

Special Meeting of the Board of Trustees  
Tuesday, June 28, 2016  
6:00 p.m. in the Louison Board Room, Brockton Campus

Attendees: Bonnie Blackler, Myrna Lyncee, Mary Brophy, Thomas Carroll, Pamerson Ifill, Ann Sullivan, Anthony Simonelli, David Offutt

Call to order

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

Chairman's Report

Chair Ifill opened the meeting with a request to move directly to the discussion and recommendation to approve the expenditures for the new Veterinary Technology program. He thanked outgoing Student Trustee Myrna Lyncee for her service and thoughtful contributions to the Board.

President's Report

President Wall thanked the Board for coming to the special meeting, especially given the importance of the agenda items that need the Board's full attention and authority. Dr. Wall advised that there will not be a Board meeting in July and perhaps no meeting in August. Dr. Wall called the Board's attention to the student literary publication, *The Lantern*, which featured Student Trustee Myrna Lyncee's artwork on the cover. Dr. Wall asked Executive Director of College Communications Laurie Maker to say a few words about the publication.

Executive Director Maker explained that the publication is the third installment of the Massasoit Creative Writing Club under the direction of Erin Harte, writing center coordinator. She again highlighted the cover art by Trustee Lyncee and noted that one of Massasoit's Jack Kent Cooke scholars, Nicholas Trent, was the editor-in-chief.

Recommendation that the Board of Trustees approve an expenditure not to exceed \$340,000 with state-approved vendors for the purchase of equipment to outfit the new Veterinary Technology Clinical Instruction Facility at the Canton Campus.

Dean Doug Brown, Vice President McCarthy, and Vice President Mitchell support the expenditure to outfit the Veterinary Technology Clinical Instruction Facility at the Canton Campus. Vice President Mitchell added that, as always, state-approved vendors, and a bidding process that leverages the state's purchasing power, will be used to procure the necessary equipment. Chair Ifill recognized Veterinary Technology Program Coordinator, Silvia Coviello, and Jean Higginson, full-time faculty member and staff veterinarian, who were in the audience to support the purchase and answer any questions the Board may ask.

Dr. Wall added that we are continuing to seek grants and alternate sources of funds for the Vet Tech program, including naming opportunities for the facility. Trustee Simonelli asked for the number of students currently enrolled in the Vet Tech program. Dean Brown advised that there are currently 12 students moving into the second year of the program, and that we will be accepting a cohort of 24 students this fall; the following fall, so as of 2017, we will be ramping up to full capacity with a total of 48 students.

Trustee Simonelli asked for clarification as to in which fiscal year the expenditure would be appropriated. Vice President Mitchell stated that it will be an FY17 expenditure but that the request is being made in advance to account for what may be long lead times in procuring the equipment. Trustee Simonelli asked

how this expense has been allocated in the budget. Vice President Mitchell said that it is built into the budget projections for FY17. Trustee Simonelli asked whether Board approval of this expenditure assumes Board approval of the fee increase that will be voted on later in the meeting. Vice President Mitchell stated that this expenditure would have to happen regardless of whether the fee is approved, as we have students who are already enrolled in the program. If the fee increase is not approved, the money would have to come from another source in the budget.

Trustee Simonelli raised the issue as to whether the Board should vote to approve the fee increase first, as it appears these requests are connected. Vice President Mitchell added for clarification that there is also program fee approval request that is further down on tonight's agenda. Dr. Wall added that the current request for \$340,000 is a capital expenditure request needed to set up the facility while the program fee request is to cover continuing costs for the program, such as the ongoing care of the animals, consumables, and supplies. Further, Dr. Wall does not see this request as being tied to the program fee request, but rather as a continuing investment in our stellar program amongst two-year institutions in the Commonwealth. Vice President Mitchell added that we have also included as part of the annual budget process an equipment replacement fee of 10% of the total equipment cost that will be set aside for future equipment purchases. We did not want to create a program that would be of diminished quality after five years due to ageing equipment.

**Chair Ifill entertained a motion to approve the expenditure. Trustee Simonelli again raised the issue that it would perhaps be best to vote on the fee increase before voting on this item. Trustee Brophy suggested that the item be tabled until later in the agenda. The motion to table the item until later in the meeting was made by Trustee Brophy, seconded by Trustee Sullivan, and unanimously approved.**

Dr. Wall suggested to the Board that they move on to agenda item G, a presentation of a proposed program fee of \$2,000 (\$1,000 per year) for the Associate in Applied Science in Veterinary Technology program effective for the Fall 2016 semester. Dr. Wall noted that, even if the Board theoretically did not approve the General College Fee increase, this item would still require a vote and that without the Board's approval of the program fee, the Vet Tech program would be a shell of what it needs to be for our students to be successful.

Presentation of a proposed program fee of \$2,000 (\$1,000 per year) for the Associate in Applied Science in Veterinary Technology program effective for the Fall 2016 semester by Barbara McCarthy, Vice President of Academic Affairs; Douglas Brown, Dean of the Division of Science and Mathematics; and William Mitchell, Vice President of Administration/CFO, and recommendation that the Board of Trustees approve implementation of the proposed program fee of \$2,000 (\$1,000 per year) for the Associate in Applied Science in Veterinary Technology program.

Trustee Sullivan asked if this fee was over and above the regular tuition fee. Vice President McCarthy said yes and added that all allied health programs and programs such as this one have these types of fees. In addition, when compared to the fee being charged for a similar program at North Shore Community College, we see that our fee is less and, further, that ours will be a better program; one reason is that our students will have access to Norfolk Aggie and to a colony of animals on-campus that is unparalleled to not only those programs available in Massachusetts, but also those in all of New England. Chair Ifill asked how much cheaper our program is compared to North Shore's. Vice President McCarthy said that, if we include the \$2,000 program fee, we are still nearly \$1,000 less in cost than North Shore Community College.

Vice President Mitchell offered that while the Vet Tech program started one year ago, we chose, as an institution, not to implement this fee until the second year because the facility was not yet built, nor needed until the students entered their second year of the program.

Trustee Brophy noted that we have similar fees in our nursing and clinical programs and that these fees are necessary to maintain these types of programs. Vice President McCarthy added that we are exploring whether we can apply some of the monies we receive each year from the Perkins Grant to offset some of the costs of running the Vet Tech program.

Chair Ifill said that, while reflecting on the Vision Project report, he wanted to understand how students qualify for the Vet Tech program. Dean Brown explained that it is a competitive program that is similar to the nursing program in that it uses a rubric for evaluation; required area letter of interest/personal statement, two letters of reference (academic potential and compassionate care for animals), and prerequisite courses. These items are all evaluated on a point system. Chair Ifill mentioned the Vision Report again and stated that one of the areas that the institution is tasked with is to graduate students from underrepresented and disadvantaged groups. He noted that programs such as Vet Tech are typically not the types of programs people of color tend to get in to and stated that we need to make sure that these programs are taking that into account when recruiting students to these programs. Dean Brown said that when looking at the veterinary world, it typically has very low representation of groups from disadvantaged backgrounds. Dean Brown believes that Massasoit is in an excellent position to begin addressing this issue due to the demographics of both our population and our service area.

Dr. Wall asked Dean Brown to speak to the Vet Tech information sessions. Dean Brown and Program Coordinator Coviello explained that we have had approximately 10 sessions thus far with an average of 15 people attending each session. Chair Ifill stated that this pool appeared to be a good one from which to draw new students.

Trustee Sullivan noted that since we already have 12 students enrolled, we should be able to understand the diversity of the group. Vice President McCarthy said that what is needed and what we will continue to do moving forward is a targeted recruitment and advisement effort that will include targeting students that typically would not see themselves in a Vet Tech program. Trustee Brophy added that it is important to keep in mind that once a student is accepted into these types of programs, it is a huge commitment and that evaluation of applicants is critical to ensure success. One of the reasons for making these programs so highly competitive is that these are very limited and valued seats; we want to make sure that the students accepted into those seats are fully and adequately prepared for the program.

**A motion was made by Trustee Brophy and seconded by Trustee Offutt to approve a program fee of \$2,000 (\$1,000 per year) for the Associate in Applied Science in Veterinary Technology program effective for the Fall 2016 semester. The motion passed unanimously.**

Chair Ifill advised that the Board would now revisit agenda item D, the request to approve an expenditure not to exceed \$340,000 with state-approved vendors for the purchase of equipment to outfit the new Veterinary Technology Clinical Instruction Facility at the Canton Campus. Trustee Simonelli stated that he was still unsure of the revenue stream for the \$340,000. Vice President Mitchell explained that it would come from the General College Fund. It was decided to again table this item until the Board voted on the General College Fee increase.

Presentation of a proposed increase to the General College Fee of \$8 per credit effective for the Fall 2016 semester by William Mitchell, Vice President of Administration/CFO, and recommendation that the Board of Trustees approve the proposed increase of \$8 per credit to the General College Fee.

Dr. Wall opened the conversation by stating that fee setting is perhaps one of the most serious issues that the Administration brings to the Board. He restated that in the Massachusetts system, tuition is only one-third of the total cost of college attendance, with fees making up the other two-thirds. We are discussing the comprehensive fee, not health services, activities, or admission fees, but rather, a curriculum fee for all students. Dr. Wall said that coming to the Board with a request to increase fees is a situation that he and the College does not relish, but that it is his sincere belief that this increase is a necessary step if we are to continue to provide our students with the high-quality, comprehensive education and services we provide and the experience they deserve.

The reality of the situation is that we are \$3.5 to \$4 million dollars short this fiscal year, as are all the Massachusetts public institutions, because of a shortfall in state appropriations, lack of 18-year-old students, and continuing requests from the state to do more with less. Dr. Wall had a conversation with President Clark from Bridgewater State University who said that he was going to its Board with a \$700 per student fee increase; we are proposing a \$240 increase. A handout comparing FY 16/17 costs at Massasoit to the 15 community colleges was distributed to the Board. Massasoit is number 9 among its peers and will remain so even if the Board approves the fee increase. He also noted that every college but one is raising fees, not because they want to, but because it is a necessity. Vice President Mitchell added that the one school that is not raising the general fee is however significantly raising certain course fees that will end up exceeding the fee increases of most of the community colleges.

Dr. Wall noted that the larger issue will be next year's budget. If the Board approves the fee increase tonight, there are still changes we will need to make, including not filling positions and trimming the budget in certain areas. He further noted that nobody in the Administration, not the Department of Higher Education, Secretary of Higher Education, nor the Chair of the House Ways and Means Committee, has said to hold the line on fees but, rather, they are expecting the colleges to increase fees on students; he wishes it were not the case.

Vice President Mitchell spoke to a PowerPoint presentation (on file in the VP for Finance and Administration office) and explained that students are bearing more and more of the financial burden of paying for college. The original estimated state budget shortfall was between half- and three-quarters-of a-billion dollars. In addition, we are expecting Brexit to have a financial impact. The Governor said that we could have nearly \$1B in revenue shortfall for the state. Finally, the Governor may choose to veto to a level that is below the original budget. The Legislature could override the veto, and the Governor could come back with 9C cuts. The College may still see a 4.1% enrollment decrease, which lands in the middle of all the community colleges and equates to about 6,100 credit hours. The requested fee increase would generate approximately \$1.1M in additional revenue.

Vice President Mitchell explained that the fee increase is not a one-sided solution to the budget issue. Dr. Wall and the senior team are taking a comprehensive approach to solve the budget shortfall, including identifying expense reductions, such as reducing adjunct faculty as enrollment decreases; holding selected vacant positions; eliminating functions; curbing out-of-state travel; and reviewing part-time employees. Vice President Mitchell believes that while we can look at our expenses, we cannot solely cut our way out of this crisis without severely impacting the services we provide to our students. Vice President Mitchell said that the fringe costs and collective bargaining costs now being absorbed by the community colleges rather than the state are the leading causes of the financial situation we are facing.

Chair Ifill asked if it is a fair comparison to look at Massasoit in relation to the other community colleges, as some are in more affluent areas. Vice President Mitchell stated that they are our peer group and that it is a fair comparison.

Vice President Mitchell spoke about a slide that describes the impact the fee increase will have on our students. He explained that roughly 52% of our students receive financial aid of some kind and that, of that group, nearly 75% receive Pell Grants. Vice President Mitchell and Director of Financial Aid Todd Hughes ran an analysis to understand what an \$8 per credit increase would mean to our neediest students. They defined neediest as any student who has an Expected Family Contribution (EFC) of zero on his or her FAFSA form qualifies. Vice President Mitchell and Director Hughes agree that the impact to our neediest students is very minimal to none, as the amount of Pell awards is increasing; there is an increase in state financial aid and there is an increase in the Supplemental Education Opportunity Grant. The average net impact to our neediest students is about \$60.

Vice President Mitchell advised that it has become tradition, practice, and policy at Massasoit that when there is a fee increase, 5% of those dollars is put into the MCC fee assistance account to help offset the increase. Chair Ifill asked how much money is currently in that account. Vice President Mitchell said that with the fee increase this year it will be \$55,000; in total there is \$177,000 from last year plus the \$55,000 this year should the fee increase be approved. Chair Ifill asked if we are spending down that account, Vice President Mitchell advised that we are and that the funds are used to assist students who would otherwise need to apply for loans. He also advised that, for FY15, of the students who took loans, the average amount was \$10,000. The amount is higher than the one-year cost of Massasoit because, as we know, many students use loans to cover living expenses.

Chair Ifill asked how the team arrived at a \$8 fee increase. Vice President Mitchell advised that it was a two-pronged approach. The group looked at expense reductions and, based on that result, calculated the revenue shortfall, which translates to the \$8 increase. Chair Ifill then asked what the projected savings is expected to be through these expense reductions. Vice President Mitchell advised that it is approximately \$2.5 million and that we expect to collect \$1.1 million from the proposed fee increase. In addition, Massasoit has \$2.6 million in vacant positions, which is not unusual for an institution of this size at this time of year, and that we would soon be making decisions about which ones to fill, and when to fill them.

Chair Ifill asked who determines the vacant positions that are eliminated or not filled. Vice President Mitchell said that several weeks ago the Finance Division sent to the President and the Vice Presidents a list of all the vacant positions in their respective areas. Each Vice President works with his or her team to determine the needs and priorities of each division and then those recommendations funnel up to the President for review. Chair Ifill asked how much input comes from below the VP level. Vice President Mitchell advised that, for his division, he sits with all his directors and asks the question: What is the impact of not filling or delaying the filling of this position on our ability to provide services to our students? The other Vice Presidents agreed that this process is very similar to theirs.

Trustee Blackler stated that this year is the third consecutive that the Board has been asked to approve a fee increase and asked if there is any other way to close the budget gap that does not place the burden on the students.

Chair Ifill asked for Trustee Lyncee's thoughts, as she is in a unique position as Student Trustee. Trustee Lyncee applauds the fact that 53% of our students receive financial aid, but is concerned about the other 47% who do not qualify, either because they are non-degree students or otherwise do not qualify for financial aid.

Chair Ifill asked if we have a process to deal with students otherwise not covered by financial aid. Vice President Mitchell advised that we have a number of ways to assist this cohort of students, including the Student Emergency Fund, and that some of the money from fee increases is set aside to assist these students through the aforementioned MCC fee assist fund.

Chair Ifill requested that the Director of Financial Aid present to the Board at the September meeting and include in that presentation a description of how we assist students who do not qualify for financial aid.

Trustee Carroll revisited the statement from Trustee Blackler and said that unless we have a long-range plan, we will continue to have these conversations and requests for fee increases, which is not a sustainable approach. He asked that, as a Board, about the ways in which the Administration is increasing revenue, whether it be through corporate training, summer classes, night and weekends classes, special programs, etc. Trustee Carroll also asked what work is being done through the Foundation to raise funds. As part of the FY17 work to be done, furtherance in these areas is critical. He asked what the long-range plan is to mitigate the need for fee increases and generate more revenue. Trustee Simonelli agreed with Trustee Carroll that a long-range plan is needed so as not to keep coming back to the table.

Trustee Ifill asked when the Board will be able to see a draft of the long-range plans being developed to address these future needs. President Wall said that the planning process had already begun and that the Board would be updated by mid-fall. Trustee Brophy added that we need to have data for every program in order to quantify the success of each.

Trustee Offutt said that all the points being made tonight are valid and added that there are many moving pieces of this problem. He appreciates that this proposal is very difficult to bring to the Board and a difficult decision for the Board to make. Further, he does not believe that we are going to be able to avoid raising fees and that the plan that is put in place must be flexible to address the ever-changing political climate, enrollment projections, and program and student service needs.

Trustee Simonelli suggested that, moving forward, if the Board agrees, the Board will not vote on future fee increases unless presented with a comprehensive plan demonstrating that all avenues have been explored, including cost-cutting measures and plans for additional revenue generating programs. The Board members agreed to this stipulation for future votes relating to fee increases. Chair Ifill stated that the Board will vote on the fee increase at tonight's meeting and that a draft plan will be presented to the Board by the end of November to address future budget gaps and fiscal needs.

Trustee Lyncee added that she would like to see included in this plan ideas to offset program fees, such as using open source books to eliminate book fees. Vice President McCarthy noted that, as part of the GPSTEM Grant that Massasoit is leading, this very issue is being addressed at the state level in hopes to save students millions of dollars in the next few years.

**A motion was made by Trustee Offutt and seconded by Trustee Brophy to approve an increase to the General College Fee of \$8 per credit effective for the Fall 2016 semester. The motion carried.**

**Trustee Brophy made a motion, and Trustee Sullivan seconded, to address the agenda item requesting that the Board approve an expenditure not to exceed \$340,000 with state-approved vendors for the purchase of equipment to outfit the new Veterinary Technology Clinical Instruction Facility at the Canton Campus. The motion passed unanimously.**

**A motion was made by Trustee Offutt and seconded by Trustee Brophy to approve an expenditure not to exceed \$340,000 with state-approved vendors for the purchase of equipment to outfit the new Veterinary Technology Clinical Instruction Facility at the Canton Campus. The motion passed unanimously.**

Presentation and recommendation that the Board of Trustees approve an expenditure not to exceed \$69,995 with Laerdal Medical Corporation of Wappingers Falls, NY (state vendor) for the purchase of a SimMan 3G simulator and accompanying accessories for use in the College's Allied Health programs.

Vice President McCarthy advised that this purchase is to replace the SimMan 3G simulator for the respiratory therapy program, which is the mannequin with which the students learn their hands-on skill. This item is a replacement and not an incremental purchase and the cost is covered by the program fees. Trustee Brophy suggested that it would be nice for the Board to see the item that they are approving and suggested that this could be arranged during the walking tour in August.

**A motion was made by Trustee Brophy and seconded by Trustee Sullivan to approve an expenditure not to exceed \$69,995 with Laerdal Medical Corporation of Wappingers Falls, NY (state vendor) for the purchase of a SimMan 3G simulator and accompanying accessories for use in the College's Allied Health programs. The motion passed unanimously.**

Chair Ifill acknowledged the retirement of recording secretary Elizabeth Burke and thanked her for her service to the Board. He stated that the College had a very successful and enjoyable commencement ceremony and that the Board retreat was very productive. He addressed Executive Director of Human Resources Margaret Hess to ask how we plan to continue to move forward on diversity, especially during these financially challenging times. Chair Ifill looks forward to the report from Human Resources at the September meeting.

**A motion was made by Trustee Lyncee and seconded by Trustee Brophy to adjourn the meeting. The motion passed unanimously.**

Prepared by:



Lydia Camara  
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Anthony Simonelli  
Secretary, Board of Trustees