

MASSASOIT COMMUNITY COLLEGE
MEETING OF THE BOARD OF TRUSTEES
WEDNESDAY, MAY 20, 2020
VIRTUAL MEETING
Approved July 15, 2020

Attendees: Craig Andrade, Bonnie Blackler, Thomas Carroll, Deborah Enos, Robert Harnais, Cindy Mack, Ann Sullivan

Absent: Eshita Chakrabarti, Marilyn MacDonald, Eval Silvera

The meeting was called to order at 6:15 p.m.

Roll Call:

Chair Harnais - present
Vice Chair Carroll - present
Secretary Sullivan - present
Bonnie Blackler - present
Eshita Chakrabarti - absent
Deborah Enos - present
Marilyn MacDonald – absent
Cindy Mack – present
Trustee Andrade – present
Trustee Silvera – absent

Chairperson's Report

Chair Harnais advised that there was going to be a marketing plan and request for Board Action on the agenda this month that he requested to be removed. His preference is to have a marketing presentation and request to approve the marketing contract on the agenda for June. The Chairman requested that the presentation include where the college was, where the college is now, and where the college is going to in regards to our marketing plans in light of COVID-19 and the new reality faced by colleges as we move forward. Mr. Harnais noted that he did speak with Vice Chair Carroll and others regarding the presentation and feels strongly that given the fiscal challenges the college may face and the sizeable amount of the contract he asks that the Board be given more information at the June meeting.

President's Report

President Glickman noted that the college has been in contact with the Governor's reopening higher education sub-committee, the presidents of the Massachusetts community colleges, her senior leadership team, and areas across the college regarding plans to reopen the college using the guidelines provided by Governor Baker's office. Dr. Glickman noted that in a recent conference the secretary of education stated that higher education was part of the Phase I plans to reopen the commonwealth. Each college will reopen based on their individual capabilities to follow the Phase I protocols. President Glickman stated that Massasoit will follow a hybrid model where some allied health students will be allowed to come to campus to complete the hands-on portion of their classes. The Summer II session will follow a remote-only format and the college is actively working on plans for how Fall classes will be delivered. President Glickman noted that Fall will most likely follow a hybrid model with some in-person classes and some remote classes being offered. President Glickman continued to give an overview of the phases for reopening and advised that Provost Yameen would provide additional details specific to Massasoit's reopening plans.

Dr. Glickman reported that the college has been successful in not having any layoffs to date and have shifted work remotely. Additionally, the college has initiated a call campaign to assist students with the transition to remote learning. Employees who may not typically have the opportunity to work remotely have been working on these call campaigns as have some of our student workers. These campaigns are also geared to help with our retention efforts. Thus far, 4,200 students have been contacted.

President Glickman advised that while some area colleges have made the decision to hold a virtual commencement, Massasoit has decided to hold an in-person ceremony on December 4, 2020. This decision was made based on the input

from our student body who felt strongly that they did not want a virtual ceremony. She further noted that a virtual recognition would be held on what would have been graduation day and that our honors ceremony would follow a virtual format.

Dr. Glickman stated that the start of enrollment has been very slow noting a 25% decline for the previous week. Currently the college is at -12% for summer. She advised with the exception of one community college, her colleagues are reporting twice the decline as Massasoit and she attributes this to our marketing and outreach efforts. She thanked the enrollment management team for creating a fully online orientation program which will assist us greatly for fall enrollment. Dr. Glickman also thanked the faculty and staff who have been working diligently to move classes to a remote format. She has happy to announce that the college will have 15 faculty members putting lab sciences and five math faculty putting classes online. She advised that this is an enormous benefit to enrollment management. Additionally, President Glickman reminded the Board that tomorrow is Massasoit's remote convocation where strategic planning and the new governance structure will be discussed. She then provided an update on how funds from the CARES Act would be distributed to Massasoit students. Additionally, President Glickman has been providing some assistance to Quincy college on how to navigate the intricacies of distributing the CARES funds.

Ms. Camara advised that the Chairman had contacted her via text message because he had been disconnected from the Zoom meeting and was attempting to log back into the Zoom conference. The meeting paused for several minutes as the Chairman attempted to reconnect. After several minutes the Chairman sent another text message to Ms. Camara to resume the meeting while he continued to try and log in.

President Glickman resumed her report with a discussion of Massasoit Foundation activity. She noted that two years ago the college had zero dollars raised and this year the college has exceeded the goal of \$330,000 and has raised \$400,000. The college will continue to apply for grants and look for new fund-raising opportunities.

President Glickman provided a brief overview of what the college has traditionally spent on marketing initiatives which was approximately \$200,000. She noted that Massasoit has and continues to use marketing firms to assist the college with purchasing advertising on social media, air time, and produce data analytics beyond the scope of what the college could do on its own. She advised that last year the college came to the Board with a request, and was approved, to increase the marketing dollars by \$100,000 and move to a new marketing as the one the college had been using was lack luster. She noted that the college put out an RFP and through a competitive bid process Rebel Interactive was chosen as the college's new firm. Further, she noted that about 15% of the dollars allocated to marketing is for the management fee and the remainder goes absolutely toward Massasoit's marketing efforts. She advised that this year the college had exceeded its enrollment goals as a result of this new marketing strategy. Additionally, President Glickman noted that the marketing allocation under one percent of the college's annual budget not withstanding the salaries of the marketing and communications team. Dr. Glickman stressed that the money requested is not spent in one lump sum but rather over the course of the summer, fall, and spring semesters. She reviewed how the marketing dollars were allocated last year and discussed that some of those dollars would be spent this year on a virtual tour given our remote learning environment.

The president concluded with an overview of the agenda noting that after the tenure and corporate and community education presentations she and Vice President Mitchell will request a vote by the Trustees for a provisional FY21 budget as the college develops a zero-based budget for FY21. President Glickman stated that the college is being very fiscally conservative as we approach FY21 and the following principles were used to develop this year's budget: we value the health, safety, and talents of our employees; we will act in the best interest of our students and the community through being good stewards of our resources; we will curtail hiring where it is possible continuing to hire for accreditation purposes where needed; we will remain fiscally conservative; and we will also invest in our goals and in the future of the college. The president noted that the caveat to this budget development is that should the situation worsen, there are other measures like restructuring and outsourcing, and at the very last, layoffs. The president stressed that we are not overstaffed and the college will continue to be conservative with our resources and the provisional budget request that comes to the Board tonight for a vote is a good solid plan.

Trustee Blackler raised a question regarding how many students had withdrawn over the past several months [due to COVID-19]. President Glickman stated that 46 students had recently withdrawn and a handful prior. The college has

extended withdraw dates and we are working with students individually to determine if they need a refund or a credit toward future classes.

Trustee Mack asked if there were discussions with students who wished to withdraw to help them perhaps reconsider so they can continue their education. President Glickman advised that each student is counseled individually when considering withdrawing and that deadlines have been extended to help them reach their goals. The president advised that one of the paramount reasons she requested the call campaign was to make sure students stayed connected which helps us retain our students during this unprecedented time.

Secretary Sullivan requested that for marketing presentation next month that the college gives an example of what Rebel has produced for the college. Additionally, she advised that it would be helpful for the Trustees to be put on marketing emails that are sent out to the community. President Glickman advised that the Trustees' Massasoit email is part of the internal listserv and that she would make sure they are copied on any future marketing campaigns. Dr. Glickman also advised that there is a new landing page on our website that was launched within weeks that targets "visiting scholars".

Secretary Sullivan then asked if Vice Chair Carroll would like to proceed with leading the meeting as Chairman Harnais was not able to reconnect. Chairman Harnais then advised that he was able to connect telephonically.

Chairman Harnais stated that revising what President Glickman said earlier, he requested that he would like the marketing presentation next month to demonstrate where we were prior to Rebel taking over the marketing process and where we are now. He stated that he realized they had done many things for the college however he would like to see number wise the impact they have had on the college. President Glickman stated that she is happy to share the fact sheet that displays the enrollment targets and advised that in addition to the enrollment numbers the marketing impacts are also reflected in the colleges presence in the community which is very difficult to quantify. She added that when she first came to Massasoit she heard from every chamber person that the college was completely invisible to the community and she is confident that things are very different now given our new marketing initiatives.

Elected Alumni Trustee Report

Trustee Blackler stated that due to COVID-19 there is not much activity with the alumni association. She advised that the next meeting will be held on campus on September 10, 2020 provided that the college was able to hold on-campus events.

Student Trustee Report

Trustee Mack noted that at the last meeting of the Student Senate they voted to appoint Donovan Boyd as the interim student senate president. He congratulated interim president Boyd who was present on the conference call. Trustee Mack also advised that the senate had approved the budget for costs related to student clubs for next semester and that student clubs continue to meet virtually to continue their engagement with the college community. Trustee Mack provided an overview of several student life activities that recently took place including the student leadership awards which is still available to view online. The link can be found on the Massasoit website. Trustee Mack thanked the faculty and staff for their tireless commitment to students during the transition to remote learning.

Tenure Recommendation Presentation

Provost Yameen noted that tenure holds a revered place in academia not only for the faculty receiving the recognition but for the community as a whole. She advised that she and Vice President Mitchell are happy to bring forth 11 candidates for tenure to the Board. Provost Yameen noted that all candidates have met the criteria for tenure and have been recommended by a body of their peers, their respective deans and vice presidents, and by the president. Dr. Yameen and Vice President Mitchell gave an overview of each of the candidates recommended for tenure.

Chairman Harnais asked if tenure is contractually negotiated. Provost Yameen answered in the affirmative. Secretary Sullivan inquired about the timing of Tenure. Vice President Hess advised that the college comes to the Board every May for tenure recommendation as required by the contract.

Vice Chair Carroll noted that this was a very impressive group and thanked them for their service to the college.

A motion was made by Trustee Andrade and seconded by Trustee Enos to awarding tenure to Patricia Ball, Associate Professor of Accounting, Paul Chiano, Associate Professor of Political Science, Jared Gilpatrick, Assistant Professor of History, Davis Mertz, Professor of Psychology, Jean-Marie Trocher, Associate Professor of Telecommunications, Brandi Turini, Associate Director of Academic Advising, Michael Bankson, Coordinator of the STEM Program, David Cox, Lab Technician, Robert Plummer, Academic Coordinator, Kathleen Berry, Instructional Technology Specialist, and Colleen Spence, Coordinator of Testing and Assessment. The motion passed unanimously.

Corporate and Community Education update

Vice President Haber thanked the Trustees for the opportunity to present to them this evening. She introduced Maryellen Brett, Associate Dean of Corporate Education; Kelley Tilden, Director of Community Education and Linda Aspinwall, Director of Adult Education and noted that the team has been working on strategies for growth and development of Corporate and Community Education programs which will be shared tonight.

Vice President Haber explained that in developing the Strategic goals, several factors were considered. First, the mission for the community colleges in Massachusetts. Corporate and Community Education programs figure prominently in "career preparation for entry into high demand occupational fields, developmental coursework, and lifelong learning opportunities; as well as responsibility for workforce development, partnerships with business and industry, to provide job training, retraining, certification and skills improvement, and offering courses and services that help students gain the skills needed to further their education or enter the workforce. Next, the team reviewed the Board goals and the college priorities to guide our choices given such a broad mission. The team also reviewed the most recent Southeastern Mass. Labor Market Blueprint which indicated that Certified Nursing Assistant is one of the highest in demand areas and also that there is a significant need for ESOL programs in the region. The EMSI Gap Analysis identified the EMT certificate program as an area for expansion.

Additionally, the team reviewed their current programs and course offerings. The division has three areas that serve students in our business and local communities. While there appears to be some overlap, the mission and the constituency in each department is different, which effects the strategies and goals for each. For example, The ESOL program offered through the department we call "Adult Basic Education" is funded through a grant from the Department of Elementary and Secondary Education and is a collaboration with Stoughton Public Schools and the Town of Stoughton. The Town of Stoughton provides 6 classrooms, office space and maintainer services free of charge. The program addresses the need for Greater area Brockton adults to gain English proficiency and about 50% of the students are from Stoughton. The program is offered free of charge to students and there are currently 108 students in the program. The grant for FY20 is \$217,000.00.

Recognizing that the need for ESOL programs was much greater still than this one program could offer, our Community Education department implemented an ESOL program open to the general community for a fee. In fall 2018, the first year we offered the full program, we had 99 students; however, we were able to secure United Way funding for the second year. This grant pays 75% of the tuition cost per student for 51 students and we had 151 students in fall 2019, and 186 students this spring. Under Corporate Education, we are providing ESOL classes to incumbent workers through contracts with various employers including Home Market Foods, VERC Enterprises, and South Shore Bank.

Vice President Haber advised that the division was at capacity in terms of staff resources, classroom space/availability and program offerings. Therefore, we included in our strategic plan what was needed to grow our programs. For example, we had two vacancies in key areas, did not have classrooms equipped to meet requirements to expand successful existing allied health programs such as EMT or add new allied health programs such as Certified Nurse-Aid. We also recognized that to increase enrollment, we would need to offer more programs. We then used the BOT goals and College priorities to determine our most immediate strategies and plans.

Vice President Haber stated that she selected some strategies in each of the college priority areas to provide an overview of the goals the division established to allow us to enhance and upgrade current programs and develop and offer programs that build capacity, are responsive to employer and student needs and bring more of the community into the college. Most goals are related and overlap to some degree because infrastructure and programs are so intertwined.

College Priority 1: Aligning Academic Programs to Meet Workforce Needs

1. We started the academic year with three basic non-credit to credit pathway programs: a. Our EMT to Paramedic program, our Transition to College program and our Transitional ESOL community education program. Each year a percentage of students from EMT go on to the credit Paramedic program. Our Transition to College program is funded by the Dept. Of Elementary and Secondary Education and is for students who have successfully completed a DESE funded Adult Ed ESOL or GED program. It provides education and career counseling, workshops in reading, writing and math and students take 3 college courses at no cost, providing them with 9 college credits they can apply towards a credit certificate or Associate degree program. In our Community Ed ESOL program, we have a course that prepares students for the credit ESOL courses.
2. This fall, we began working on a non-credit to credit pathway program in the IT field with a non-credit A+ certificate (Helpdesk, IT support services) that articulates with a credit Networking certificate program. Students who complete the A+ program can earn 3 credits for the IT Essentials course that can then be used towards the credit certificate program.

The college soon had an opportunity to pilot this new pathway while accomplishing another goal in this priority area: "Apply for grants to provide in-demand non-credit education and training". During the fall semester, the City of Brockton applied for an Urban Agenda grant through the Executive Office of Housing and Economic Development, with Massasoit as the lead partner, incorporating the non-credit A+ certification to a credit Networking program, as well as providing students with transportation assistance, and case management, job placement assistance and child care assistance from the partner agencies. The grant was recently awarded to the City of Brockton and we will begin the first cohort of 15 students in the late spring.

College Priority 2: Improving Student Support

1. One of the major areas affecting our ability to expand our programs was the lack of classroom space and/or classroom space with outdated equipment. For example, the Southeastern MA Labor Market blueprint identifies Certified Nurse Aid as one of four Priority Occupations in Health Care; however, the college did not have a classroom equipped to comply with State licensing regulations. The college applied for and was awarded a grant to completely equip a classroom for this purpose in Canton and we anticipate our first cohort of students to begin in late spring. Once the program is established, we plan to expand the program to Brockton and Middleborough. Another example is the EMT program. The EMSI Gap Analysis identified EMT/Paramedic as an area where there was a gap and an area of consideration for program development. In order to consistently offer the EMT program in Canton and Brockton, as well as in Middleborough, in the same semester, we ordered iPads for Canton and Brockton so that students could complete the daily testing required for the program in any available classroom. We now are able to offer 3 sections of EMT per semester, a day, evening and weekend course without having to move students to multiple classrooms to find computer stations available. I am also happy to report that for the first time in 25 years, the college has renovated the Corporate Education classroom in Canton so that it is up-to-date with technology, looks professional and inviting for our corporate clients.
2. We are also including support services for students in any of our grant applications where it is allowed. As previously indicated, we were able to successfully accomplish this with the Urban Agenda grant. Another example, is the TRAIN grant the college was recently awarded Training Resources and Internship Networks) from the MASS Department of Higher ED to provide training in Ophthalmic Assistant to 18 students. This includes a Work Readiness course (with Customer Service and a computer skills component) and stipends for transportation. For both grants we have received this year to date, we have been able to provide these wrap-around services to students.

College Priority 3: Building Community and Improving Community and Business Relations

1. We are expanding our personal enrichment offerings and this will include a bimonthly, 90-minute lecture series, we are calling "Insights"; adding courses in language, culture, history and art.

2. We replaced laptops that were no longer functioning. With the new laptops, we can now offer computer courses as well as the management, supervisory, technical, business and HR courses such as Cultural Competency and Discrimination, that we currently offer at 3 Chambers of Commerce (Plymouth, Metro South and South Shore). It also allows us to provide training right at a company location as well as on campus.
3. Corporate Education currently partners with Braintree High School to provide Juniors and Seniors with both a 6-week Work Readiness course (exposes students to careers, workplace expectations, communications, teamwork and related topics) and a 10-week Topics in Computers course (covering the Microsoft Office Suite). Recently, BHS engaged Corp. Ed to provide courses to their Post-diploma students in Customer Service and CPR and included a tour of the EMS suite. We are working to expand these programs to other high schools.

We are now publishing a college catalog that is being mailed to 3 area Towns and to a direct mailing list of previous students. We are developing a plan that includes dropping off catalogs to Town halls, Libraries and COAs. We are also in the process of developing an annual plan for print ads, flyers, and a systematic plan for social media.

College Priorities 4 & 5: Creating Culture of Evaluation and Data-driven improvement; Cultivating Communication

1. We are designing a standard procedure for developing new workforce development certification programs, to include local LMI, contact with a minimum number of area employers to ensure that there is a high demand for any program that we offer.
2. We need to create targeted marketing databases for specific courses; e.g. computer technology (area businesses as well as former students, etc.); in the process of hiring 2 student workers under Federal Work Study to specifically assist in the marketing area.
3. For communication, need to update and revise internal policies and procedures for staff and create a Corporate and Community Education instructor handbook.

Vice President Haber concluded that the division's strategic plan is a living, working document. It is reviewed quarterly and updated throughout the year as circumstances change and/or new opportunities arise. When planning for next year, they will move forward goals that we want to maintain that have not yet been completed or place them with more relevant strategies that have arisen during the year.

Vice Chair Carroll, Secretary Sullivan and Trustee Enos expressed their gratitude for a thorough and comprehensive presentation. Trustee Enos suggested that an area for future consideration is community-based health programs. Vice Haber noted that she agreed with Trustee Enos completely and it is on the division's list for future consideration.

Foundation Report

Chief Advancement Officer Grand Pre reviewed the Massasoit Foundation activity through April, 2020. He noted that though April was budgeted to be a quiet month there has been quite a bit of fundraising activity due to the extraordinary donations to help with the COVID-19 response. Mr. Grand Pre was happy to report that an anonymous donor renewed his commitment to the college again this year which was slightly over \$200,000. He reviewed additional donations made to the college and funds put forth for the endowment incentive match which was provided in his report.

Request that the Board of Trustees approve a provisional spending plan for the period of July 1, 2020 through October 31, 2020.

Vice President Mitchell recalled that the college had provided an overview of the provisional spending plan approach to the Board in April and again reviewed it with the Audit and Finance Committee in May. Mr. Mitchell noted that tonight the college is coming to the Board with the formal request to approve a provisional budget in the amount of \$14,634,967 which will allow the college to cover expenses from July 1 – October 31, 2020. The college plans to come to the Board again in September with the full spending plan. Mr. Mitchell noted that upon further review and in talking to colleagues across the Massachusetts community college system and the Audit and Finance Committee, the college is moving to a budgeted 10% reduction in enrollment as opposed to the 6% originally discussed. Vice President Mitchell reviewed the zero-based budgeting approach to building the FY21 budget including a thorough review of payroll, expenses, and enrollment. He further advised that one approach to help close the projected budget gap is a fee increase. President Glickman added that one of the reasons for the government instituting the CARES act was to help protect workers. She

added that she did have a Zoom meeting with the student leadership about a fee increase. With the increase to Pell the proposed fee increase would be neutral to our most needy students.

Vice Chair Carroll inquired as to the timing for the fee increase request as well as when the CARES funding would arrive. Vice President Mitchell advised that the decision on a fee increase would ideally need to be made soon and the college plans to come to the Board with the request in July. President Glickman advised that the funding would arrive within a month and Vice President Mitchell added that the college has one year to expend the funds. Conversation ensued regarding the potential for 9-C cuts and level setting by the commonwealth.

A motion was made by Vice Chair Carroll and seconded by Secretary Sullivan to approve a provisional spending plan for the period of July 1, 2020 through October 31, 2020. The provisional spending plan will be \$14,634,967 which represents just over twenty-eight percent (28.8%) of the fiscal year 2020 budget (\$50,852,397). The motion passed unanimously.

Consent Agenda

A motion was made by Trustee Enos and seconded by Trustee Blackler to approve items 1, 2, 3 and 4 on the consent agenda. The motion passed unanimously.

Other Business

Question regarding dining services contract

Chair Harnais advised that he had spoken with Trustee Blackler and another Trustee regarding a provision in the Lessing's food services contract. President Glickman advised that the contract contains a management fee; however, Lessing's has laid off most of their employees and have not charged us a fee for the month of April. Discussion ensued around the Pacheco Act and the year and a half process that led to the bid process and subsequent Lessing's contract. Chair Harnais advised that he was not concerned about the bid process but rather if it will cost the college money moving forward because of the cafeteria closure in response to the COVID-19 pandemic. President Glickman advised that the college would not incur additional costs.

Next Board of Trustees Retreat Date

Chair Hair advised that he would take this agenda item off line.

Public Comments

There were no public comments.

A motion was made by Chair Harnais to adjourn the meeting. The motion passed unanimously.

Prepared by:



Lydia Camara
Chief of Staff



Ann M. Sullivan
Secretary, Board of Trustees