

Massasoit Community College
Regularly Scheduled Meeting of the Board of Trustees
Wednesday, October 11, 2017
6:00 p.m. in the Louison Board Room, Brockton Campus
Approved 12/6/2017

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

Absent: TJ Lacey, Deborah Enos

Call to Order

The meeting was called to order at 6 p.m. Trustee Ifill announced that earlier in the evening a new Chairman, Robert W. Harnais, was sworn in. Trustee Ifill welcomed Chair Harnais and said that the Board works cohesively and speaks with a unified voice. He said that on behalf of the Presidential Search Committee he looks forward to working closely with Chair Harnais throughout the remainder of the search process. Trustee Ifill said that the students, faculty, and staff are at the heart of everything we do. He said that he has thoroughly enjoyed his 11 years on the Board and thanked the College Community for the opportunity to uphold the mission of the College. Trustee Ifill stressed the focus on Diversity and Inclusion and added that we need to continue to emphasize the importance of that initiative.

Chair Harnais thanked Trustee Ifill, the members of the Board, Interim President Mitchell, and all the members of the college community for their assistance during this transition and for the warm welcome he has received. He said that he is not here to fill anybody's shoes, but rather to fill his own. He noted that the issue of diversity resonates with him and that diversity all the way up the chain is important. He said that he has the utmost respect for what Trustee Ifill and the Board have done and will rely heavily on Trustee Ifill and Interim President Mitchell's expertise.

President's Report

Interim President Mitchell addressed the community and thanked them professionally and personally. He said that he has enjoyed working with the community and appreciates the support he has received in his role as Vice President and now as Interim President. He welcomed Chair Harnais to Massasoit and said that it is truly a wonderful community noting that our students are exceptional.

Interim President Mitchell announced that the annual Portraits of Success Gala is on October 28 from 6:00 p.m. to 9:00 p.m. at the Conference Center at Massasoit; all proceeds go to the United Student Fund. He thanked Senior Vice President Palantzas, Maryellen Brett, Laurie Maker, Sarah Yunits, and the entire committee for their dedication and hard work noting that the team had only six weeks to plan the event. He noted other initiatives taking place on campus including the Massasoit Police Department pink patches in honor of breast cancer awareness month. All police officers are wearing these patches to serve as a reminder that this disease affects far too many of us; this is a wonderful tribute. On September 28, Interim President Mitchell and Massasoit student Jake DeCoste attended Community College Night at Fenway Park along with representatives from all but one of the 15 MA community colleges. The event was well received and he would like to get a larger group together for next year's event. Today, the Women's Resource Center hosted a domestic violence awareness event with speaker Lovern Gordon of Love, Live, Now Foundation. Interim President Mitchell said the event was well attended and the link to the video will be sent to the Trustees in short order.

The Department of Capital Asset Management and Maintenance (DCAMM), along with the secretary of education, has a new process for distributing capital funds to the 29 public higher education institutions. In the past, the process was not very transparent; the new process promises to be much clearer. Interim President Mitchell noted that this initiative is not intended for new buildings. The senior leadership team has been working with Richard Hadley, Executive Director of Facilities and Capital Planning and the deans to develop a proposal to deliver to DCAMM; a draft of this proposal will be given to the Board at the November meeting.

Student Trustee Report

Trustee Camp advised that she attended the statewide Phi Theta Kappa event where she learned the club goes far beyond academics and is heavily involved in community service. She said one of the speakers at the event spoke about homelessness among veterans and the speaker had a profound impact on the group.

As the voice of the student body, Trustee Camp raised the issue of a lack of an ATM on campus. She noted that there are numerous clubs that hold fundraising events and the lack of an ATM, and access to cash, can inhibit the fundraising activities. Interim President Mitchell said that there is an effort underway to bring an ATM back to campus. Trustee Camp also noted that there are so many good programs offered to our students such as SACHEM, however; very few students know about these programs. She asked that the administration consider ways to get the word out to the student population so that the students can be more aware of what is offered to them.

Consent Agenda

Vice Chair Carroll said that in keeping in line with best practices, it was a good idea to get a Board vote on some of the customary reports that are included in the monthly packages. These reports include the minutes of the previous month's meeting, the All College Purpose Trust Fund Report, Human Resources report, and the Massasoit Community College Police Department statistics report. Moving forward, approval of these documents will be placed on a consent agenda for Board approval.

A motion was made by Vice Chair Carroll and seconded by Trustee A. Sullivan to approve the reports on the Consent Agenda. The motion passed unanimously.

Presentation of the FY2017 Audit Report by O'Connor and Drew, Massasoit Community College's independent auditors, and recommendation that the Board of Trustees approve the FY2017 Audit Report.

Interim Vice President Marcella introduced Mike Cosgrove from O'Connor and Drew. Mr. Cosgrove said that the information contained in the report has been reviewed in great detail with the Audit Committee. Vice Chair Carroll advised that the Audit Committee met on October 4 to review the report. The Audit Committee asked management to leave the room so the committee could meet with representatives from O'Connor and Drew. He noted that all the committee's questions were satisfactorily answered and the discussion was resoundingly positive. He offered kudos to Interim Vice President Marcella and her team for a job well done.

Mr. Cosgrove stated that the financial statements are due to the Commonwealth by October 13, 2017 and Massasoit is in line to meet the deadline. He advised that because Massasoit is a component unit of the State it is required to conduct the audit in accordance with auditing standards generally accepted in the United States and with the standards applicable to financial audits contained in Government Auditing Standards (GAAS), which also includes testing internal controls. Mr. Cosgrove reviewed the required communications and explained that the auditors issued an unmodified opinion on the College's financial statements, no material weaknesses or significant deficiencies were noted within the report on internal control over financial reporting and on compliance and other matters. He noted that there were no changes in accounting policies and the only significant transactions/events was the change in leadership with the retirement of President Wall. He explained while this is noted in the report it is not an area of concern it is however something they need to disclose. There were no audit differences recorded and no uncorrected misstatements as a result of the audit that are required to be communicated to the Committee. Mr. Cosgrove discussed management judgments and accounting estimates, other communications, independence (noting that they were not aware of any relationships between O'Connor & Drew and the College that may reasonably impact their independence), he covered management advisory services/tax services (noting that no management advisory services were performed, a Single Audit was performed as required, and performed agreed-upon procedures enumerated in the "Massachusetts Office of Student Financial Assistance"). There were no pervasive financial statement fraud risks identified and the college specific risks were general economic factors affecting all entities not just Massasoit. The full audit report is on file with the Finance Office.

Interim Vice President Marcella noted that the budget is presented on a cash basis. As presented last month, that we had excess expenses over our revenues collected. As you will note in the financial statements presented tonight, these are produced on an accrual basis, and there are several factors that will cause the numbers to go in a different direction. The financial statements show a slight net gain to our unrestricted position, most of which stems from our unrealized net gain in our investments. There were also some favorable accruals realized from the state as well which helped us to realize a

net gain on an accrual basis for our financial statements. She stressed that the budget discussion taking place tonight will be on a cash basis.

A motion was made by Vice Chair Carroll and seconded by Trustee Sullivan to approve the FY2017 Audit Report. The motion passed unanimously.

Presentation of the results of the 2017 Student Survey by Barbara McCarthy, Vice President of Academic Affairs and Ingrid Vargas, Dean of Planning and Institutional Effectiveness.

Vice President McCarthy said that Massasoit will develop our next strategic plan under our new president. To prepare the College, the Office of Planning and Institutional Effectiveness is leading several initiatives: (1) Appreciate Inquiry (AI) pre-planning exercises with faculty and staff, (2) a comprehensive student survey, and (3) an environmental scan. This presentation shares preliminary results from the student survey. She then introduced Dean Vargas.

Dean Vargas advised that a copy of the full survey is included in the Board package. The survey was administered during May 2017. The survey was designed after receiving input from student leaders, faculty members, and academic advisors. The online link was emailed to all students enrolled for credit in spring 2017. We advertised it on the portal throughout the month of May. Incentives offered included the chance to win a 3-credit course, or \$100 and \$50 gift cards. Finally, we promoted the survey in the Student Center and some classrooms. A total of 1931 students responded to the survey. This is 30% of all credit students enrolled in spring 2017.

Dean Vargas said that tonight's presentation focuses on results to questions regarding student satisfaction, student sense of belonging, faculty and staff responsiveness, college diversity, food and shelter insecurity, retention, and progress toward academic goals. The presentation also summarizes student response to the following question: "What is one thing Massasoit could do to help you reach your goals?"

In recent months, a survey was administered to non-returning students from the past two years. Some of those findings are included as they further illuminate information received from currently enrolled students.

The initial Appreciative Inquiry pre-planning exercise began with the following prompt: "Keeping MCC's mission and values in mind, recall an experience or moment at Massasoit that left you with a sense of pride, excitement, or satisfaction in having been a part of something that was positive and meaningful." We received 159 responses from faculty and staff. The common themes from the responses are: Supporting student success, Teamwork and collaboration, Going the extra mile, Connecting one-on-one with students, Celebrating student diversity, and A culture of openness and flexibility.

The environmental scan will be completed in the spring. Dean Vargas, Associate Dean Mary Goodhue-Lynch and her Institutional Research staff will be aided in this project by a team from the Center for Collaborative Leadership. Massasoit is sponsoring a team from the Emerging Leaders Program (ELP). They will work directly with the Dean of Planning and Institutional Effectiveness on the labor market section of the environmental scan. The team includes emerging leaders from Blue Cross Blue Shield, Brigham and Women's Hospital, WBUR, Irish International Immigrant Center, UMass Boston, and the Boston Police. Dean Deanna Yameen, who currently serves as Chair of the Center's Executive Committee, was instrumental in helping MCC become a team sponsor for this program.

Trustee Camp asked if the community was made aware of who won the prizes for taking the survey. Dean Vargas cited student privacy concerns but said that she could announce the winners in such a way that would not infringe on student privacy. Vice Chair Carroll asked how the survey results would be communicated back to the community and what the next steps are in the process. Vice President McCarthy said that there were enough survey feedback in May to share some preliminary results with faculty and staff during convocation. She added that the institution is still processing the full results of the survey and will work to develop the work plan and next steps. Dean Vargas added that she is scheduled to discuss the results with Advising and is available to speak with the college community for further discussion.

Trustee Ifill said that he would like to see these results on the college website and on the electronic boards throughout the campus. He thanked the team for using data to make strategic decisions, something that was mentioned in our NEASC report. He added that this was one of the most impressive things he has seen in his 11 years on the Board.

Presentation of the Fiscal Year 2018 Proposed Spending Plan and recommendation that the Board of Trustees approve the Proposed Fiscal Year 2018 Spending Plan of \$49,852,474 by Patricia Marcella, Interim Vice President for Administration/CFO and William O'Neill, Interim Chief of Staff and Executive Director of Budgeting and Financial Reporting.

Interim Vice President Marcella said that a balanced FY18 budget is being presented to the Board this evening. She said there is a much more detailed report included in the Board Package and this presentation is a high-level overview and the spending plan was reviewed with the Audit Committee on October 4. She also reminded the Board that expense reductions did not impact our ability to retain or attract students or provide services.

Executive Director O'Neill said that FY18 would be a bridge year and we are much better poised for FY19. What we are proposing to the Board is a \$49.9 million spending plan which harkens back to FY16 spending levels. Throughout this period, we have continued to absorb expenses such as additional collective bargaining expenses, NUP (non-unit professional) increases, and rate and volume fringe impacts. Even as we have continued to absorb these expenses, we have been able to present a balanced budget to you for consideration; this was achieved this through reallocation and reprioritization efforts.

Executive Director O'Neill noted that in August we identified a \$4.9 million projected budget gap and since that meeting, we have had several revenue adjustments that have narrowed the gap to \$4.79 million. Turning to the expense side to close the gap which included an Early Retirement Incentive Program which was designed to generate savings for FY18 which is projected to save \$374,000 in payroll. He noted that one of the themes in this FY18 bridge year was making several one-time decisions to close this gap. Many of the one-time decisions were in holding open vacant positions which is projected to save \$1.7 million. He noted that none of the positions held impacted our students or our ability to provide services to our students. Divisional operating reductions accounted for nearly \$1.7 million in savings. Additional savings were realized in savings in the bid to our Engineering Lab which came in much lower than expected and savings from retrenchments. Interim President Mitchell added that one of our goals is to increase unrestricted dollars through philanthropic initiatives. As an institution we are 15 of 15 in fundraising, we have had some missed opportunities but we are moving forward and are focused on this initiative.

Executive Director O'Neill said that with the shift in public policy and state appropriated funds becoming less and less, the majority of our funds come from locally generated tuition and fees. The newly developed FY19 budget process will allow us to be much more strategic and proactive so that we can continue to meet the needs of our students.

Trustee Ifill thanked the collective leadership throughout the College for a tremendous effort and closing the gap, he commended the team for an excellent job.

A motion was made by Vice Chair Carroll and seconded by Chair Harnais to approve the Proposed Fiscal Year 2018 Spending Plan of \$49,852,474. The motion passed unanimously.

Trustee Ifill said one initiative that is very important to him that he hopes can be achieved is the creation of an international student center. He would like to hear a proposal at the next Board of Trustees meeting. Interim President Mitchell said that the institution has already started the fundraising plan for this initiative and the team will present a proposal to the Board in November.

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

Prepared by:



Lydia Camara
Staff Associate, President's Office



Thomas E. Carroll
Vice Chair, Board of Trustees