

Massasoit Community College
Regularly Scheduled Meeting of the Board of Trustees
Wednesday, December 19, 2018
Louison Board Room, Student Center, Brockton, MA
Approved 1/16/19

Attendees: Craig Andrade, Bonnie Blackler, Thomas Carroll, Eshita Chakrabarti, Thomas Carroll, Deborah Enos, Julia Molnar, Ann Sullivan

Call to Order

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

Chairman's Report

Vice Chair Carroll thanked his colleagues on the Board for their dedication and engagement noting that it has been quite an exciting year with selecting a new president and most recently setting goals for the President and the College and will help inform the strategic planning process. He thanked President Glickman and her team for their energy, ideas, excellence in approaching and thanked the faculty and staff for their continued commitment to the institution and our students.

President's Report

President Glickman advised that the College will be coming to the Board in January with a presentation and request for board action for a branding identity study as part of the strategic planning process. She noted that this is a crucial component of the planning process as it will help the institution better brand itself. Additionally, the College recently contracted with a consultant to assess the functions and responsibilities within the Marketing and Communications department and addressed all the needs the team has already been discussing, however; had not had the resources to move forward with projects and strategies. To that end, the College is putting the necessary resources together and expanding department; this will help us to address one of the Board's goals around community engagement, it will also help identify who we are as an institution and better identify our target population.

President Glickman recently met with the President of Curry College to discuss baccalaureate completion programs, particularly in the allied health and nursing areas. The goal of the baccalaureate completion programs is to help brand Massasoit as the go-to educational institution regardless of the desired level of education. Massasoit would not necessarily provide the baccalaureate programs but rather a link to those programs with the possibility of offering courses on-site (Massasoit campuses) so that we become the educational destination in our region.

The President thanked Dean Dieujuste and her team for their work in creating the Board of Trustees mentoring handbook for a mentoring program for the Board of Trustees and Massasoit students. The handbook will be made available to all Trustees who wish to participate in the program. Additionally, she thanked the college community for stepping up their efforts and supporting fundraising activities. She noted that Vice President Mitchell and Chief Advancement Officer, Paul Grand Pre, were instrumental in helping to secure a \$100,000 gift from a donor who wishes to remain anonymous. The gift involves ten \$10,000 scholarships for Brockton High School students to attend Massasoit with the potential for the gift to double next year.

Student Trustee's Report

Trustee Molnar advised that in keeping with the spirit of open communication and transparency between the students and administration, the Student Senate has organized a President/Provost/Student forum in February. She said that these initiatives are very helpful in keeping the lines of communication open and students are appreciative of the opportunity. Additionally, students have been actively involved in community engagement including numerous donations to Father Bill's in the month of December.

Massasoit Community College Foundation Report

Foundation President, Kevin Walsh, announced the release of funds two checks totaling \$10,000 in support of the LATCH program (\$5,000) and student support for Bridgewater-Raynham students (\$5,000). Mr. Walsh stated that while he could not stay for the duration of the meeting, he wished to address the agenda items concerning the Foundation, particularly the Memorandum of Agreement (MOA) between the Foundation and the College. President Walsh reported that he has read the MOA and that for it to be in full effect, the Foundation Board would have to approve it, which would require changes to the Foundation bylaws. Discussion ensued regarding the process by which the Foundation is certified through the Board of Trustees and the signoff process of the MOA. Vice Chair Carroll stressed the need to place a firm date by which the Foundation could review the proposed MOA and place the action on the Foundation board agenda for a vote. President

Glickman, advised that the MOA had been vetted through general council, Chair Harnais, and President Glickman and the contents were based on the agreement between the Board of Trustees and Foundation at Roxbury Community College. Vice Chair Carroll asked how soon the MOA could be reviewed and voted upon by the Foundation. President Walsh advised that the next Foundation meeting was taking place on January 17th. Further discussion ensued regarding the roles and responsibilities of the Board of Trustees and the Foundation Board.

A motion was made by Vice Chair Carroll and seconded by Secretary Sullivan to approve the Memorandum of Understanding between the Massasoit Community College Board of Trustees and the Massasoit Community College Foundation to be forwarded to the Massasoit Community College Foundation for review and acceptance. The motion passed unanimously.

Chief Advancement Officer, Paul Grand Pre, advised that the proposed naming policy is in accordance with standard operating procedures and is meant to provide guidelines for future naming rights in accordance with Massachusetts laws and guidelines. The purpose of this proposal is to formalize the policy and is supported by President and the Chief Advancement Officer. Discussion ensued regarding several components of the policy.

A motion was made by Secretary Sullivan and seconded by Trustee Enos to approve the Naming Policy. The motion passed unanimously.

Massasoit Community College Alumni Association Report

Trustee Blackler noted that there will not be a December meeting of the Alumni Association. The next meeting is scheduled for Thursday, January 10, 2019.

Consent Agenda

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

Presentation of the Massasoit Community College Athletics Program

Director Mulvey and Assistant Director Warnick gave an overview of the athletics program including the importance of athletics on recruitment and retention, and community partnerships. She explained that Massasoit competes in the National Junior College Athletic Association (NJCAA), offers eleven varsity sports competing at the NJCAA Division III level with the exception on men's soccer which competes in Division I. The athletics department oversees more than 100 student-athletes and also hosts open gym, intramurals, open swim, and weight room. Additionally, athletics helps to keep students engaged and enrolled; from Spring 2018 to Fall 2018 student-athletes represented an 87% retention rate. Director Mulvey gave an overview of the coaching staff and discussed various methods the team uses to retain and assist students. Discussion ensued about revenue generation from athletics and student achievement metrics. Assistant Director Warnick reviewed the team statistics and discussed the overhaul of the athletics website which is a successful recruitment tool. In closing, Director Mulvey discussed community partnerships and future goals for the department.

Presentation of the Privatization of food services and request that the Board of Trustees approve the privatization of food services with Lessing's Food Service Management to manage the food services at the Brockton and Canton Campuses.

Comptroller Marcella gave an overview of the privatization law, known as the Pacheco Law, and how it is applied when the value of a contract exceeds \$571,542. The law outlines the process institutions must follow for submittal and approval from the State Auditors Office for contract services going from in-house operations to an outside vendor. Ms. Marcella explained that as part of the process the College is required to perform a management study. As such, the College contracted with Petit Consulting to complete a study of the current operations and to assist in preparing a competitive Request for Proposal (RFP) including information on sales, cost and operation of food services and the Conference Center. A base bid included just food services and an alternative bid included the Conference Center operations. As part of the study, Petit Consulting conducted focus groups with students, faculty, and staff to understand the specific needs of each group. The management study concluded that Massasoit Community College would benefit from having an outside vendor manage food service operations.

Ms. Marcella detailed the requirements outlined in the RFP for which bidders needed to comply. Ms. Marcella then reviewed the project timeline beginning in July of 2017 with the information gathering process and concluding in November of 2018 with the final determination from the Office of the State Auditor. Trustee Enos inquired as to the number of bids received. Ms. Marcella stated that six companies participated in the pre-proposal conference and walkthrough, however; only two companies chose to submit bids. Trustee Enos asked if there were reasons given as to why four of the six chose not to bid and Ms. Marcella offered that while no official statements were provided, the complexity of complying with the Pacheco Law is the most likely reason.

Ms. Marcella detailed the financial proposal submitted by Lessing's Food Service Management, LLC., the recommended vendor to provide food services for Massasoit Community College. The proposal includes a \$60,000 per year management fee, \$40,000 for the Brockton campus and \$20,000 for Canton. Lessing's will forfeit a percentage of their management fee if budgeted net revenue goals are not met. Ms. Marcella advised that the College will be responsible for losses and will not have a gain situation from revenue over expenses. Further, she highlighted Lessing's willingness to partner with the College including a \$50,000 commitment toward capital investments in Brockton and \$25,000 in Canton. Further, Ms. Marcella stated that the estimated savings over a five year period would be \$529,407 and this is a very conservative estimate. Vice Chair Carroll thanked Ms. Marcella, Vice President Mitchell and the entire team for their effort and diligence throughout this lengthy process.

A motion was made by Vice Chair Carroll and seconded by Secretary Sullivan to approve the privatization of food services with Lessing's Food Service Management to manage the food services at the Brockton and Canton Campuses. The motion passed unanimously.

Presentation of Capital Projects update and request that the Board of Trustees approve an expenditure not to exceed \$2,003,518 (FY19 \$467,500 and FY20 \$1,536,018) for the construction, furnishings, fixtures and equipment of 10,714 square feet of space for the Enrollment Center / Student Life Office / Dining Hall renovations at the Brockton Campus.

Vice President Mitchell stated that contained in the Board packet are three projects for the construction, furnishings, fixtures and equipment for the enrollment center, student life office, and dining hall renovations at the Brockton Campus. Speaking to the Enrollment Center project, offices involved in the onboarding and continuing student enrollment processes are spread across campus, requiring students to visit multiple buildings to complete their enrollment each semester. Admissions and Financial Aid are located in the lower level of the Administration Building. The Registrar's Office and Student Accounts are located on the upper level of the Administration Building. The Testing & Assessment Center and Advisement & Counseling offices are located in the lower level of the Student Center. If an enrollment transaction requires a faculty member or Dean's signature, it adds additional stops on an already circuitous path. Massasoit continually implements technology, communication and business process improvements however, the current process-based structure of our enrollment-related services creates physical silos. The current structure inhibits cross-training within the enrollment management team and lends itself to the inefficient use of staff resources during peaks and valleys resulting, quite often, in students' frustration and dissatisfaction with the enrollment process. The creation of an Enrollment Services Center at Massasoit's Brockton campus will create a more streamlined, comprehensive student-centered enrollment experience, improving student satisfaction leading to increases in both enrollment and retention.

Vice President Mitchell added that in an effort to more fully understand and create a plan to address these concerns, division leadership held listening sessions with enrollment services staff. Staff identified road blocks, concerns and frustrations they currently encounter in serving our students. Several themes arose from the sessions including physical space and location, enrollment-related advising, staffing and efficiency challenges, training, communication, efficient use of technology and policy / procedure concerns. He concluded that while there is an obvious benefit to locating these enrollment management services in one space, the real benefit to our students is their immediate access to the combination of expertise, experience and resources spanning the spectrum of administrative processes associated with enrollment management and driven by the purpose of easing their navigation through these onerous, yet necessary steps. In addition to the enrollment center project, plans for renovating the dining hall are now moving forward. Vice President Mitchell thanked President Glickman for allowing this project to come to fruition. He noted that these projects are covered under the mandated adaptation and renewal fiscal requirements and will be over the FY19 and FY20 budget years.

A motion was made by Trustee Andrade and seconded by Trustee Blackler to approve an expenditure not to exceed \$2,003,518 (FY19 \$467,500 and FY20 \$1,536,018) for the construction, furnishings, fixtures and equipment of 10,714 square feet of space for the Enrollment Center / Student Life Office / Dining Hall renovations at the Brockton Campus. The motion passed unanimously.

Presentation of the new Associate of Science – Biology Transfer, Chemistry Transfer, and Mathematics Transfer programs and request that the Board of Trustees approve these programs for submission the Department of Higher Education for consideration and approval.

Dean Brown thanked the Board for the opportunity to present this exciting program that will help us better serve our students. He advised that three new programs are proposed to better serve the needs of students who plan to transfer in STEM fields. Currently, these students enroll in the Liberal Arts Transfer – Science Option (LATS) program. This program enrolls 1,500-2,000 students. It meets the needs of a variety of students by leaving 70% of the coursework as electives. This flexibility can

be a good thing in some cases, but many students take courses that do not align with their transfer plans. We address this problem through advising and the program map, but too many students still fall through the cracks. The new programs Biology – Transfer, A.S., Chemistry – Transfer, A.S. and Mathematics – Transfer, A.S.; they each offer a more clearly delineated pathway for students. Dean Brown said that the new programs will also allow us to identify student interest more precisely so that progress can be monitored and advising can be targeted; help us track the enrollment numbers for the planning of future course offerings; and help prospective students know that Massasoit offers the programming they seek in biology, chemistry, or mathematics.

The STEM Starter program will integrate with these degrees. Students will be strongly encouraged to participate in the STEM Scholars program, a cohort program that fosters community, provides exposure to STEM career paths, and helps students develop the success skills needed to pursue a STEM degree. Students participating in the STEM Scholars program receive advising and opportunities to hear from professionals in a variety of STEM fields. Students will also have the opportunity to become involved in the STEM research program to further build their STEM skills and acquire experience conducting primary research.

The proposed degree programs have been reviewed by the Curriculum Committee and approved by the Faculty Senate, the Provost, and the President. If approved by the board, the college will file paperwork with the Department of Higher Education so that the program can be considered for approval by the Board of Higher Education.

A motion was made by Vice Chair Carroll and seconded by Trustee Andrade to approve the Biology – Transfer, A.S., Chemistry – Transfer, A.S. and Mathematics – Transfer, A.S. programs for submission the Department of Higher Education for consideration and approval. The motion passed unanimously.

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