

Massasoit Community College  
Regularly Scheduled Meeting of the Board of Trustees  
Wednesday, February 21, 2018  
6:00 P.M. Library, Canton Campus  
*Approved April 18, 2018*

Attendees: Eshita Chakrabarti, Robert Harnais, Deborah Enos, Ann Sullivan, Bonnie Blackler, TJ Lacey, Crystal Camp, Pamerson Ifill, Valerie Sullivan, Thomas Carroll

Guests: Presidential Search Committee, Kenneth Tashjy, Esq.

Call to Order

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

Chairperson's Report

Deferred.

Presidential Search Committee/Massasoit Community College Board of Trustees discussion.

The Chairman thanked the members of the Presidential Search Committee and Kenneth Tashjy, General Counsel, Massachusetts Community College Executive Office, for attending tonight's meeting. Chairman Harnais noted that the meeting would not go into executive session and invited Mr. Tashjy to address the Board and the Search Committee.

Mr. Tashjy noted that there have been seven new presidents in the Commonwealth within the past year or so, highlighting that the most senior tenured president has five years of experience. Prior to this time, presidents served for more than twenty and thirty years. He stressed that choosing the next president of the college is arguably one of the most important decisions the search committee and ultimately the Board of Trustees will make. He explained that adhering to the process (Massachusetts Board of Higher Education Guidelines and Procedures for the Search, Selection, Appointment and Removal of State University and Community College Presidents) is critical; the committee should feel free to ask questions and work through issues, never should they feel as though they need to plow through the process.

Mr. Tashjy distributed materials to the search committee and to the Trustees that contained open meeting law documents, public record law, and a flow chart illustrating the search process. He then gave an overview of the process including what the committee should expect during the semifinalist interviews that will take place on March 3 and 4. He stressed the importance of confidentiality as a breach could negatively affect the candidates in their current positions. Discussion took place around different scenarios the committee and board could face when putting forth candidates for consideration. Mr. Tashjy reiterated that the committee and the Board should adhere to the process and any questions can be directed to him or Lydia Camara.

Chair Harnais said that his intention for having this discussion at tonight's meeting was to ensure that the Board and the search committee are all on the same page as we move forward with the semi-finalist interviews. Trustee A. Sullivan reiterated the top five qualities and top five characteristics the Board would like the search committee to keep in mind as they interview the candidates. The top five qualities are visibility; innovative thinking; decisiveness; political acumen; and versatility. The top five characteristics are an understanding of the issues and challenges facing community colleges today; the ability to motivate and build strong internal and external constituencies to support the college's mission, goals, vision, and values; outstanding interpersonal skills, including excellent, engaging oral and written communication skills; the ability to make tough decisions in a timely manner; and visionary leadership with effective change management. Additionally, Chair Harnais stressed the importance of fundraising, given that state funding is not likely to increase, this will be a particularly important area in which the new president will need to focus.

The Board thanked Mr. Tashjy for his time and insights and thanked the Search Committee for the time and effort they have put toward this process. The Trustees reiterated their confidence in the committee to deliver a strong list of finalist candidates.

President's Report

Interim President Mitchell introduced James Lynch, Director of Marketing, and Sarah Yunits, Communications Specialist. Director Lynch drew the Board's attention to the marketing packets that were included in tonight's materials. The concept of the campaign is to draw attention to telling Massasoit's story through student voices. On the front of the card is a photo

and quote from a Massasoit student, on the back is informational data, which is easily customized for different audiences and needs. The marketing and communications team is currently working on a website, which will contain these stories, and data points as well. The Trustees thanked the team for their excellent work.

There are changes to the Higher Education Reauthorization Act that could negatively affect students, especially community college students. Mr. Mitchell noted that the changes are not likely to take place in FY19 but more likely in FY20. He said that this topic was discussed in detail at the American Association of Community Colleges Legislative Summit, which he attended in February. The Massachusetts delegation is working diligently on behalf of students and the college administration is keeping a close eye on the issue.

Interim President Mitchell shared some sad news with the Trustees; Massasoit recently lost two students, Victoria Cody and Sean Tipton. He noted that both students were recognized with a moment of silence at Convocation.

Finally, Interim President Mitchell noted that this is Senior Vice President Palantzas' last Board meeting as he will be retiring on March 14. He thanked Mr. Palantzas for his 37 years of dedicated service to the college and the students noting that he has had a lasting impact on the institution – he will be missed. Senior Vice President Palantzas thanked Mr. Mitchell and the Board for the opportunity to serve Massasoit and said that it has been an enjoyable and very rewarding journey. While he will miss Massasoit, he is looking forward to spending time with his family.

#### Elected Alumni Trustee Report

Trustee Blackler announced that the next Alumni Association meeting will be on March 8 at 6pm in the Student Senate Conference Room located in the Student Center on the Brockton Campus.

#### Massasoit Community College Foundation Report

Deferred.

#### Student Trustee's Report

Trustee Camp highlighted several upcoming student fundraising and community service events including serving dinner at Father Bill's, advocacy day at the state house, and dining for a cause to support the radiological club. Chair Harnais asked Trustee Camp to share the dates and locations of these events with the Trustees.

#### Consent Agenda

**A motion was made by Trustee A. Sullivan and seconded by Trustee Lacey to approve items one, two, three, and four on the Consent Agenda. The motion passed unanimously.**

#### Update on possible privatization of the services provided by the members of the AFSCME Local 1067 by Interim President Mitchell and Patricia Marcella, Interim Vice President of Finance/CFO

Interim Vice President Marcella reminded the Board that the union and the administration were able to come to a successful agreement with the maintainers through a collaborative and cooperative process. At this point, there has been no decision made about food/dining services; the administration is working within the Pacheco law and are about two weeks away from issuing a Request for Proposal (RFP), once that process is complete, the state auditors will review. Interim President Mitchell reiterated that this is just an update and no action has yet been taken.

#### Presentation and recommendation to approve the FY2018 Second Quarter Report.

Executive Director O'Neill noted that the FY18 report reflects financial activity and budget performance for the period ending December 31, 2017. At the end of the second quarter the college received 67% of the state appropriation of \$21.1 million; this percentage is on par with FY17 but slightly lower than prior years. The college collected 83.21% of the operating fund for an additional revenue of \$23.6 million. The biggest contributing factor in the higher percentage of revenue collection (on the higher end of the range from FY14-FY17) is tuition/fee revenue that was not collected in the previous fiscal year. We continue to pursue the amount of uncollected revenue in subsequent years through a collections process as well as through the state comptroller's intercept. Currently in the fiscal year, the college has collected almost double the amount of prior year revenue as compared to last year for an additional \$800,000.

Looking to enrollment based revenue streams; the college is down -4.6% in credit hours as compared to last year. After applying the standard discounts for projected uncollectable revenue and the loss of state-supported course tuition, the institution could face a \$400,000 drop in projected revenue. Vice President Tracy noted that the decline in enrollments is a statewide issue and that Massasoit is in the lower range comparatively; some colleges are experiencing double-digit

declines. Vice President Tracy said that we did not get the results we wanted with matriculated students however did see good results with continuing students. The division is continuing its telephone campaign noting that it may have better long-term results than in the short run. Interim President Mitchell added that the college is looking to institute a ten week summer semester in addition to the current two five-week courses. Vice President McCarthy added that this is a result of data gathered from the student survey and we were able to capitalize on it.

Executive Director O'Neill reviewed the Capital Expenditures that are complete or underway noting the completed engineering lab; LED light fixtures; new hot water boilers in Canton and the Science building; and the next phase of the master key system in the Administration and Fine Arts buildings. He noted that the college is required by the Board of Higher Education, the institution dedicates five percent of total operating revenues to Capital Adaptation and Renewal expenses to ensure our facilities and infrastructure are capable of supporting our mission. Regarding expenses, the college has spent 40.52% of the total FY18 approved amount, consistent with trends from the first half of previous years. He noted that fiscal managers have been excellent stewards of the resources allocated.

**A motion was made by Vice Chair Carroll and seconded by Trustee A. Sullivan to approve the FY2018 Second Quarter Report. The motion passed unanimously.**

Presentation and recommendation to approve the hiring of Eaton Vance Investment Counsel for Massasoit Community College investment services and to transfer the existing invested funds to a custodial account to be invested per the guidelines in the Investment Policy Statement.

Interim Vice President Marcella recalled that last spring a request for proposal was issued for investment services. Our current provider was adequate but was not providing the personalized service the institution needed. Out of the four proposals received, two were brought to campus for interviews and Eaton Vance was the clear leader after the interview process. Vice Chair Carroll added that the team has done an excellent job vetting the firms, he participated in the interviews and supported the decision to hire Eaton Vance.

**A motion was made by Trustee Lacey and seconded by Trustee V. Sullivan to approve the hiring of Eaton Vance Investment Counsel for Massasoit College investment services and to transfer the existing invested funds to a custodial account to be invested per the guidelines in the Investment Policy. The motion passed unanimously.**

Presentation of sabbatical leave recommendation for Lori Pennell, Professor of Business.

Vice President McCarthy noted the supporting material for the sabbatical leave recommendation is included in the Board packet. She added that Professor Pennell has proposed a project that would review and analyze data related to changes in business career programs as well as regional workforce needs and employment projections. Information gathered from the sabbatical leave will be used to create a basic framework that can be used to make informed decisions about implementing new degree programs. The framework will also serve as a benchmark to further assess and revise existing programs. Vice President McCarthy fully supports this request for sabbatical leave.

**A motion was made by Trustee Lacey and seconded by Trustee V. Sullivan to approve sabbatical leave for Lori Pennell, Professor of Business. The motion passed unanimously.**

Presentation of Fall 2017 sabbatical project on professional development programming offered to Massasoit faculty through the Professional Development Center (PDC).

Professor Dunphy thanked the Board for the sabbatical leave opportunity. He explained that his project involved developing new programs for faculty; expand the role for faculty in charting the course of the professional development center (PDC); and re-think the PDC as a hub for faculty collaboration, inquiry, and growth. His methodology included literature review; interviews with faculty, staff, and academic leadership; interviews and site visits with other community colleges; and an all-faculty survey. The results from the visits, interviews, and surveys are the following recommendations: an annual summer institute; campus-wide professional days; half-day intersession retreat; workshops with faculty experts; informal opportunities to discuss pedagogy; faculty inquiry groups; and individualized support for faculty. Additionally, new projects underway include PDC open houses; planning for adjunct faculty summer institute; and a faculty inquiry group – Teaching in the Community. Professor Dunphy thanked the Board again for the opportunity for leave and the opportunity to present the findings.

**A motion was made by Trustee Lacey and seconded by Vice Chair Carroll to adjourn the meeting. The motion passed unanimously.**

Prepared by:



Lydia B. Camara  
Interim Executive Administrative Assistant  
To the President



Thomas E. Carroll  
Vice Chair, Board of Trustees