Report for the months of November and December, presented by Chris Cummings, Chief of Police

Chief Cummings introduced to the Board Calvin Duncan, a student intern in the Police Department. He explained that Calvin is a Gateway to College student who started in October and hit the ground running. Calvin approached a Massasoit Police Officer and asked if there was a Campus Police Intern Program; when the officer explained that there was not, Calvin made an appointment with Chief Cummings and convinced him to start one. The Trustees and audience applauded Calvin's persistence.

Chief Cummings presented some of the end-of-year statistics for the Massasoit Police Department. He explained that in 2015, the College Police Department had approximately 19,000 log entries, which includes calls for service, general information, and all other law enforcement matters. He noted that the department had 199 police officer reports generated, which includes issues such as medical emergencies and police investigations. Chief Cummings explained that during 2015 there were 33 arrests and that that number includes both students and the general public.

Chief Cummings stated that in December, the department's proactive stance against the opioid abuse epidemic proved beneficial as they, unfortunately, had the first incidence of overdose on campus during which our officers deployed

Narcan to revive a student in the Science Building, brought to their attention by an alert maintainer. He expressed his gratitude for the support of Dr. Wall and the Trustees for putting the officers in a position to provide that service.

Chief Cummings stated that, since September, the officers have conducted nine Active Shooter Training sessions that included 60 students and approximately 150 faculty and staff members. He noted that the department has also conducted two simulation trainings, one that took place this morning in the Advisement and Counseling/ARC area. He noted that the department has two simulations and 11 tabletop training sessions scheduled to take place within the next few weeks.

Chief Cummings stated that they have utilized the semester break to continue officer training, including the training and certification of an additional officer in sexual assault investigations, bringing the total to six certified officers; his goal is to have at least 50% of his officers trained and certified in this area. He noted that he feels that this kind of training should be built into the curriculum of college police officers' basic training. Until that happens, though, we will continue to send our officers to this four-day training.

The Massasoit Police Department now has an officer certified in child seat installation. Chief Cummings explained that before our officer had this certification, members of the community would need to log on to the Department of Transportation webpage, locate a police department that installs car seats, and make an appointment. This certification allows for community members to find these resources at Massasoit. He stated that this initiative will begin in February and will especially benefit our population utilizing the Child Care Center.

Chief Cummings stated that we are looking forward to the upcoming semester and to welcoming our new and returning students.

Chair Ifill asked if we have officers trained for domestic violence issues. Chief Cummings stated that we have two officers who have specialized training in domestic violence; however, all officers receive domestic violence training and all of the Massasoit officers are certified in that area.

Chair Ifill asked Calvin Duncan what made him interested in law enforcement. Calvin stated that he became interested in law enforcement by watching police shows on television and realizing he wanted to be a police officer. He explained that he was happy that Massasoit offered him an internship so that he can learn more and pursue his interest in law enforcement. The Trustees congratulated Calvin for his initiative.

Trustee Enos asked how the statistics Chief Cummings recited at the beginning of the presentation compare to previous years. Chief Cummings stated that total log entries of approximately 19,000 is similar to the numbers of previous years. He explained that we document everything, things that may not have been documented in previous years, therefore, there might be an increase in log entries. He noted that arrests are actually lower than in past years.

Chair Ifill asked if we are still planning to put an officer at the Middleborough Center. Vice President Palantzas stated that we are in the process of hiring a security person for the Middleborough Center.

Trustee Offutt asked the Chief his feelings on using Narcan. Chief Cummings stated that the situation was saddening; however, the response was spot-on due to the training the officers have received. Chief Cummings explained that he was particularly impressed with the maintainer who entered the restroom and was alert and aware, noticed something was not right, found the student in distress, and notified the police.

On behalf of the Trustees, Chair Ifill thanked the Police staff for its good work

Presentation of the A-133 Audit Report by O'Connor and Drew, the College's audit firm, and recommendation of approval of the A-133 Audit Report.

Mike Cosgrove, audit manager from O'Connor and Drew, introduced himself to the Board. He stated that he is here to explain the A-133 Audit and its finding. The A-133 audit is often referred to as the Financial Aid audit; he noted that 90% of the expenditures and awards are student financial aid. This audit actually encompasses many different departments, including Financial Aid, Business Office, Human Resources, Payroll, Registrar's office, etc. He then gave a brief overview of the report.

Mr. Cosgrove stated that in the previous year, Fiscal Year 2014, there were two audit findings, and that in the current year, there were zero instances of noncompliance in those two areas. Mr. Cosgrove explained that the A-133 Audit is

different from a financial statement audit in that the materiality is zero dollars; it is actually a compliance piece. He stated that there was one significant deficiency in the A-133 Audit; however, this label is different from a significant deficiency in internal control over financial reporting, where the term has a more serious implication. Mr. Cosgrove explained that the auditors have two choices when there is a finding in an A-133 Audit: a significant deficiency, or a material weakness. A material weakness is considerably worse than a significant deficiency. He noted that there was \$20 million of federal awards going to the College in the last fiscal year and that there was zero dollars' worth of questioned awards.

Mr. Cosgrove thanked the staff from all the different departments with whom the auditors worked. He noted that they received responses and audit evidence in a timely manner and were very pleased with the Massasoit management team.

Trustee Waterston explained that everyone on the Audit Committee received the A-133 Audit ahead of time and were asked to review it and forward any questions to Vice President Mitchell. Trustee Waterston asked Mr. Cosgrove if the one finding has ever occurred before in a previous audit at Massasoit. Mr. Cosgrove stated that this finding relates to unofficial withdrawals, meaning it represents students who walked away from the school during the semester. He explained that these students were not being coded in the system so they were being recorded. He stated that the remedy is to make sure the students are coded within the system, so that the Registrars' Office knows to pick these students up and report them. He stated that there were no issues with Financial Aid calculations of student earnings.

Chair Ifill asked how this report compares to last year's report. Mr. Cosgrove noted that it is always better to have less findings and that last year there were two and this year there is one. He stated that both reports were good, and that it is very rare to have zero findings in a report. Trustee Waterston asked what we are doing going forward to make sure that this finding is remedied. Vice President Mitchell explained that we are required to have a management response. He stated that management concurred with the finding. Registrar Jannie Gilson explained that we have updated our internal controls and created a report that identifies this student population so that we can ensure we have the proper date for the last date of attendance. She stated that she is confident in the controls that have been put in place.

Chair Ifill thanked Mr. Cosgrove for the Audit report.

A motion was made by Trustee Waterston and seconded by Trustee Brophy that the Board of Trustees approve the A-133 Audit Report. The motion passed unanimously.

Personnel Action Reports for the months of November and December, presented by Margaret Hess, executive director of human resources

Executive Director Hess explained that HR will be providing the Board, via a PowerPoint presentation, some context with regard to the monthly reports. She stated that in looking over the past ten years, it appears that the hiring of new employees has been erratic. She stated, however, that from a human resources perspective, we are in line with where we should be. She explained that recruitment and, subsequently new hires, are tied to attrition; therefore, when we have peaks in attrition, we have peaks in new hires. She added that when new hires remains flat, that may be an indication that we were not offering new programs at that time.

Executive Director Hess stated that many of our potential candidates do not self-identify and, therefore, we do not always know the ethnicity of the applicants. As a result, we do not always have a full representation of the diverse candidate population. She noted that we do not know until the interviews the diversity of the candidate pool. She explained that the applicant pool was much lower in 2015; in 2014 we had a total of 813 applicants, 303 in 2015, although we recruited and hired for the same number of positions. Director Boissel stated that they believe the reason for the dip in the applicant pool is that the economy is stronger and that some faculty positions recruited for in 2015 were more difficult to fill with diverse candidates. She added that we do not know why diverse candidates are not applying for these positions; however, one factor may be that our starting salaries are comparatively low.

Executive Director Hess stated that the good news is that we continue to retain our faculty. In addition, while this fact is somewhat of an impediment to increasing diversity, it is something to celebrate. Director Boissel stated that we are fortunate at Massasoit that our turnover rates are in the single digits. She noted that in 2006 and 2007, the turnover rate spiked; however, that increase was due to faculty retirements. The diversity of the applicant pool has increased by 10% and we have retained our diverse faculty. Furthermore, over the past 10 years, only one out of our four diverse faculty who left did so for reasons other than retirement.

Director Boissel stated that Human Resources is working to improve our search and screen process, which is the College's internal process for hiring. She stated that the new process is scheduled to be released in the Summer of 2016. She added that Human Resources plans to partner with an external vendor used by our sister institutions to conduct an assessment of our efforts in recruiting diversity.

Executive Director Hess summarized by stating that our starting salaries for new faculty are low compared to the private sector. We enjoy a low turnover rate and therefore the opportunities for increased diversity are limited. Executive Director Hess stated that we have had an uptick in diverse candidates as a result of new recruitment efforts.

Trustee Waterston stated that the Board was recently notified that the College had hired three diverse candidates for positions and asked what attributed to this success. Executive Director Hess stated that she feels that the success is due to a culmination of everything that we have been doing over the past couple of years, including the partnership between Human Resources and Academic Affairs.

Chair Ifill stated that this is a good start and it is imperative as an institution that we talk about the importance of our student population being able to self-identify with our faculty because it is necessary for student retention and student success. He stated that we also need our students of color to engage with faculty who are unlike them because it is an enrichment process.

Chair Ifill stated that many of our students have problems just getting here and he believes that there is money in the budget to help students with bus fares, etc. He stated that he is glad we are able to have these types of conversations because we need to help our students succeed by removing barriers.

Trustee Waterston asked why a position has still not been filled that was closed in July. Director Boissel stated that this particular case involves extraordinary circumstances, and that, as the Affirmative Action Officer, she cannot discuss it publicly. Trustee Waterston stated that there are other positions that are taking a long time to fill. She noted that in the hospital industry they track the days to fill a position and that if she had the statistics that Massasoit has in filling positions, she would be afraid that they would not be able to take care of patients. Executive Director Hess stated that we have made some changes in the process and that we will continue to make process improvements.

Dr. Wall stated that each search has its own dynamics and that we are working to make sure the process moves along efficiently and effectively. Executive Director Hess stated that speaking from 35 years of experience working in hospitals, the College search process is entirely different and much more complicated.

Chair Ifill stated that receiving this information removes some of the uncertainties, and he realizes that we will continue to get better.

Trustee Brophy asked how much of the hiring process is controlled by the College and how much is controlled by the state. She stated that we can only improve what we can control. Director Boissel stated that all the state colleges have their own search processes and that we are not constrained by any state policies or recruitments with the exception of the union contracts. She explained that the search processes at Massasoit are our own, and that those are what we want to improve. Executive Director Hess stated that in conjunction with the Vice President of Academic Affairs, they have put together a Process Improvement Plan.

Chair Ifill stated that he would like our new faculty to come before the Board to get to know the Members, so that they can feel comfortable with the Board.

All College Purpose Trust Fund Reports for October and November, presented by William Mitchell, Vice President of Administration/CFO

Vice President Mitchell explained that every time he presents this report he reiterates its importance as an internal control because it lists in great detail from an accounting and narrative perspective the expenses related to the Board and the President. He noted that there were no anomalies with the October and November reports.

Chair Ifill asked how many credit cards the College has. Vice President Mitchell stated that he has one that remains locked in a safe, the President has one, and the Director of Facilities has one for Home Depot.

Trustee Brophy asked why the Education Alliance consultants are paid through this fund. Vice President Mitchell stated that the genesis of these funds is approved in the annual budget process as a transfer from the operating fund to this fund; he stated that it is not necessarily a dedicated revenue stream. He noted that this fund is historically where this expense has been budgeted.

Executive Session

A motion was made by Trustee Brophy and seconded by Trustee Waterston that the Board of Trustees go into Executive Session to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the government's bargaining or litigating position; to discuss 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 Vote:

Trustee Blackler	Yes
Trustee Brophy	Yes
Trustee Carroll	Yes
Trustee Enos	Yes
Trustee Ifill	Yes
Trustee Lyncee	Yes
Trustee Offutt	Yes
Trustee Simonelli	Absent
Trustee Waterston	Yes

The motion passed unanimously.

Chair Ifill stated that the Board would not be returning to open session, and he asked that Senior Vice President Palantzas, Vice President Tracy, Vice President Mitchell, Vice President McCarthy, and the recording secretary remain.

Prepared by:



Recording Secretary

Certified by:



Secretary, Board of Trustees