

Massasoit Community College  
Regularly Scheduled Meeting of the Board of Trustees  
Wednesday, November 28, 2018  
Louison Board Room, Student Center, Brockton, MA  
*Approved December 19, 2018*

Attendees: Craig Andrade, Bonnie Blackler, Eshita Chakrabarti, Thomas Carroll, Bob Harnais, Julia Molnar, Ann Sullivan, Valerie Sullivan

Call to Order

The meeting was called to order at 6:00 p.m.

Roll Call:

Chair Harnais - present  
Vice Chair Carroll - present  
Secretary Sullivan - present  
Trustee Andrade - present  
Trustee Blackler - present  
Trustee Chakrabarti - present  
Trustee Molnar - present  
Trustee V. Sullivan - present

Chairman's Report

Chair Harnais attended the Justice at the Bench, a Judges' Panel event held on campus earlier in the day. The panel was facilitated by Associate Dean, Maria Fernandes as One Book, One Community programing. Massasoit welcomed Judge Jay D. Blitzman, First Justice, Massachusetts Juvenile Court, Middlesex Division and Judge Leslie E. Harris, retired Associate Justice, Massachusetts Juvenile Court, Suffolk Division. Chair Harnais said the event was exceptional and looked forward to attending future events such as these.

President's Report

President Glickman noted that an overview of recent activity is provided in the Board packet. She discussed a telephone call that took place shortly before the meeting with the Massachusetts public higher education presidents, CFOs, IT managers and the state comptroller. The purpose of this phone call was to advise the state universities and community colleges that there was a significant data breach where hackers stole just over \$800,000 from one institution's accounts and provide information on how to best protect institutions from future attacks. President Glickman introduced Chief Information Officer, William Morrison, who then stated that the hackers were able to access the accounts through a phishing email and stressed that this attack did not happen at Massasoit and reviewed the many strategies Massasoit uses to keep our data safe including strongly encouraging employees to participate in Massasoit's cyber security training.

President Glickman shared that this week, Lisa Coole, associate professor in the social science department, published the second edition of her textbook *The Essentials of Criminology: A Student-Oriented Approach to Teaching Crime Theory*. The text focuses on engaging students through real-life scenarios and is designed for one-semester courses in criminology, criminal justice, and applied crime theory. It was written in collaboration with Professor Coole's research assistant, Jared Marshall, who is a former Massasoit student and PTK member who is now a student at Suffolk University, and is in use at both Massasoit and Bridgewater State.

The president advised that Jeff Joseph, director of minority mentorship programs and first-year experience, and Donna LeClair, women's resource center coordinator, are working on an orientation manual for the Board of Trustees mentorship program. The manual will be ready for the December trustees meeting. If a Trustee is interested in becoming a mentor, please contact the president's office. Dr. Glickman stated that the state auditors have given their approval to proceed with the privatization of food services; a presentation and request for Board action will happen at the December meeting. Additionally, the college has engaged with Economic Modeling Specialists, Inc. (EMSI) to conduct an environmental scan and program alignment study which will be incredibly beneficial as we embark on the strategic planning process.

As discussed at the last Board of Trustees meeting, Massasoit and Bridgewater State University have partnered to provide assistance to students with housing insecurity. Two students are taking advantage of this 18-month pilot program. On Tuesday, November 27, the college participated in the Giving Tuesday campaign. The campaign is primarily aimed at small, internal

donations. This is the first time the college has put a strategic effort behind the Giving Tuesday campaign which raised over \$6,000. President Glickman thanked the faculty, staff, students, Trustees, and alumni who donated. Finally, the college is in discussions with a local bank to provide student IDs, more information on this potential partnership is forthcoming.

#### Student Trustee's Report

Trustee Molnar reported that on November 7<sup>th</sup> Massasoit's Alpha Kappa Upsilon chapter of Phi Theta Kappa inducted 70 new students noting that from a student perspective it is important to recognize the hard work and dedication of students and was appreciative of the faculty and staff for putting on a wonderful event. Ms. Molnar added that the Dean of Students has been conducting focus groups with students to discuss the Massasoit experience and how it can be strengthened, and developing a set of community values that can be displayed in the Upper Student Lounge. These focus groups provide an opportunity for students to become engaged and make their voices heard. Over 100 students from all three locations were involved in the focus groups. The Student Senate is very active in community outreach including working with Father Bill's to serve meals to the homeless; holding a holiday drive seeking donations of coats, hats, gloves, and toiletries for the homeless; and conducting a blood drive with the American Red Cross where donations more than doubled from last year's event. Lastly, the Student Senate held their most recent meeting earlier in the day. The senators expressed interest in having President Glickman and members of the administration attend meetings regularly so that the student perspective can be shared and considered when new initiatives are being planned.

#### Massasoit Community College Foundation Report

Foundation President, Kevin Walsh, was pleased to report that the Foundation has written checks for several thousand dollars from the United Student Fund to support students. The annual Foundation Golf Tournament was held in October this year and raised \$13,000 which will help students in need in future years. President Walsh addressed concerns by the Trustees that the Foundation could be doing more to raise money for the college. Mr. Walsh noted that he had done some research and cited examples of sister institutions who were successful in fundraising noting the number of staff dedicated to advancement and philanthropic efforts was a key factor to success. Discussion followed between Chair Harnais and President Walsh about past efforts and initiatives to raise money for the college. Chair Harnais stated that he prefers to look future efforts by the Foundation. Secretary Sullivan inquired if the Foundation has put together a capital campaign. President Walsh stated that he does not have the training to put together a capital campaign, however; he and the Foundation members are glad to reach out to people, attend meetings, economic groups, to promote the college. Chair Harnais expressed deep concern that the Massasoit Community College Foundation ranks last in fundraising as compared to the other community colleges in the commonwealth.

President Glickman introduced Paul Grand Pré, Interim Chief Advancement Officer, and explained that Mr. Grand Pré has been brought on board to build a framework and foundation for the Office of Advancement and Alumni Relations. Mr. Grand Pré gave a presentation noting that "Advancement" is more than fundraising and alumni relations. It includes corporate and community relations, donor relations, planned giving, gift recording and acknowledgements and connecting with people to share their time, talents, and treasure. He further explained that college advancement helps the college advance their financial strength, reputation, academic vibrancy and quality of programs, experiential learning, internship programs, career opportunities for graduates, and assist with recruitment and enrollment. Mr. Grand Pré reviewed the organizational structure of the Office of Advancement which reports directly to the president and explained that the goals are to raise funds, build the endowment, garner scholarship support, maximize the effectiveness of the Foundation, enhance alumni engagement through volunteerism and participation, engage the community, and build a culture of philanthropy. He explained that they will achieve these goals by adopting industry best practices (CASE, AFP), building a donor-centric culture, networking, strategic communications and branding, and promoting and rewarding volunteerism.

David Tracy, executive director for alumni relations, then reviewed the goals of alumni relations: building alumni engagement, building an alumni database, increasing participation and representation at the Alumni Association and Board of Trustee meetings, increase volunteerism, and promoting a culture of philanthropy among the alumni. He then reviewed actions taken, progress made, and future plans including a dedicated staff to oversee the restructuring of the division, replaced the alumni Facebook page with new messaging which is now overseen by Marketing and Alumni Relations, building a Massasoit LinkedIn Alumni Group, and working with affinity groups for reunions and related events. Mr. Grand Pré closed the presentation by outlining the college's goals for the Foundation including the implementation of a donor tracking data base, designing efficient processes for fund releases, gift recording and receipting, and adopting industry standard policies and procedures. He noted that there is a draft memorandum of understanding included in the Board packet which will be discussed in greater detail at the December meeting.

### Massasoit Community College Alumni Association Report

Trustee Blackler shared that members of the Alumni Association attended an event in Brockton which yielded ten names and numbers of alumni interested in coming back to campus. She advised the next Alumni Association meeting is January 10, 2019.

### Consent Agenda

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

### Presentation of the 2018-19 Academic Year Recruitment and Retention Strategies

Director Yunits shared enrollment information from the Massachusetts Department of Higher Education that highlighted state-wide enrollment data noting a downward trend for the past 5 years. Dean Henriques provided an enrollment overview noting that Fall 2018 headcount enrollment exceeded projections by 2.2%. While this was positive news in headcount enrollment, we fell short of the credit enrollment projection. Actual fall 2018 credit enrollment was 1.5% less than the projection. New student enrollment exceeded projections by 3%. The New Student category is comprised of four student types: First-Time students (degree/certificate-seeking), Transfer students (degree/certificate-seeking), High School students (not degree-seeking) and New Non-degree students (other, not degree-seeking). First-Time student enrollment showed a decrease as compared to the previous fall term while transfer enrollment showed an increase. High School student enrollment showed a significant increase as compared to Fall 2017, and New Non-degree students showed a decrease.

Fall 2018 Continuing Student enrollment exceeded the projection by 1.6%. This Continuing Student category is comprised of five student categories: Continuing New students (previous semester new excluding transfer), Continuing Transfer students (previous semester transfer), Continuing students (previous semester continuing minus graduates), Graduates (previous semester graduates returning for additional courses), and Returning Stop-Out students. Stop-out students, or those who do not return after a short-term absence, and Continuing Transfer students showed significant increases over projection of 8.67% (65 additional students), and 7.67% respectively. Continuing New Students and Continuing Graduates remained relatively level as compared to Fall 2018 projections. Dean Henriques reviewed the Fall 2018 enrollment cycle including the factors impacting enrollment: the increasing number of high school students and low unemployment rate.

James Lynch, Director of Marketing, explained the role of marketing and communications as part of the overall enrollment strategy. College Communications continues to focus on executing strategies that will improve brand recognition, reputation, and exposure. The marketing and communications strategies employed by the department ultimately support Enrollment Management's specific strategies to increase enrollment outlined at the beginning of this summary. Working with our advertising agency, Carnegie Dartlet, much of our marketing is executed 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. The digital ads are, depending on placement, either static, audio, or video.

In order to target prospects, we utilize in-house data on the student profile, which includes demographic and socioeconomic information. That information is overlaid with our service area and cross-referenced with our high-yield communities to serve ads to prospective students. We also engage in retargeting campaigns for individuals who have visited our website before.

The goal of our marketing campaigns is to lead prospective students to the information they need in order to make informed decisions about enrolling at Massasoit. When a prospective student visits massasoit.edu, we are able to track not only their entry point, but the length of time they visited and what action was taken. Through this, we are able to see which ads and mediums performed best to generate an engagement response.

Dean Henriques said that in addition to the marketing tactics that have been employed in the Fall 2018 enrollment campaign, we plan to supplement existing marketing strategies with local transit. Based on the success of our Open House campaign, which in part utilized an electronic billboard on Rt. 24, we will consider a similar approach for Winter Session and Spring 2019.

Planning has begun to implement an Enrollment Services Center on the Brockton campus in the Spring 2019 semester with the aim of reducing administrative challenges within the onboarding and continuing student enrollment process. Providing streamlined enrollment services in a single, convenient location and creating an inviting "front door" to the campus for our students will improve the student experience and positively impact both onboarding and retention. In summary, in context with our peers, we are doing well and holding ground.

Presentation of the Office of Diversity and Inclusion Initiatives

Yolanda Dennis, Chief Diversity Officer, and Meredith Whitmore, diversity and inclusion specialist, provided an overview of the duties and responsibilities of the Office of Diversity and Inclusion. Ms. Dennis explained that the strategic plans for equity, diversity and inclusion for faculty and administration representation, curriculum, willingness to have the touch conversations about racial equity and inclusion, and maintain the office’s work around programming, professional development, and compliance. Additionally, the President’s Council on Diversity and Inclusion (PCDI), has increased its membership to over 40 members as of Fall 2018. The four focus areas of the council are: increasing cross-cultural and racial diversity in the workforce; ensuring diversity is reflected throughout the curriculum; having touch conversations about racial equity and inclusion; and reviewing all of the college’s written material for implicit bias. Discussion ensued about increasing cross-cultural and racial diversity in the workplace through hiring and interviewing best practices. Ms. Dennis gave an overview of the programming and professional development initiatives that have taken place during the semester and plans for future events including a faculty and staff diversity survey planned for Spring 2019, a student satisfaction survey in Spring 2019, and a new film addressing sexual assault prevention.

Strategic Planning Update

President Glickman introduced Lydia Camara, Chief of Staff, and Marc Simmons, Academic Senate President and Professor of Biology, and advised the Board that she has asked them to serve as co-chairs for the strategic planning process. Mrs. Camara noted that at the Board of Trustees retreat held in October, the Trustees outlined their goals for the college. Based on that conversation and outcomes, the college is ready to embark on the strategic planning process. Professor Simmons outlined the initial goals of the process: to be inclusive, transparent in decision making and priority setting, and to develop a sustainable process. A five-phase approach is being adopted based on P. Sanaghan, 2009 Collaborative Strategic planning in Higher Education and other resources. Professor Simmons reviewed the five phases in detail noting that a call for volunteers is the next step in the process and the task force would be in place by the end of December. The overall timeline from initiation to completion is outlined in the below chart.

Phase	Target Completion Date
Phase I: Getting Organized	December, 2018
Phase II: Data Gathering & Engagement	January, 2019
Phase III: Making sense of the Issue	February, 2019
Phase IV: Vision Conference	April, 2019
Phase V: Goals Conference	May, 2019
Action Plan and Detailed Implementation Plan Rollout	2019-2020 Academic Year

Old Business

No old business.

Executive Session to Discuss the Deployment of Security Devices

Chair Harnais advised that the Board would enter into executive session to discuss the deployment of security devices. He advised that the meeting would adjourn immediately following executive session. **A motion was made by Vice Chair Carroll and seconded by Trustee Andrade to enter into executive session.**

**Roll Call for Executive Session**

- Chair Harnais - yes**
- Vice Chair Carroll - yes**
- Secretary Sullivan - yes**
- Trustee Andrade - yes**
- Trustee Blackler - yes**
- Trustee Chakrabarti - yes**
- Trustee Molnar - yes**
- Trustee Sullivan - yes**

**The motion passed unanimously.**

**Roll call to exit Executive Session**

**Chair Harnais - yes**

**Vice Chair Carroll - yes**

**Secretary Sullivan - yes**

**Trustee Andrade - yes**

**Trustee Blackler - yes**

**Trustee Chakrabarti - yes**

**Trustee Molnar - yes**

**Trustee Sullivan - yes**

**A motion was made by Secretary Sullivan and seconded by Trustee Chakrabarti to adjourn the meeting. The motion passed unanimously.**

Prepared by:



Lydia B. Camara  
Chief of Staff



Ann Sullivan  
Secretary, Board of Trustees