

Regularly Scheduled Meeting of the Board of Trustees  
Wednesday, November 30, 2016  
6:00 p.m. in the Library, Canton Campus

Attendees: Bonnie Blackler, Christopher Blunt, Mary Brophy, Deborah Enos, Thomas J. Lacey, Pamerson Ifill, Judith Waterston (via telephone), Ann Sullivan, David Offutt, Thomas Carroll,

Call to order

Chair Ifill called the meeting to order at 6:10 p.m.

Chairman's Report

Chair Ifill stated that he and the Board had a positive experience with the New England Association of Schools and Colleges (NEASC) reaccreditation Visiting Team and that he looks forward to the final report later this year. He complimented the Board members on their collegiality, dedication, and excellent work they do for Massasoit.

President's Report

President Wall welcomed everyone to the Canton Campus and asked Vice President McCarthy to introduce Ingrid Vargas, dean of planning and institutional effectiveness. Dean Vargas thanked everyone for the warm welcome and shared that she looks forward to an opportunity to make a difference. Chair Ifill welcomed Dean Vargas.

President Wall noted that, as the Board had requested, Chief Cummings would not be delivering his report each month but that, also as requested, the report was included in the package, and would be each month. Chief Cummings will be scheduled for a fuller report in the spring semester. He further noted that, also as requested, the All College Purpose Trust Fund report could be found in the packet but would no longer be presented monthly.

President Wall asked Chief Cummings to address the tragedy at Ohio State University (OSU). Chief Cummings said that the response by the OSU campus was spot-on in his opinion and that the institution's response is how the Massasoit Police Department would respond should such an incident occur at our institution. Chair Ifill asked if we have had any active shooter drills in the past year. Chief Cummings replied that we have had multiple.

President Wall said that we are actively involved in producing a 5-year projection enrollment model that will soon be delivered to the Board. He added that our enrollment has not declined nearly to the degree experienced by some of our sister institutions.

President Wall updated the Board on the NEASC exit interview. Areas of strength included faculty, staff, and trustees strong commitment to student success; welcoming and attractive facilities; the nationally recognized College Police Department; and the meaningful impact the artwork throughout the campus has on the student experience. Among Massasoit's challenge are the institution's need to have a plan to address the continuing student enrollment decline and status of state support for higher education; the current lack of a common understanding of advising among students, faculty, and staff; the noncompliance of several of the institution's Associate in Applied Science degrees general education requirements with the NEASC standard (President Wall noted that this matter has already been corrected and that all degrees now meet the NEASC 20 credit-hour general education requirement); and the lack of an institutional culture of data-driven decision-making. President Wall asserted the institution's commitment to addressing these challenges.

Chair Ifill asked what steps are typically taken to address the findings such as those that were addressed in the NEASC report. President Wall advised that the institution has already begun to address some of the challenges, and some of those noted were ones we had already identified through the self-study process; the latter are ones for which we had also included projections for ways to meet them. The Commission on Higher Education will also give Massasoit a framework and timeline from which to work in addressing those concerns when it issues its final determination. Furthermore, the Commission will ask for a progress report most likely within the next two years; it is also possible to have a team come for a focused visit. The best result is a 10-year accreditation with a 5-year interim report, though these are becoming less frequent than they have been in the past.

Trustee Brophy said that the good news is that we are quickly addressing the findings from the NEASC site visit (specifically noting the need to adopt an environment of data analysis and planning) and added that while we have had data in the past it is the analysis that she is eagerly anticipating.

Chair Ifill agreed that we have much institutional data that we want to aggregate and analyze. He said that analysis such as around the success and impact of developmental and Gateway to College courses would be target places to study. For example, it would be useful to identify the factors that contribute to the success of specific student cohort groups in those programs. Chair Ifill asked about the size of the Gateway program. President Wall noted that the Gateway to College program now partners with 14 different school districts.

President Wall shared that we have submitted a grant application to the state requesting funds to support the engineering transfer program and another to the National Science Foundation that would support the STEM (Science, Technology, Engineering, and Math) Starter Academy efforts. He also noted that the Massasoit Community College Foundation collected \$41,000 for the United Student Fund from proceeds from the Gala. He mentioned that on December 14, 2016 there is a 50<sup>th</sup> Anniversary holiday gathering/reunion for current and former Massasoit faculty and staff at the Conference Center at Massasoit.

President Wall said that there is a statewide effort underway through the Division of Capital Asset Management and Maintenance (DCAMM) to study institutional ADA (Americans with Disabilities Act) compliance at public colleges and universities in which the College is participating.

#### Student Trustee's Report

Trustee Blunt advised that he, Trustee Offutt, and President Wall attended the statewide trustee conference on October 27, 2016. He attended various breakout sessions and the Student Advisory Council meeting, at which the group discussed goals for the academic year, including lobbying the state to talk about college affordability and financial aid. He was proud to see that Massasoit ranked third in declining enrollments among the fifteen community colleges.

He also mentioned that he has received inquiries from his counterparts at other colleges about the ways in which Massasoit is helping its homeless student population. He also advised that the Student Senate and various club presidents met to collaborate with the 50<sup>th</sup> Anniversary Committee to discuss community service opportunities. Trustee Blunt also said that the Muslim Student Club and an interfaith prayer room are in the process of being established.

Approval of the Minutes of the October 12, 2016 Regularly Scheduled Meeting of the Board of Trustees.  
**A motion was made by Chair Ifill and seconded by Trustee Offutt to approve the minutes of the October 12, 2016 regularly scheduled meeting of the Board of Trustees. The motion passed unanimously.**

Approval of the Minutes of the October 12, 2016 Board of Trustees Audit Committee Meeting.

**A motion was made by Trustee Brophy and seconded by Trustee Offutt to approve the minutes of the October 12, 2016 Board of Trustees Audit Committee meeting. The motion passed unanimously.**

Approval of the Minutes of the October 11, 2016 Board of Trustees Presidential Evaluation Task Force Meeting.

**A request was made by Trustee Carroll to table the approval of the minutes of the October 11, 2016 Board of Trustees Presidential Evaluation Task Force meeting pending further review. The request was approved.**

Presentation and recommendation of approval of a proposed change in the Credit for Prior Learning assessment fee by Barbara McCarthy, Vice President of Academic Affairs; David Tracy, Vice President for Student Services and Enrollment Management; and William Mitchell, Vice President for Administration/CFO.

Vice President McCarthy said that she and Vice Presidents Mitchell and Tracy were happy to present something to the Board which we can all agree is a positive thing: charging students less for a service. The request is for a decrease in the fee charged to students with prior learning experience. She advised that prior learning is a way in which colleges will honor learning students may have had outside the classroom prior to attending college. This effort is increasingly important to the College as we are reaching out to more returning adult learners. There are several ways to do this assessment, including Prior Learning, CLEP (College Level Examination Program), and military credits, which transfer at no additional charge to the student. She noted that occasionally students come to the College with some very rich work experiences that do not necessarily fit into a challenge exam, in which case a faculty member would do a portfolio assessment. Traditionally we ask students to pay for this assessment at the full cost of a 3-credit course. This year, all 15 community colleges in Massachusetts have been working together to share information and best practices and, through that process, it was discovered that Massasoit has been charging more than our sister institutions for this kind of assessment.

Vice President Mitchell advised that we had approximately 10 students in this situation and the impact to the bottom line is about \$6,000 and that, further, it is our belief that we will attract more students to this service if this cost policy is more in line with others across the system.

Trustee Offutt asked Laurie Maker, executive director of college communications, how we can leverage this incredible news and capitalize on it to attract more students. Vice President McCarthy advised that we have the ability to use some of the money from the GPSTEM grant for that work and that she will call upon Executive Director Maker and her team to leverage this good news story in future marketing campaigns.

**A motion was made by Trustee Offutt and seconded by Trustee Blackler to approve the proposed change in the Credit for Prior Learning assessment fee. The motion passed unanimously.**

Presentation and recommendation of approval of the FY2017 First Quarter Financial Report by William Mitchell, Vice President for Administration/CFO, and William O'Neill, Executive Director of Budgeting and Financial Planning.

Vice President Mitchell advised that in the Board packet is a very detailed First Quarter Budget Report. Executive Director O'Neill said that the information in the report is as of September 2016 and reminded the Board that this quarter is the one that falls under the provisional spending plan that the Board approved last May. He advised that spending is on target and that we are in good standing. Executive Director O'Neill stated that revenue numbers are down from prior years, the main reason for which is the state appropriation; to date we have only received one-third of the state appropriation whereas in prior

years we have received 50% by this time in the fiscal year. He noted that the appropriation does not follow a set schedule and is disbursed at the discretion of the state comptroller.

Trustee Enos asked if there are any additional insights as to why the timing of the appropriation is so unpredictable. Vice President Mitchell said that in the past we could request disbursements; however, that option is no longer available. We simply have to wait for the state comptroller to allocate the funds.

Executive Director O'Neill said that there are no surprises in the operating fund, which is our locally generated tuition and fees. We have collected 45% of our projected operating fund for the year, which puts us at the lower end of the prior year trend. He is not overly concerned, but looks forward to the second quarter numbers to bolster confidence.

Looking to expenses, we have a \$51.5M spending plan for FY17. To date we have spent 20.07% through the first quarter. Again, this rate is a slight uptick from prior year trends, but does not come as a surprise as impacts from collective bargaining and fringe rates continue to increase each year.

Trustee Sullivan asked if there were any concerns about being at the lower end of the collections and the higher end of spending. Vice President Mitchell explained that there were some existing and expected capital projects which are driving the numbers. Executive Director O'Neill displayed a slide that demonstrated the capital projects, including the Veterinary Technology Surgical Suite, one of our most expensive capital projects to date.

Executive Director O'Neill noted that there was an uptick in full-time payroll expenses, which resulted in an increase of nearly \$1.4M in this line item. Upon further review, this increase appears to be a timing issue because there are more payroll periods in this time period as compared to prior years. The Q1 full-time payroll expenses reported in FYs '13, '14, and '15 included five payroll feeds; the Q1 full-time payroll expenses for FY16 and FY 17 include 6 payroll feeds.

Information Technology expenses experienced an upward trend as well, mostly attributed to a change in our accounting procedures on the timing of pre-paid expenses related to software licenses and agreements where the expenses often bridge two fiscal years. Executive Director O'Neill advised that these expense trends would normalize by the fourth quarter.

Trustee Carroll asked about the spending measures taken by the College to account for the lag in receipt of the state appropriation funds. Vice President Mitchell explained that there are accounting measures that take place, such as the transferring of payroll from the state appropriation to the operating fund. Trustee Carroll asked if there were any delays in capital projects or payments. Vice President Mitchell said no projects or payments were delayed due to variances in the timing of the College's receipt of the state appropriation.

A copy of the full presentation is on file with the Office of Administration and Finance.

**A motion was made by Chair Ifill and seconded by Trustee Sullivan to approve the FY2017 First Quarter Financial Report. The motion passed unanimously.**

Update on 2016-2017 Retention and Enrollment Strategies and Projections, presented by David Tracy, Vice President of Student Services and Enrollment Management, and Shilo Henriques, Dean of Enrollment Management.

Vice President Tracy and Dean Henriques thanked the Board for the opportunity to present and thanked the faculty and staff who collaborated on the presentation. He noted that there are two big pieces to this retention effort: admissions and onboarding/recruitment. He reminded the Board of the projections that

were presented in March stating a -4.1% decline in enrollments. He advised that much work has been done around changing our messaging to students, which is succeeding.

Chair Ifill asked how the team arrived at a -4.1% projection. Vice President Tracy advised that the number came from the enrollment projection model and was based on non-return rates of students and assumed we did nothing new or different to retain those students. He also advised that a reach goal of -2.8% was established by the members of the Think Tank based on efforts that will be discussed later in the presentation.

Chair Ifill asked whether there were plans to collect and analyze data to quantify the impact of the messaging on retaining students to provide evidence of the belief that the changed message is factoring into our enrollment performance. He stated that he is interested in finding out from the students which efforts they believe worked to get them registered. Vice President Tracy said that it is absolutely something that can be done.

Dean Henriques said that we are cognizant of the need to track the efficacy of individual initiatives and that, as we move forward through this process of planning, we are working toward a more proactive and strategic approach that will allow us to assess the impact of each individual initiative so that we can maximize the use of the resources available to us.

Dean Henriques highlighted some of the enrollment initiatives that helped to surpass the reach goal (-2.8%) and achieve a -2.2% fall enrollment number. These initiatives included a Recruit Back with a faculty phone campaign through which faculty reached out to over 2,100 students who had not yet registered for the Fall semester; a Presidential Student Ambassador phone campaign in which PSAs reached out to nearly 1,000 new students encouraging them to complete the next step in their enrollment process; creating in collaboration with College Communications a refined and more targeted postcard/email campaign; and a Facebook lead follow-up initiative. All of these efforts yielded positive results.

Additionally, fiscal outreach geared toward financial aid applicants who anticipated using awarded funds to pay their semester bill but who had not yet fully completed the financial aid process were given the option to place Financial Aid Course Protection (FACP) on their bills, protecting their course schedules from being dropped during the purge for non-payment process and acknowledging financial responsibility for all charges not covered by any potentially awarded aid. 315 students who were eligible for FACP but who had not enabled the option and were therefore included in the first purge for non-payment were contacted by the Office of Student Services and Enrollment Management. 75% of those students re-registered for the fall semester. Last fall 67% of students re-registered after having been purged for non-payment and this year 70% of purged students re-registered.

Chair Ifill asked if there was a general theme among the 75% of students who returned. Dean Henriques advised that most students did not either fully understand the process or read their email.

Online orientation was first piloted with veteran students last spring. This initiative has been expanded to target late enrollees, which allows students to move through testing, advising, and registration during a specified period and complete orientation online at a later date. 117 late-enrolling students participated in online orientation this fall versus 33 in spring 2016.

Another new strategy that was implemented this August was Super Saturday, a one-stop enrollment event allowing continuing, new, and transfer students to complete all enrollment activity including admissions, testing, advising, registration, financial aid, and student accounts in one convenient Saturday visit to

campus. Forty-nine students participated in this successful event. Compared to the same Saturday last year, on which some offices were open for business but not relocated to a central space and not marketed as an event, we realized an increase of 34% in student registration on that day, resulting in 47% more course section registrations.

Vice President Tracy displayed a graph examining the enrollment trends and goals from Fall 2015 through Fall 2017. Based on the enrollment projection model and implementation of the new strategies highlighted by Dean Henriques, he stated that we are on trend to realize a 0.1 % increase in enrollments in the Fall 2017. He spoke to another slide that showed return rates for the following categories: students on academic deficiencies and probation; men of color; and non-degree students. The goals set for the first two groups were exceeded and, while the goal of 48% for non-degree students was not met, the return rate achieved this year did exceed that of the previous year.

Chair Ifill asked what will be done at the end of the semester to help us learn from the students what initiatives have proven beneficial. He also asked if the professors, who have a well-established relationship with the students, gather this kind of information. Professor Kenneth Anania advised that it is something that we do to some extent already.

Dean Henriques advised that the next steps would include enhancing current initiatives with new students and non-returning students; for example, Academic Standing will now include completion rate. Additionally, work will continue to further refine the enrollment projection model; to develop strategies for at-risk groups as they are identified; and to craft a stronger communication plan for new students that will engage them throughout the new student onboarding process.

Trustee Enos congratulated Dean Henriques and Vice President Tracey on an excellent and informative presentation. She asked which initiative, based on the team's experience, yielded the best result. Vice President Tracy said that the call-back program and change in messaging were the two biggest contributors to this year's performance. Chair Ifill thanked the team for a job well done.

Presentation of Marketing and Advertising Strategies for Fall 2016 by Laurie Maker, Executive Director of College Communications; James Lynch, Director of Marketing; and Sarah Yunits, Communications Specialist.

Executive Director Maker thanked the Trustees for the opportunity to present. She advised that the Department continues to work with Triad Advertising for guidance and support about strategic initiatives including lead generation, direct mail, brand awareness, and retention. Further, our activity in print, radio, digital, web, and social media are all contained within these focus areas. She advised that comprehensively and consistently branded campaigns help us to strengthen our name recognition and to establish Massasoit as a serious option for college-seeking students.

Executive Director Maker reviewed the direct mail program, which has been in existence for quite some time but which has been revamped to be more strategic and targeted. She also reviewed marketing and communications efforts in the Recruit Back campaign mentioned previously by Vice President Tracey and Dean Henriques, and additional efforts at various open houses.

Director Lynch reviewed the lead generation efforts that are built around a Facebook page, online programmatic advertising, and Google advertising, which yielded nearly 300 hits to the Massasoit course search, 79 hits to the Apply Now section of the website, and 13 people setting up informational sessions. He advised that 68% of those conversions were within a 20-mile radius of the school and 58% were through mobile devices, which is where he believes we are reaching most of our students. He noted that Facebook initiatives are relatively new but that, while we are still waiting to get more data, the team has found that it is more effective for advertising events, such as open houses, and our veterinary technology

and marine technology programs. Regarding efforts toward general awareness of the College, the team finds that more traditional mass-media approaches are more effective.

The team showed a 30-second video that ran in the Brockton Comcast area. It aired 48,000 times on television and online and generated excellent feedback. Over a half-million impressions were generated through Pandora, a free online music streaming venue, that realized nearly 2000 clicks.

Trustee Enos asked what proportion of the budget is spent in traditional versus digital marketing efforts. Executive Director Maker advised that we spend the least in print, trending to spend more on digital marketing such as Google and Pandora. She added that the ability to track and quantify results from digital marketing is greater than that of most other forms. Coordinator Yunits advised that we are realizing good retention results with our email marketing campaign through Constant Contact and are reaching our intended audiences in a much more robust and effective way.

Trustee Brophy wanted to know if we ask students how they became aware of Massasoit and whether we track that data. Executive Director Maker said that we could track it daily; however, as a community college we find that we may not be getting the best responses to that question because we are so top-of-mind within the community, whereas 4-year institutions may have different results if asked the same question. Trustee Brophy suggested that there might be alternative ways to structure the question to get at the answer. Executive Director Maker agreed and said that the team is continuing to gather and track data so it can deliver the most impactful messages to our targeted audiences.

Chair Ifill thanked the team for its presentation.

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

Prepared by:



Lydia Camara  
Staff Associate, President's Office



Anthony Simonelli  
Secretary, Board of Trustees