

Massasoit Community College  
Regularly Scheduled Meeting of the Board of Trustees  
Wednesday, April 18, 2018  
3:00 P.M. The Conference Center at Massasoit  
*Approved May 16, 2018*

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

Absent: TJ Lacey

Guests: Dr. Shirley Pippins, senior consultant, Academic Search

Call to Order

The Chairman called the meeting to order at 3:30 p.m.

Presidential search finalist candidate interview process.

Chair Harnais reviewed the process by which each candidate would be interviewed. He called upon Dr. Pippins to give a brief overview of how the off-list reference checks were conducted. Dr. Pippins reviewed the process and thanked the Board for the opportunity to work with the search committee throughout the process. Chair Harnais reminded the Trustees that each interview would last 60 minutes. Trustee Ann Sullivan asked if multiple people conducted the off-list reference checks or was it one person. Dr. Pippins replied that multiple people conducted the reference checks and the reports given to the Trustees was an interpretation of those conversations and not a verbatim transcript.

Presidential search finalist interview with Dr. Gena Glickman.

Chair Harnais explained the format of the interview to Dr. Glickman. The Chair invited Dr. Glickman to discuss why she is the best candidate for the position, what skills and attributes she brings to the institution, and how those skills and attributes will advance Massasoit Community College.

Dr. Glickman thanked the Board for the opportunity and stated that she has been in higher education her entire career adding that she has served as President of Manchester Community College for the past ten years. Dr. Glickman highlighted some of the accomplishments at Manchester Community College during her tenure including: a \$20 million capital campaign with their foundation; nominated by the Aspen Institute as one of the top 150 community colleges in the country for their success rates in completion, equalization of diversity on campus, and alignment with workforce; recognized as first choice for high school students when choosing a community college and fourth choice overall in any higher education; and faculty and staff who are consistently asked to serve on system-wide committees. She added that she has built a strong and diverse team noting that these are not her accomplishments alone but those of the College. Dr. Glickman shared that Massasoit has many accomplishments of which to be proud and feels that her expertise in the areas of facilities, allocation of resources, growth in career programs, and particularly in advancement will be beneficial to Massasoit.

Chair Harnais then invited the Trustees to ask questions of the candidate. Discussion ensued around Dr. Glickman's engagement with the students, and resource allocation between student, faculty, staff, and administrative needs of the institution. Dr. Glickman referred to the Massasoit Community College Integrated Postsecondary Education Data System (IPEDS) report and identified areas where she may reallocate resources. Dr. Glickman discussed the difference in the amount of federal aid between Manchester and Massasoit and stressed the importance of advancement noting that her goal has always been that students graduate with no debt and that she has been able to realize that goal at her institution. She also discussed her involvement with student life including meet and greets, addressing food insecurity on campus, and transportation services for disabled students. She added ensuring that funding for student services is essential as part of the budgeting process.

There was discussion regarding leadership style and transitioning to working with a well-established cohesive senior leadership team and the vision for the first few months of the new presidency. Dr. Glickman advised that asking the senior leadership team to provide SWOT analyses of their respective areas has been helpful to her in the past as well as reviewing bios and/or resumes to get a sense of who the members of the team are and what is important to them. She added that while she is considered an agent of change at her institution she does not believe in making change for the sake of making change and feels that relationships are key to getting the job done.

The issue of diversity and demographics among the student and faculty populations was discussed highlighting that Massasoit is a nearly minority-majority college. Dr. Glickman discussed her work with the Minority Caucus and Diversity Committee on campus and stressed her dedication to creating and supporting a diverse campus using data to support these initiatives. She noted that her campus has the most diverse leadership team amongst the community colleges in Connecticut and that this is very intentional and discussed the Minority Fellowship Program where professionals in the community are invited to campus to teach.

Discussion commenced regarding strategies to engage the external community and what the role of the President would be in that engagement. Dr. Glickman said that in preparation for today's interview she retrieved a list of all the Foundations in Plymouth County as well as a list of the top 100 employers. She said that working with Corporate and Community education to understand the businesses and potential employers in the area and getting them engaged with the College is extremely important as well as building strong relationships with the local and state officials is a top priority. She added that advancement and development were two of the top priorities for her if she were given the opportunity to lead the institution and engagement with the community is key to meeting those objectives. A question was raised about Dr. Glickman's intention to live in the community in which she would be serving, she replied that she would reside within a commutable distance to the college.

The question was asked how Dr. Glickman would address a perceived divisiveness on campus and how she would begin to create an "all for one" atmosphere. Dr. Glickman discussed her theory of being open and transparent and said that when issues arise she tries to bring it back to the unifying factor, the reason we are all here collectively. It is about the students and their success.

Discussion around areas where Dr. Glickman did not feel she was successful ensued. Dr. Glickman said she would like to have more movement on distance learning in her institution. She has reached agreement on a hybrid model but would like to have had more movement in this area. Additional topics addressed were strategies for implementing the strategic planning process and identified priorities and examples from the past, which make her a better leader. The Chair noted that the interview had reached the 60-minute mark and thanked Dr. Glickman for her time. Dr. Glickman thanked the Board for the opportunity.

#### Presidential search finalist interview with Dr. Arlene Rodriguez.

Chair Harnais explained the format of the interview to Dr. Rodriguez. The Chair invited Dr. Rodriguez to discuss why she is the best candidate for the position, what skills and attributes she brings to the institution, and how those skills and attributes will advance Massasoit Community College.

Dr. Rodriguez thanked the Board for the opportunity to speak with them today and said it was an honor to be included in the process. Dr. Rodriguez shared that in addition to over 20 years in the Massachusetts community college system, she brings experience working with underrepresented communities and familiarity working with minority-majority populations and the vulnerabilities unique with these communities. She brings twelve years of administrative experience and has an appreciation for the system-wide perspective working in her position at the Department of Higher Education. Dr. Rodriguez reviewed her depth of experience securing grants including HSIC grant adding that Springfield was the only institution in the commonwealth to receive the grant. Additionally, she sees many parallels between her life and the lives of community college students, as she is a first-generation college graduate and has faced many of the challenges that our students face daily. Additional discussion ensued regarding approaches to co-op programs and internships and Dr. Rodriguez's experience in that area. Dr. Rodriguez noted her success in working with a local manufacturer in Springfield to secure paid internships at Springfield Technical Community College.

Dr. Rodriguez was asked about her approach to unifying the college community and external college constituents. She explained that she considers herself very approachable, accessible, and transparent. She strives to get to know community members both internally and externally and find a common goal on which to focus. She sees community colleges not as a college in the community but part of the community, a microcosm of the larger community. She added that she would be involved in various chambers of commerce, local community organizations, and she is an active volunteer in her community.

Discussion followed about how to keep the white male engaged when there is such a tremendous focus on diversity. Dr. Rodriguez responded that the terms diversity and inclusion in many respects are used very broadly. She feels that it goes beyond gender, race, and ethnicity; poverty is the great equalizer. She likes to use the phrase equity because it addresses

what individuals need regardless of skin color, gender identification, or socioeconomic background. She explained that when you seek to understand and address the needs of the individual, everybody benefits.

The question was raised as to what Dr. Rodriguez sees as the top opportunities for the next President of Massasoit. Dr. Rodriguez identified working on a new strategic plan as a top priority as well as rigorous fundraising activity. She noted that during her luncheon with student leaders the students identified Massasoit as the best-kept secret in the community and identified a large marketing campaign would be beneficial. A discussion about communication strategies followed where Dr. Rodriguez stated she believes that consistent effective communication is critical both internally and externally; communication needs to be open and honest as that builds trust.

Discussion followed about growth opportunities and dimensions of leadership. Dr. Rodriguez explained that as this would be her first presidency she would be looking to build that identity and would look to colleagues to assist her in getting to know the community, internally and externally. She noted that mentoring, guiding, and listening are things in which she excels and considers herself a very approachable and collaborative leader. The conversation continued about working with a well-established senior leadership team. Dr. Rodriguez observed that the rapport among the college leadership was fantastic; the team is knowledgeable, personable, and committed to the students. She said she would respect the established relationships and would love to see herself as part of that team. A question regarding her approach to developing the strategic plan with the leadership was raised. Dr. Rodriguez stated that inclusiveness is essential to the success of building a strategic plan and that she likes appreciative inquiry as a method to developing the plan.

Discussion about expectations the President may have of the Board of Trustees followed. Dr. Rodriguez explained that she would engage the Board with the college in such a way that would break the barrier between the Board and the college community. She would achieve this by informing the Board of new programming and providing campus tours. She believes regular communication is key. Additionally, she believes an annual Board retreat would be beneficial to develop goals and strategies to move the institution forward.

A conversation regarding information contained in the off-list references ensued. Dr. Rodriguez was asked to address concerns regarding a statement about freezing people out if they did not agree with her. Dr. Rodriguez said that she was sorry that the person felt that way but fully expects at times that people will disagree. She noted that she has worked with individuals who brought grievances against her, however; she was able to maintain a productive working relationship. She added that she has made some decisions that were not popular, however; the decisions made were for the betterment of the institution. As a leader, she knows that there will be unpopular decisions that have to be made and feels that open and honest communication regarding the reasons for the decision help to alleviate some of the angst.

Dr. Rodriguez was asked what her first ninety days would look like if she were to become President and if she felt her experiences, as a Dean, Vice President, and working with the Department of Higher Education were sufficient to implement those initiatives. Dr. Rodriguez affirmed that she feels her experiences position her well to become the next president and her priorities would include kicking off the strategic planning process, working with the Foundation to outline a fundraising campaign and working with the Board and senior leadership team to get to know the internal and external community. The Chair noted that the interview had reached the 60-minute mark and thanked Dr. Rodriguez for her time. Dr. Rodriguez thanked the Board for the opportunity.

#### Presidential search finalist interview with Dr. Christopher Reber.

Chair Harnais explained the format of the interview to Dr. Reber. The Chair invited Dr. Reber to discuss why he is the best candidate for the position, what skills and attributes he brings to the institution, and how those skills and attributes will advance Massasoit Community College.

Dr. Reber said that it was a true honor to be under consideration for Massasoit's next president. He explained that he has spent nearly 37 years in predominantly leadership positions within higher education. Currently he is a successful sitting president of a high-performing community college, which provides him the opportunity to test the waters for one more career move with full transparency to his Board and colleagues. He believes there is no substitute for the experience a successful sitting president can bring to an institution such as Massasoit particularly in regards to the size, complexity, opportunities and challenges. He discussed his twelve-year tenure as executive dean and academic dean of a \$100 million institution during a time of transition and successful capital campaigns at previous institutions. What excites Dr. Reber about the opportunity to work with Massasoit is the alignment with his expertise in fundraising, community engagement,

strategic planning, and commitment to student achievement and student success. He stated that diversity, equity, and inclusion is something about which he is passionate and has been throughout his career.

Dr. Reber was asked to expand on his statement about student achievement and student success. He explained that he has lead from challenge to approaching best practice standards around using assessment and data to guide continuous improvement with respect to student learning outcomes and institutional effectiveness. He noted his current institution is an Achieving the Dream institution where the institution must commit to demonstrating ongoing use of data to guide improvement and track student success. Dr. Reber added that establishing community and educational partnerships has been essential to student success and retention and discussed cohort-based academy programs that have been very successful adding that the institution has just received a million dollar corporate gift to expand the program.

The average tenure of a college president is six years, Dr. Reber was asked how long he intends to stay at Massasoit should he be the successful candidate. Dr. Reber advised that he would like to serve for at least ten years.

There was discussion regarding leadership style and transitioning to working with a well-established cohesive senior leadership team and the vision for the first few months of the new presidency. Dr. Reber said he strives to be a servant-leader. What that means to him is that he measures his own effectiveness as a leader around the extent to which he is increasingly able to create an environment that is trusting, transparent and open. He believes that every person matters and that every person deserves respect. Every part of the community should be encouraged to be involved in the future of the institution, should be encouraged to give their input and share ideas and should be focused on celebrating the contributions of the college community. He said it is extremely important to understand the culture of the institution and believes this is best achieved by meeting in small groups through “listening tours” and engaging with external community partners to understand the needs of the internal and external community and how the institution can work to fulfil those needs.

The topic of diversity was discussed where Dr. Reber noted that this is a very important issue especially as the population of Massasoit’s diverse students is growing. He shared a personal story illustrating his ability to emphasize with and understand what it is like to be a part of a group that is not always understood or is a target of hate and bigotry. This has informed his work as a leader and has allowed him to create and foster inclusive and diverse environments. He established the President’s Council on Diversity, Equity and Inclusion at his current institution, which is a broad-based council of students, faculty, staff, and community consisting of nearly 40 members. The council is currently working on a strategic plan to increase diversity throughout the institution including increasing the diversity of applicant pools.

Discussion followed about initiatives during the first six months should Dr. Reber be the successful candidate. Dr. Reber advised that he would be reaching out to the community through “get acquainted” meetings with local business leaders, chambers, boards, healthcare and human service providers, K-12 partners, and state and local officials to begin to develop meaningful mutually beneficial relationships. He believes this is a foundation to begin laying the framework for philanthropy, corporate investment, community engagement, and workforce development.

Dr. Reber was asked to discuss a time where he worked with faculty and staff to achieve a common goal. He explained a situation where faculty came to him with concerns about the athletics program where ineligible students were allowed to participate. After a weeklong investigation, he came to realize that the faculty concerns were warranted and in consultation with the Board of Trustees, they disbanded the men’s basketball team for a yearlong hiatus. Taking swift and immediate action helped him earn the trust of the faculty.

Dr. Reber was asked to discuss his greatest weakness. He responded that he likes to think outside the box and believes in taking some measured risks, however; he feels that he sometimes takes on too many challenges. It is something of which he is always mindful and is constantly evaluating which opportunities to pursue that are of the greatest value to the institution.

Discussion followed about paid internships, marketing, and media. Dr. Reber said that the reality is you can be doing great things as an institution but if no one is aware of it, you risk missing opportunities. He discussed the strategic decision to invest in creating a digital marketing manager position to increase their presence and digital footprint.

Dr. Reber was asked to address why he is seeking another opportunity when he has so many great initiatives. For example the council on diversity, equity, and inclusion strategic plan and the high school academies have not yet reached a

conclusion. Dr. Reber believes that CCBC is in a great place, he had full confidence in the seeds planted and the ability of the leadership team to lead the institution and these initiatives to a successful conclusion. He added that he would like the opportunity to add to his own professional growth by leading a larger, more complex institution such as Massasoit noting that Massachusetts leads the country in educational attainment and the opportunity to lead an institution in that environment is another reason he is exploring this opportunity. The Chair noted that the interview had reached the 60-minute mark and thanked Dr. Reber for his time. Dr. Reber thanked the Board for the opportunity.

#### Chairperson's Report

Deferred.

#### President's Report

Deferred.

#### Massasoit Community College Alumni Association Elected Alumni Trustee's Report

Trustee Blackler advised that the next Alumni Associate meeting is Thursday, May 10 and that she is conducting an alumni survey to understand what interests and events our alums might be interested in attending/supporting. Chair Harnais asked if Trustee Blackler was in receipt of the list of alumni that he requested be sent to her by the President's Office. Trustee Blackler advised that she did receive the list, however; it did not include addresses\*.

*\*The President's Office confirmed that the list, including physical addresses, email address (where available) and telephone numbers was emailed to Trustee Blackler on March 1, 2018.*

#### Massasoit Community College Foundation Report

Vice Chair Carroll advised that the Foundation has not had a quorum at their last two meetings and that they are currently looking for new Foundation Board members. He added that it might be beneficial to have Kevin Walsh, Foundation President, at the next Board meeting. Chair Harnais advised that he has reached out to President Walsh. Trustee Blackler asked about the status of the Golf Tournament. Vice Chair Carroll said that the Foundation is at a critical point in the planning process, advised that to date there were not enough golfers, and suggested it be postponed to a later date. President Mitchell added that he has been very transparent and clear with the expectations the College set with the Foundation concerning the administrative support the College would provide for the tournament. He stressed that it is a foundation-supported event and we expected equal partners in the planning; that has not happened. He noted that at the last golf meeting there were seven staff members from Massasoit present and no members present from the Foundation. Trustee Camp asked what the criteria are for becoming a Foundation member and if faculty were precluded from joining. Chair Harnais advised that he would reach out to Ken Tashjy for more information. Trustee Valerie Sullivan said that it would be helpful to understand the structure and relationship between the College and the Foundation and suggested that a presentation be given to the Board by the Foundation at a future Board of Trustees meeting.

#### Student Trustee's Report

Trustee Camp provided the details of several student events taking place on campus. She advised that the Student Trustee elections would take place on April 23 and 24.

#### Consent Agenda

**A motion was made by Vice Chair Carroll and seconded by Trustee Ifill to approve items 1 through 4 of the consent agenda. The motion passed unanimously.**

#### Approval of an expenditure in an amount not to exceed \$152,000 with state-approved vendors for the purchase of replacement laptops, desktops, and tablets for students.

William Morrison, Chief Information Officer, explained that Information Technology Services (ITS) conducts an annual refresh of its computer assets, purchasing new assets to replace obsolete assets on a four-to-six year cycle depending on model and functional role. Working collaboratively with the Division of Academic Affairs, and based on the characteristics of the College's inventory, available funding, and the expected academic and administrative needs of the College, ITS developed a plan to refresh 176 computers in 5 high-utilization student computer labs. Additionally, approximately 88 faculty and staff devices will be refreshed with new devices. All of the replaced devices will be evaluated for the possibility of extended service in less demanding roles.

**A motion was made by Vice Chair Carroll and seconded by Trustee Camp to approve an expenditure in an amount not to exceed \$152,000 with state-approved vendors for the purchase of replacement laptops, desktops, and tablets for students. The motion passed unanimously.**

Recommendation of approval of awarding tenure to Andrea Frank, Sara Goke, Melany McFadden, Christine Merlo, Lisa Zinsius-Supka, Joseph Harris, and Christopher Horn.

Vice President McCarthy provided an overview of the professional work and accomplishments of Professors Frank, Goke, McFadden, Merlo, and Harris and gives her highest recommendation to the Board for their consideration for awarding tenure to this talented and dedicated group. Vice President Tracy discussed the work and accomplishments of unit professional, Christopher Horn and offered his recommendation to award tenure to Mr. Horn.

**A motion was made by Trustee Valerie Sullivan and seconded by Vice Chair Carroll to award tenure to Andrea Frank, Sara Goke, Melany McFadden, Christine Merlo, Lisa Zinsius-Supka, Joseph Harris, and Christopher Horn. The motion passed unanimously.**

Presentation on bringing community-based services to campus.

Vice President McCarthy introduced Patricia Lynch, Associate Dean of Experiential Learning and Single Point of Contact for Hungry and Homeless Students, and Patricia Reale, Director of the CHOICES program. Associate Dean Lynch and Director Reale noted that the Massasoit Community College Student Survey conducted last spring confirmed that the food and shelter insecurity is a significant issue for our students. While Massasoit has offered a food pantry for many years, two years ago the institution named a staff person as the single point of contact for students facing food and shelter insecurity. Massasoit has expanded its services to include cafeteria vouchers and BAT bus passes. Massasoit is partnering with community service providers including BAMSI to come to campus on a regular schedule so students can access them more easily. Currently, we are offering a free sandwich program, which was based on a successful program at Bunker Hill Community College; the goal is to provide a simple but free lunch to any student who is hungry.

Trustee Ifill said that it is this type of innovative thinking [to bring BAMSI to campus] is an incredible benefit to our students and commended the team on their excellent work.

Other business

Chair Harnais requested that the Board consider naming the reflection room located on the Brockton Campus after Trustee Ifill in recognition of his years of service and dedication to Massasoit Community College. A motion was made by Trustee Valerie Sullivan and seconded by Trustee Enos. The motion passed unanimously. Trustee Ifill thanked the Board and was honored to be recognized in this way.

Prepared by:



Lydia B. Camara  
Interim Executive Administrative Assistant  
To the President



Thomas E. Carroll  
Vice Chair, Board of Trustees