

Regularly Scheduled Meeting of the Board of Trustees  
Wednesday, September 13, 2017  
6:00 p.m. in the Louison Board Room, Brockton Campus  
*Approved October 11, 2017*

Attendees: Bonnie Blackler, Crystal Camp, Thomas Carroll, Deborah Enos, Pamerson Ifill, Ann Sullivan, Valerie Sullivan, TJ Lacey, Anthony Simonelli

Absent: Eshita Chakrabarti, David Offutt

Call to order

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

Chairman's Report

Chair Ifill welcomed the group and congratulated Interim President Mitchell noting that this was his first meeting in the role of Interim President. He advised the Board that the Presidential Search Committee had met with Academic Search, the firm hired to assist with the search process, and that the search firm had held listening sessions with the faculty, staff, students, and administrators. Chair Ifill said that Academic Search had provided feedback to the Search Committee and he understands that there may be some uncertainty during this time of transition but called on the College community to come together, embrace the changes and remain focused on our students and the mission of the College. He added that the Board appreciates and will always support the level of transparency Interim President Mitchell brings to the institution.

President's Report

Interim President Mitchell thanked the Board and the members of the Senior Leadership team for their support, advice, and counsel. He thanked the faculty and staff for their support and said it was truly an honor and a privilege to lead the institution. He said that he had taken the opportunity to walk about campus during the first few days of school to meet with students, faculty, and staff and to welcome them back to campus and said that the energy on campus was exciting. He advised that the College hosted Dr. Christopher D. Lee during Convocation. Dr. Lee delivered the keynote address "Diversity Imperative for Student Success" which garnered significant positive feedback.

Interim President Mitchell advised that he hosted a Town Hall meeting today and the purpose of that meeting was to start off his presidency with as much transparency as possible. He wanted to allay any fears and concerns that may exist in the College community. He informed the community that he will deliver a balanced FY18 budget to the Board for approval and said that he feels the College is positioned well to address the challenges the institution faces. The FY18 budget was balanced with some one-time fixes and permanent adjustments as well as revenue generation strategies with advancement and philanthropic opportunities, and Corporate and Community Education.

The President announced that James Lynch, Director of Marketing, and Sarah Yunits, Communications Specialist, had both received awards from the National Council for Marketing and Public Relations (NCMPR). Jim has been awarded the Medallion Award which "recognizes excellence in community, technical, and junior college marketing and public relations activates" for Original Photography (Unmanipulated) and Sarah is the recipient of the Rising Star Award. This award is presented to an "innovative and progressive professional who has demonstrated stellar creativity and aptitude in marketing communications' work to advance his or her college".

Interim President Mitchell had the opportunity to meet with the Mayor of Brockton and the local delegation to discuss ways in which they can work together including plans for the Christo's property. He advised that he had also spoken with Secretary Peyser about a possible public/private arrangement for the property. The President also met with Speaker of the House DeLeo, William Hart, President of the Massachusetts Community College Executive Office and two new community college presidents and left the Speaker with the message that collective bargaining is important and we would like to see it funded.

Student Trustee's Report

Trustee Camp said that she was looking forward to the new semester and looks forward to working with the Board during her term as Student Trustee.

Approval of the Minutes of the August 9, 2017 Regularly Scheduled Meeting of the Board of Trustees.

Trustee Enos requested further clarification in the Chairman's Report section of the minutes as they relate to the exploration of privatization.

**A motion was made by Trustee A. Sullivan and seconded by Trustee Lacey to approve the minutes of the August 9, 2017 Regularly Scheduled Meeting of the Board of Trustees based on the recommended changes above. The motion passed unanimously.**

Presentation of the 2017-18 Academic Year Recruitment and Retention Strategies presented by David Tracy, Vice President of Student Services and Enrollment Management, Shilo Henriques, Dean of Enrollment Management, Laurie Maker, Executive Director of College Communications, James Lynch, Director of Marketing, and Sarah Yunits, Communications Specialist.

Interim President Mitchell said that this presentation is different in that Marketing and Enrollment Management typically present to the Board separately, however; this presentation demonstrates the collaborative efforts between the divisions. Vice President Tracy thanked the Board for the opportunity to present and introduced Michelle Hughes, Director of Admissions, and Ingrid Vargas, Dean of Planning and Institutional Effectiveness and thanked them for their assistance with the presentation. Vice President Tracy called attention to the packet the Board received which includes a comprehensive set of enrollment data and highlighted that the need to increase the use of data in decision making was mentioned in our NEASC report. He gave an overview of the enrollment funnel and highlighted some areas of focus including the expansion of the K-12 partner focus; increasing lead generation and improve admissions yield rate; strengthen retention foundation initiatives; increase returning student engagement; and execute data-informed strategic planning.

Dean Henriques noted that enrollment management plan is based on a collaborative network of specific strategies, each supported operationally and tactically. She said that these strategies collectively leverage the work of the College Communications department from planning to execution. Enrollment Management and College Communications work together throughout the year with the ultimate goal of increasing admitted, enrolled, and returning students to Massasoit. At every state of the enrollment process, the team uses marketing strategies as an impetus for prospective and current students to take action leading toward enrollment. Moving students from passive to active participants in the enrollment process is a goal embedded throughout our strategies.

Executive Director Maker added that College Communications continues to focus on executing a comprehensive communications and marketing plan with an emphasis on increased brand exposure, driving enrollment, and supporting enrollment and retention initiatives. She advised that 78% of their marketing is done online through Google AdWords, targeted digital campaigns, social media campaigns, and digital radio advertising. Digital campaigns include overall brand as well as program-specific ads focused on programs chosen by the academic deans.

Dean Henriques gave an overview of the strategy execution of one of the five strategies outlined in the presentation. The presentation and executive overview are on file with the Office of Student Services and Enrollment Management. Vice Chair Carroll commended the group for a solid presentation. He asked how successful the institution is in telling our success stories. Interim President Mitchell said that he and the senior team are actively focused on this priority and are working toward getting these stories out in a marketable way.

Presentation of the Fourth Quarter Financial Report by Patricia Marcella, Interim Vice President of Finance and Administration/CFO, and William O'Neill, Interim Chief of Staff/Executive Director of Budgeting and Financial Reporting, and recommendation that the Board of Trustees approve the Fourth Quarter Financial Report. (vote needed)

Interim Vice President Marcella stated that included in the Board packet is the detailed FY17 Fourth Quarter Financial Report and that Executive Director O'Neill will provide some highlights of that report. She advised that the report was reviewed with the Audit Committee. Executive Director O'Neill said that while spending was on target with respect to the approved Spending Plan, expenses did exceed the amount of revenue collected by \$347,200 as a result of expenses associated with the Early Retirement Incentive Program (ERIP). He stated that the total operating revenue collection for FY17 was 98.16% and looking at trends from FY2013 – FY2016, the percentage of Operating Fund collections has ranged from 100.70% - 96.34%. On the expense side the College expended 98.1% of the total fiscal year's approved spending plan and the amount expended through the fourth quarter has ranged from 97.41% to 94.40% between FYs 2013 – 2016. He explained that while this total expense figure exceeds the highest in the trend period, it remains under the ceiling for our approved spending plan. There was discussion about the Early Retirement Incentive Program and savings

and expenses related to the program. Executive Director O'Neill explained that there would be further discussion next month when the FY18 Spending Plan is presented to the Board.

**A motion was made by Trustee Enos and seconded by Vice Chair Carroll to approve the FY17 Fourth Quarter Financial Report. The motion passed unanimously.**

Presentation of the proposed Provisional Spending Plan for the period October 1 – 31, 2017 and recommendation that the Board of Trustees approve the Provisional Spending Plan for the period October 1 – 31, 2017 by Patricia Marcella, Interim Vice President of Finance and Administration/CFO, and William O'Neill, Interim Chief of Staff/Executive Director of Budgeting and Financial Reporting. (vote needed)

Interim Vice President Marcella said that this incremental spending request is for the period October 1 – 31, 2017 to allow the College to continue operating until the FY18 Spending Plan is presented to the Audit Committee and the Board in October. This request represents 10% or \$5,156,234. Interim President Mitchell added that moving forward the College will be presenting the future spending plans to the Board in the April/May time period which would eliminate the need for provisional spending requests.

**A motion was made by Trustee Enos and seconded by Trustee Carroll to approve the Provisional Spending Plan for the period October 1 – 31, 2017. The motion passed unanimously.**

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

Prepared by:



Lydia Camara  
Staff Associate, President's Office



Anthony Simonelli  
Secretary, Board of Trustees