

MASSASOIT COMMUNITY COLLEGE
REGULARLY SCHEDULED MEETING OF THE BOARD OF TRUSTEES
WEDNESDAY, NOVEMBER 20, 2019
6:00 P.M. LOUISON BOARD ROOM, STUDENT CENTER, BROCKTON, MA
Approved December 18, 2019

Attendees: Bonnie Blackler, Thomas Carroll, Eshita Chakrabarti, Deborah Enos, Robert Harnais, Cindy Mack, Eval Silvera, Ann Sullivan.

Absent: Marilyn MacDonald, Craig Andrade

The meeting was called to order at 6:20pm

Call to Order:

Chair Harnais - here

Trustee Carroll - here

Trustee Sullivan - here

Trustee Enos - here

Trustee Blackler - here

Trustee Chakrabarti - here

Trustee Mack - here

Trustee Silvera - here

Chairperson's Report

The Chairman apologized for the meeting starting late. He reminded the Trustees about the mandatory annual state ethics training and advised if any Trustee has not yet taken the online training to do so. Chair Harnais noted that he would get the website to any Trustee who was not aware of where to access the training.

President's Report

President Glickman advised that the Trustees have in their folders a report by David Baime, Sr. Vice President of Government Relations and Policy Analysis with the Association of Community College Trustees (ACCT) on community college affordability. The report notes that community college students typically borrow at a rate of 13% currently have a 15.9% default rate. For Massasoit students the borrowing rate is slightly higher at 13.8% and the default rate is lower than the average at 12.8%. Dr. Glickman highlighted these figures as she wanted to provide some local context when reviewing the report.

Dr. Glickman provided updated based on the Board's goals:

Board Goal 1: Strengthening Student Success/Increasing Enrollment, Retention and Graduation Rates:

- The College recently celebrated another Phi Theta Kappa (PTK) induction ceremony. President Glickman thanked Trustee Blackler for attending and supporting our students. Dr. Glickman also noted that some of the students inducted are high school students with our local partnerships.
- The Veteran's Club held a luncheon on campus which raised \$734 with \$550 in profit to increase care packages for veterans. While at the luncheon President Glickman learned that the amount of the stipend given to veteran students are zip code based and dependent on where the class is taken and not where the veteran resides. This is important because as we design programs particularly geared toward veteran students we need to keep in mind the Brockton and Canton campuses are considered to be in the greater Boston area whereas the Middleborough location is not and veterans taking classes in Middleborough would receive a smaller stipend than classes taken in Brockton and Canton.
- President Glickman noted that we are very excited to have mental health services provided through Whitman Counseling (a BAMSI partner) on campus beginning in the spring semester. For students who do not have health insurance, the College can provide assistance through the United Student Fund.
- The College recently received a \$60,000 Training Resources and Internship Networks (TRAIN) grant for an Ophthalmology Certificate for the unemployed and underemployed with a focus on veterans.
- Massasoit recently hosted a luncheon for 45 students from Brockton High School to introduce them to the culinary program.

Board Goal 2: Lay the Foundation for Major Gift Fundraising

- President Glickman advised that Massasoit will take part in the Giving Tuesday fundraising initiative again this year. Giving Tuesday is December 3, 2019. The College has several partner companies who are joining in the fundraising effort by either asking their employees to support Massasoit on Giving Tuesday or making a corporate donation.

Board Goal 3: Equity, Diversity and Inclusion

- The President's Council on Diversity and Inclusion (PCDI) inducted two new student members. The council is currently working on testimonials and developing new interview questions for the hiring process and developing trainings as part of professional development opportunities on campus. Additionally, the PCDI is looking at the results from the recent Noel Levitz survey and identifying ways to incorporate the findings throughout the College. The council is discussing putting flags up on campus that represent the diversity of our college community.
- As a reminder, November 22, 2019 is Native American awareness day on campus.

Board Goal 4: Build Ties with the Community, K-12 Partners, Local Business, Political Leaders, and Potential Donors

- The College will soon have a capstone baccalaureate for Radiological Technology (Rad Tech) and Respiratory Therapy which will be available online for our students.
- Massasoit received some good press coverage with the recent ground-breaking of 226 Main Street.

General College Updates:

- The 2020 Nursing cohort held a successful bone marrow donation event.
- The senior staff is reviewing a draft of a comprehensive policy and procedure manual with an anticipated rollout date in January.
- The NECHE draft report is available for review and comment in the employee portal until November 27th. The College is on track to deliver the interim report on time. Board members have access to the portal using their Massasoit credentials. If any Trustee has an issue logging in please let President Glickman or Lydia Camara know so we can assist you.
- The Massasoit Community College Marketing department received two gold medals from the National Council from Marketing & Public Relations (NCMPR).
- President Glickman is thrilled to announce the appointment of Vice Provost Pamela Witcher. Pamela served as the Associate Provost for Faculty Affairs by Bridgewater State University (BSU) for six years where she gained significant experience with faculty development programs and student initiatives including an inclusive, comprehensive new full-time faculty orientation; a streamlined application processes for faculty sabbatical leave, teaching and research excellence awards, alternative professional responsibility recruitment and year-end reports.

She served on the Provost's Council and the President's Senior Staff while contributing to the Academic Affairs Division strategic plan as well as the institutional strategic plan. She also served at General Counsel's team to create the BSU sexual misconduct and relationship violence policy which became the template for all Massachusetts state universities and was subsequently appointed and trained to be the Administrative Appeal Officer and worked closely with the Title IX Coordinator in various Equal Opportunity Plan violation and complaint cases.

Her experience includes oversight for the Office of Teaching and Learning, Honors Program, Center for the Advancement of Research and Scholarship, Writing Across the Curriculum, Quantitative Reasoning Across the Curriculum, Faculty Advocacy Network, Office of Undergraduate Research, and Service Learning and Civic Engagement Program and a partnership with the Office of Institutional Diversity and the Center for Multicultural Affairs.

She has experience in supervising student support services including testing, the Office of Disability Resources, Writing Studio, Math Services, and the Accounting and Finance Lab. In addition to this work, she also served as the Academic Affairs Liaison to the CARE Team, a cross divisional team of experts who support students, their families, faculty, and staff when concerns for a student's health, welfare, and safety are identified.

Prior to her work at BSU, she was the Director of Faculty Development Programs in the Center for Teaching and Learning (CTL) at the University of Maryland University College for 12 years where she designed, implemented, and evaluated various worldwide faculty development programs including the New Faculty Orientation Program, the Peer Mentoring Program, the Peer Coaching Program, the Faculty Teaching Awards, and the Faculty Excellence Interview Series.

As a first-generation woman of color who attended private and public universities and has worked in them throughout her career, she describes herself as fully aware of the issues facing domestic and international students as well as faculty and administrators in today's higher education climate. She has been successful in her career at BSU and UMUC because of her passion for making connections across diverse groups, thinking strategically, relating well with others, and nurturing positive thinking. Program improvements and new initiatives have often been generated through innovative collaborations with people who had not thought it possible. These efforts have required advanced skills in negotiation, leadership, staff management, as well as budget development.

- The pool will be closed today through November 22nd due to roof repairs being done on the Field House. The tentative plan is for the pool to reopen on Monday, November 25th. An update will be sent out if timeline changes occur.
- We anticipate By-laws revision will come to the Board in December. There is a 30-day review period and we hope to have the revision complete so the Board can vote to approve the new by-laws in January.

Elected Alumni Trustee Report

Trustee Blackler stated that the next Alumni meeting is in January and the Alumni Association will hold a Valentine's Day fundraiser.

Foundation Report

Chief Advancement Officer, Paul Grand Pré, stated that in addition to the luncheon held for Brockton High School students to introduce them to the culinary program, Massasoit hosted several students who are the recipients of a scholarship from an anonymous donor. The \$100,000 anonymous gift will benefit 40 recipients with scholarships between \$2,000 - \$3,000. The students will be writing thank you letters and video to share with the donor. As Dr. Glickman mentioned, Giving Tuesday is December 3, 2019. The Massasoit Foundation Board members have been very helpful with several corporations who have committed to corporate sponsorships. The Foundation has a goal of \$10,000. President Glickman added that three years ago was the first time Massasoit took part in Giving Tuesday which yielded \$18.00. Last year the College opened up the fundraiser to the internal community with a goal of \$2,500 which the College exceeded. This year the goal is \$10,000.

Mr. Grand Pré advised that last week the Foundation held their annual meeting. At the meeting presentations were given on student enrollment and financial aid initiatives. This was a very beneficial session for the Foundation members to learn about Massasoit's student profile. Mr. Grand Pré stated that elections were also held at the annual meeting with Dick Frye re-elected as President, Lisa Sliney re-elected as Treasurer, Lincoln Andrews re-elected as Secretary and Robert Terravecchia elected as Vice President. Finally, the Foundation received their audit report and will share them with the Trustees in December. Chair Harnais inquired about the level of growth in the Foundation. Mr. Grand Pré advised that the Foundation is running \$15,000 ahead of budget.

Student Trustee Report

Trustee Mack said that to be successful, you have to use each day as an opportunity to improve, to be better and to get a little bit closer to our goals. It might sound like a lot of work, and it is, but perseverance and giving to our Massasoit student community everyday makes a real difference. The senate has appointed two senators as liaisons to Patricia Lynch, Associate Dean of Experiential Learning, to provide support for the food pantry. Student Life and PTK sponsored a blood drive through the Red Cross blood drive on Nov 13th, and the Gamers Guild student club provided entertainment while donors waited. Additionally, the Student Senate has accumulated over 100 pairs of socks for the sock drive to which will be donated to Father Bill's homeless shelter and were student volunteers served dinner to residents on Nov 14th.

The President/Provost forum was well attended and very successful. Live feeds to the Canton Campus and Middleborough center allowed students at those locations to join the Brockton campus ask questions of the President and the Provost. President Glickman visited the senate and updated us her future plans about wanting more student involvement on college committees.

The Vice Provost hiring committee forum was attended by Student Senators from both Canton and Brockton Campuses.

Additionally, seven senators represented Massasoit at the two-day Community College Student Leadership Conference in Southbridge, MA. Workshops were focused on networking and improving leadership skills.

Student Life sponsored a Halloween karaoke, tarot card, and photo shoot, all were well attended. The Canton Student Senate held an ice cream social where they encouraged students to write cards of appreciation for our veterans in remembrance of Veterans day, and the Brockton campus unveiled a commemorative plaque marking our 50th anniversary of Massasoit dedicated to our students, faculty, and staff who served. The senate and International Touch Club held an Oxfam banquet on November 6th in the student lounge all proceeds will be sent to Oxfam International to combat hunger. A magic show performed by magician, Peter Boie, and sponsored by student life was exceptionally well attended by over 150 students.

Student Senate President, Marven Jean Jacques, and Trustee Mack attended the Board of Higher Education meeting hosted by Massasoit and networked with other student leaders. Mr. Jacques and Trustee Mack will attend the Student Advisory Council meeting in Worcester, MA on December 5th. Trustee Mack continues his walks on Fridays. Provost Yameen, Joe Harris, Assistant Dean of Student Success, Harriet Scott, Dean of Humanities, have joined these walks to strengthen relationships among faculty and staff.

Consent Agenda

Vice Chair Carroll inquired about the change to the state minimum wage and positions currently listed that are below the new minimum. Additionally, Vice Chair asked about the implementation of the family paid family medical leave act. Vice President Hess advised that the positions would be brought up to the new minimum, and Vice President Mitchell noted that the paid family medical leave act would have minimal impact to the budget.

A motion was made by Secretary Sullivan and seconded by Vice Chair Carroll to approve items 1, 2, 3 and 4 of the consent agenda. The motion passed unanimously.

Massasoit Community College Investment Update

Robert Quinn, investment counselor from Eaton Vance, thanked the Board for the chance to present. Mr. Quinn gave background on the collaborative relationship with 10 Massachusetts institutions of Higher Education which helps to leverage collective pricing and is very advantageous to these institutions. Patricia Marcella, Comptroller, handed out a two-page document that provided an overview of Massasoit's investment position.

Mr. Quinn provided the following information: The overriding objective for Massasoit is to maintain purchasing power. Net of spending, the objective is to grow the aggregate portfolio value at the rate of inflation over a long-term time horizon. Additionally, the investment objective is to emphasize long-term growth of principal while avoiding excessive risk. Short-term volatility will be tolerated in as much as it is consistent with the volatility of the comparable market index. In order to meet its needs, the investment strategy of the College is to emphasize total return, that is, the aggregate return from capital appreciation, dividend and interest income.

Mr. Quinn reviewed Massasoit's Portfolio as of October 21, 2019:

Equity \$ 8,379,588.68 (69.8%)
Bonds \$ 3,591,110.59 (29.9%)
Money Market \$ 41,558.24 (0.3%)
Total Market Value \$12,012,257.52 (100%)

Eaton Vance has targeted a moderately conservative asset mix for the portfolio due to the possibility of near-term market declines.

The equity portfolio (70% of assets) is apportioned between a core active global equity strategy and various mutual funds and Exchange Traded Funds (ETFs) invested in Small-Mid Cap US, Developed International and Emerging Markets. The core equity strategy focuses on owning high-quality global companies with underappreciated free cash flow and dividend growth potential. This strategy is comprised of our best ideas within the context of a concentrated, globally diversified portfolio to generate income and protects MCC's capital over time. The largest individual holding represents around 2.20% of the portfolio. The goal is to provide a portfolio targeting strong risk-adjusted returns through a full market cycle (5-10 years).

Eaton Vance have stressed quality, as evidenced by the portfolio's estimated average S&P ranking of A-. The portfolio's Exchange Traded Funds (ETFs) and mutual fund holdings provide diversification into smaller companies and other geographies.

The fixed income portfolio (30% of assets) is comprised primarily of individual investment grade bonds. The individual securities are allocated mostly amongst treasuries, government agencies, preferred stocks and investment grade corporate bonds. Due to our concerns about the potential for higher interest rates in the future, the current Fixed Income portfolio is a relatively short duration of 2.5 years. Discussion ensued about the investment strategy. The Board thanked Mr. Quinn for his presentation.

Marketing and Branding Update

James Lynch, Director of Creative Services, introduced Virginia DePina, Director of Marketing. Mr. Lynch noted that Virginia is a former employee and Massasoit alumna. He advised that the marketing campaign planned for Massasoit will include the November Open House (November 14), brand awareness, spring enrollment and Super Saturday (January 21). The campaign covers an integrated approach that includes: Search Engine marketing, display marketing (website banners), social media, Spotify Streaming audio, and traditional marketing (television and billboards).

Trustee Enos asked if the presentation was included in the Board packet. President Glickman advised that it was not, however; a copy of the slides would be made available. Discussion ensued about the need to have information prior to the meeting.

Director Lynch gave an overview of the insights and brand value proposition gained from the focus groups held on campus by Rebel Interactive, Massasoit's marketing agency. Director DePina highlighted some of the findings from the focus groups noting that the "vibe" around campus is that students feel that Massasoit offers student-centered advocacy; the faculty and staff are committed, caring, and have close relationships with students; and the College meets students where they are. She described the rebranding initiative and the strategy to portray what students feel about Massasoit. Director Lynch spoke about the rebranding of the logo moving away from the Massasoit swirl to the new book logo. Ms. DePina shared her personal journey through Massasoit and noted that this new rebranding is very exciting as it will revitalize Massasoit's reputation in the service area.

Trustee Blackler asked about the choice of colors and the similarity to the colors used for Phi Theta Kappa. A lengthy discussion ensued regarding the color palette, the history of the school colors, branding of Massasoit athletics, and costs of the marketing and rebranding initiative. President Glickman shared that the rebranding is primarily geared to social media and the website which is minimal cost to the college. The Marketing and Creative Services team are currently conducting an audit of all collateral and as items with the old logo are used they will be replaced with the new logo. Chair Harnais asked about the financial impact to the budget for the rebranding. President Glickman stated that the costs are included in marketing budget which is part of the College budget that was approved by the Board in May. Directors DePina and Lynch continued with the presentation which included the new Spotify and television advertisements and the roll out of the new tagline Massasoit, the South Shore's community college.

Secretary Sullivan welcomed Virginia to the college and thanked her and Mr. Lynch for their presentation. Trustee Sullivan acknowledged the numerous questions surrounding the rebranding and noted that change can be difficult. Chair Harnais added that he felt the Board should be more involved in the marketing and rebranding rollout. Trustee Silvera thanked the team and noted his appreciation to Ms. DePina for sharing her personal Massasoit story. Discussion ensued regarding metrics to understand if the new campaign is successful. The College will provide analytics from the campaign to the Board in December.

Massasoit Community College Employment Search, Screen, and Hiring Process

Vice President Hess introduced Allison Arsenault, Director of Human Resources, and Larri Mancuso, Talent Acquisition Manager. VP Hess reiterated that the search, screen, and hiring process is a continually improving process and designed so that each search is performed legally and effectively. Director Arsenault gave an overview of the training process for search committees and Ms. Mancuso reviewed in detail the search, screen, and hiring process. Secretary Sullivan asked if the job postings were reviewed for implicit bias. V.P. Hess replied yes. Discussion ensued about how employees are chosen to serve on search committees, the authority of hiring, appointed positions, budgetary impacts of hiring, and if the process is followed for each employee. Chair Harnais noted that he wants the Board closely involved in the hiring process and noted that this is not a reflection of what is happening at Massasoit but rather another college that is in a different financial position. Vice President Mitchell advised that 75% of the budget is employee related expenses and is very tightly controlled. Director Arsenault concluded the presentation and thanked the Board for their time.

Request that the Board of Trustees approve the Division of Capital Asset Management and Maintenance (DCAMM) Higher Education Capital FY21 Funding Proposal – Massasoit Community College Science, Nursing and Allied Health Renovation Project

Vice President Mitchell reviewed the DCAMM funding proposal process. He noted that the proposal was included in the October Board packet and the College is now seeking approval to proceed with the proposal which is required as part of the process. Discussion ensued regarding any financial liability to the College should the project not be funded by the state. Vice President Mitchell assured the Board that there is no obligation to Massasoit should the state not fund the project. There was further discussion about the timing of the project and the sale of the conference center. Vice Chair Carroll reminded the Board that the College is seeking approval to move forward with the project submittal to DCAMM and felt it would be a grave mistake should the Board decide not to approve.

A motion was made by Vice Chair Carroll and seconded by Trustee Mack to approve the Division of Capital Asset Management and Maintenance (DCAMM) Higher Education Capital FY21 Funding Proposal – Massasoit Community College Science, Nursing and Allied Health Renovation Project. The motion passed unanimously.

Request that the Board of Trustees approve an expenditure not to exceed \$221,400 to renovate a computer lab, conference room, office space, and lobby improvements all on the Canton Campus

Vice President Mitchell noted that the funds are budgeted for this project. The computer lab room 133 renovation includes new electrical, ceiling, lighting, carpet tiles, painting, furniture and equipment and IT relocation. This 24-seat lab will allow for the expansion of the Corporate and Community Education program at the Canton Campus. Conference room 108 will be divided to create two office spaces. Lobby improvements will include infilling several spaces and other minor carpentry improvements. We will go out for competitive bid and expect it to be returned by late December.

A motion was made by Vice Chair Carroll and seconded by Trustee Enos to approve an expenditure not to exceed \$221,400 to renovate a computer lab, conference room, office space, and lobby improvements all on the Canton Campus. The motion passed unanimously.

Request that the Board of Trustees approve an expenditure not to exceed \$200,000 with Nadeau Corporation to provide all labor, materials, equipment and supervision needed for the TV studio interior renovations project at the Brockton Campus

Vice President Mitchell advised that these renovations are included in the budget. The work will be performed by the Nadeau Corporation who will provide all labor, materials, equipment and supervision needed for the TV studio interior renovations project at the Brockton Campus. Work shall include demolition of the demountable and stud frame wall, ceiling, lighting, HVAC duct work and finishes, and construction and finish work in the required space. In addition, this project will mitigate ADA concerns which has negatively impacted students from participating in activities in this space. Construction on the project is expected to begin on December 4, 2019 and to be completed on or before January 20, 2020.

A motion was made by Vice Chair Carroll and seconded by Trustee Enos to approve an expenditure not to exceed \$200,000 with Nadeau Corporation to provide all labor, materials, equipment and supervision needed for the TV studio interior renovations project at the Brockton Campus

Public Comments

There were no public comments.

A motion was made by Trustee Enos and seconded by Trustee Silvera to adjourn the meeting. The motion passed unanimously.

Prepared by:



Lydia B. Camara
Chief of Staff



Ann Sullivan
Secretary, Board of Trustees