

END-OF-YEAR REPORT

2018-2019

GENA GLICKMAN, PH.D.

President, Massasoit Community College

MASSASOIT
COMMUNITY COLLEGE

END-OF-YEAR REPORT

2018-2019

“The president acts within an institutional context which is determined by the attitude of the faculty, the behavior of the student body, the presence or absence of collective bargaining, the influence of alumni, legislators and self-interest groups, the degree of control by the central office in a statewide system, and most critically the extent of authority and responsibility of the governing board. An adequate appraisal of the president’s role must take into account the attitudes, prerogatives and behavior of these groups.”

JOHN NASON, AGB

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PROCESS

BOARD OF TRUSTEES

Presidential evaluations are an evaluation of how well a college is meeting its goals and the expectations of its Board of Trustees for a college's service district and are aligned with the Board of Higher Education's goals for the Commonwealth of Massachusetts. This year the end-of-year report and president's self-evaluation focus on the priorities in the presidential profile and the four primary goals set by Massasoit's Board of Trustees in October 2018.

The Trustees present to the Commissioner for the Board of Higher Education a one- to two-page executive summary of the Board's evaluation of the president that includes the following:

- A summary of the process of the Trustees to conduct the review;
- Performance data used to support your board's conclusions and recommendations;
- Board recommendation with regard to a proposed compensation adjustment;
- Summary addressing the two areas of presidential responsibility (e.g., one section for institutional goals and objectives and a separate section on statewide priority objectives); and
- Supporting materials and documents and the presidential self-evaluation are included as they relate to particular points addressed in the executive summary.

Institutional Strategic Priorities in Presidential Profile

- A vision that focuses on the mission of the college grounded in teaching and learning;
- Maintain student success as a priority;
- Strengthen enrollment, retention and graduation rates;
- Build ties with the community, K-12, local business, political leaders, and potential donors;
- Complete the revitalization of the physical plant, creating an environment that prepares students for transfer and work;
- Enhance an environment of inclusivity and appreciation of diversity in planning, campus life, curriculum, and increased representation of diverse faculty, staff and administrators; and
- Lay the foundation for major gift fundraising.

Trustee's Vision

Second draft, approved February 2019: Massasoit Community College is the first-choice college, rooted in the community, and dedicated to launching the new leaders our diverse world awaits.

College Mission

Approved April 8, 2015: Massasoit Community College is a dynamic, diverse learning community that supports all students in their education, leading to a career, transfer to four-year institutions, and the pursuit of lifelong learning. Faculty and staff are committed to student success and strive to offer accessible and innovative programs with comprehensive support services to prepare students for membership in a global society.

Elements of the Mission

Revised October 2018: A first-choice institution to full for access, affordability, academic programs in our region

- Fully engaged in the community
- Provides exemplary programs to meet student and community needs
- A destination for educational opportunity for credit and non-credit students of all ages, and for corporate training and workforce development, and a center for community events
- Good civic partner and an economic driver
- Fully engaged inclusive community and educational leader

DEPARTMENT OF HIGHER EDUCATION: AN EQUITY LENS

“With the majority of undergraduates in Massachusetts now attending our public higher education institutions, it is incumbent on all of us to ensure greater accessibility, more robust completion, and less variation in outcomes across the diversity of students we serve. By 2022, the overall rate at which young residents earn college degrees will pivot from growth to decline unless the public higher education system can find ways to raise college completion rates for all students, including those from underserved populations and communities.”

The heart of the equity agenda seeks to:

- Identify key, underserved populations across the Commonwealth with emphasis on race/ethnicity, age, gender, socioeconomic status, and geographic region [BoT Goal#1];
- Drive decision-making on effective policy and practices, including a review of institutional funding levels [BoT Goal#2]; and
- Measure our progress toward elimination of the most glaring inequities that limit student potential and, by extension, regional economic growth [BoT Goal#1 & #4].

Big Three DHE Goals:

- Making college more accessible and affordable for all Massachusetts residents;
- Closing gaps in student opportunity and achievement; and
- Improving college completion rates.

STRATEGIC PLANNING IN PROCESS: COLLABORATIVE STRATEGIC PLANNING IN HIGHER EDUCATION

In the fall of 2018, the Board of Trustees embarked on a Strategic Planning process that began with the identification of a Vision, Mission for 2018-2023. The following is a description of the planning model and results of the Board's deliberations that the college community is using as a guide to develop the full Strategic Plan. The fully designed Plan will go to the Commissioner and Board of Higher Education for final approval in fall 2019.

The process to identify the strategic goals requires buy-in from all sectors of the college and the external community. This includes broad participation, building on existing planning documents and processes, focusing planning on what we want to be different by 2023, an awareness of the impact on unit planning, and an awareness of the impact of external change on Massasoit operations and strategic directions.

In 2009, the National Association of College and University Business Officers (NACUBO) published *Collaborative Strategic Planning in Higher Education* to guide institutions through the process. The model includes the following steps:

Phase I: Getting Organized with a Steering Committee

Recommendation: Board representation and the President's Cabinet

Phase II: Data Gathering and Engagement

Recommendation: The steering committee review/gather data initially related to the Vision Project Goals and others raised in the steering committee. Additionally, a review of the NEASC report, the Enrollment Management Plan, and other documents and reports that identify issues to address.

Phase III: Making Sense of the Issues

Recommendation: Identify and clarify dominant themes. Once the data is analyzed, create White Papers on each of the prominent themes and necessary items to address in order to create a shared vision for the future. Ensure a common language and definitions for working towards consensus.

Phase IV: Vision Conference

Brings together internal and external stakeholders to review and discuss concept papers and produce a shared vision.

Phase V: Goals Conference

Brings together stakeholders to identify a set of strategic goals.

The college community convened a Planning Taskforce in Phase I, and then in May 2019, held an inclusive meeting to share the initial results of Phase II of the process. Phase III will continue throughout summer 2019 and includes development of the White Papers based on the themes that came out of Phase II. Fall Convocation will include Phase IV, which is the Vision Conference. The entire Strategic Planning process aligns with the Commonwealth's vision and goals for higher education.

PRESIDENT'S OVERVIEW: MASSASOIT COMMUNITY COLLEGE ACCOMPLISHMENTS

Massasoit Community College is an institution constantly striving to provide an accessible and affordable quality education to meet the needs of our students and our communities. We are leaders in implementing online educational resources for students, have exceptional student learning outcomes, deep partnerships with regional high schools, and are in the process of assessing new academic program needs to meet regional workforce demands.

The college continues to plan for the future. The Trustee's goals of student success, philanthropy, equity, and community engagement are guiding these plans. Our new strategic goals and planning process will guide our budget decisions and growth prospects.

This overview, in addition to the specific accomplishments of the college under each Board goal, provides a summary of the infrastructure that was put in place this year to meet the Board of Trustee's expectations as identified in the original Presidential Profile designed for the presidential search in 2017, in the subsequent Board goals created in October 2018, and in the Vision Statement draft created in January 2019.

Strategic Planning

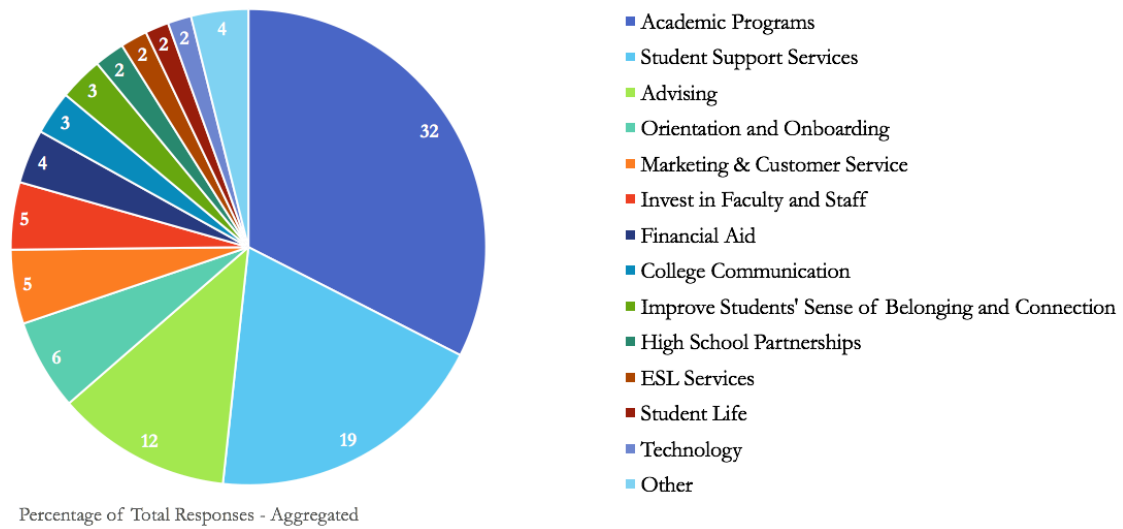
Important to the work of the strategic planning process is having the data to inform decision-making and ultimately to tie the budget to the final plan. The college moved forward with a college-wide planning process, strengthened by the implementation of the college's first Fact Book along with two significant environment studies conducted by EMSI, an economic modeling organization that works with higher education clients.

I have been meeting with small groups of individuals who are both internal and external to the college to begin to understand the culture in which we operate and where I needed to direct immediate attention. Two of those areas were in communication and standardizing policies and procedures. I also began the practice of holding Town Hall type meetings for students, attending Student Senate meetings, and have started a weekly update to the college community, all of which have proven successful in helping to open lines of communication and inform our planning.

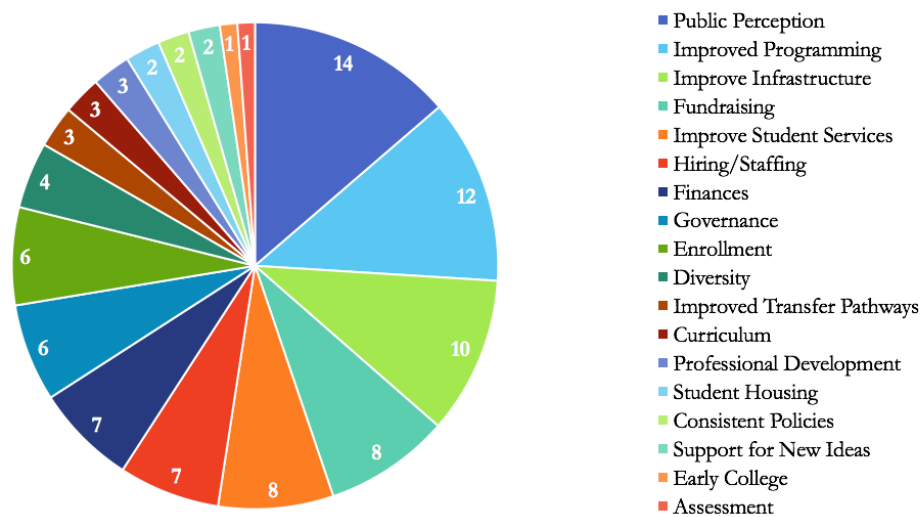
The college community and external partners were all involved in focus groups to discuss the Trustee goals and necessary data to create the right direction for Massasoit. Meetings were held with various community partners between January and May; responses to four questions were solicited. Groups included the South Shore Chamber of Commerce; the Brockton Area Partnership; South Shore Bank; several area workforce development boards; partners in the manufacturing sector; local elected officials; and various community partners. Many external community members described Massasoit as invisible. Those that do know us weren't sure about the scope of what we do, or that the college has multiple campuses.

Based on outcomes from strategic planning focus groups, the following are two charts that give a summary of focus areas to improve student success and what we need to do to achieve excellence.

Convocation Focus Group Results: Which focus areas will improve student success?



Convocation Focus Group Results: What challenges does Massasoit need to address to achieve excellence?



Telling Our Story

Accreditation

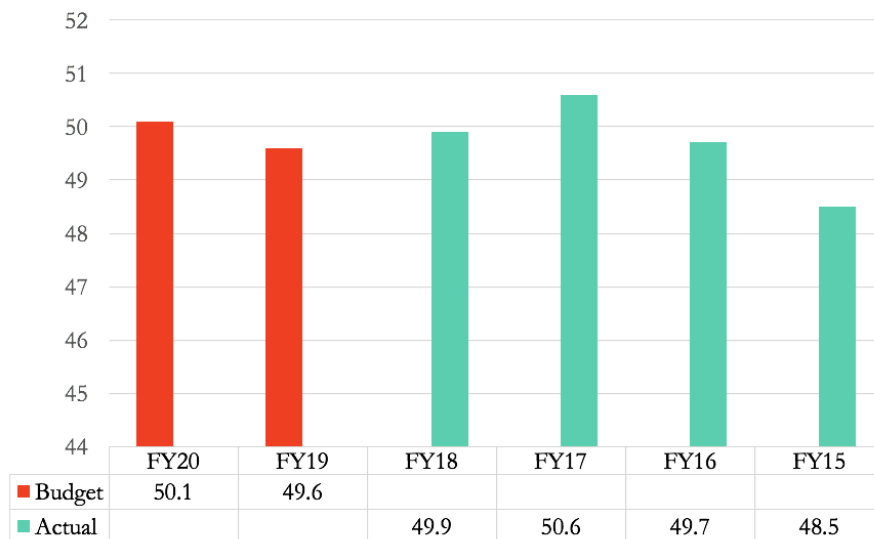
This year we've begun work on the key findings in our NECHE (formerly NEASC) self-study that provides a path forward for the college. We will be reporting on a comprehensive, consistent approach to assess institutional effectiveness; how we plan to achieve the goal to increase enrollment and improve graduation rates; provide our strategy to strengthen financial stability; and how we have created professional development opportunities regarding standardizing academic advising policies. Details of activities are found under the specific goals.

College Finances

One lens to view the story of the college is through the allocation and management of its resources. We continue to operate under sound fiscal transparency and stewardship. This past year we flattened the organization and leveraged savings to build infrastructure needed to move the institution forward. We also refocused on a one-college philosophy for our three-campus college. Services at Middleborough mirror services offered at Canton, scaled to the size of the campus.

The chart below shows spending from FY15 through projections for FY20. In light of increases related to collective bargaining, fringe benefit rates, other inflation sensitive areas, and reorganization, the College has successfully reallocated its resources within the College. Given these costs, expenditures have only risen 3.3% from FY15.

FY20 Proposed Budget vs. Prior Years' Actual Expenses



Governance, Operations & Structure

Part of communication is the lack of internal structures to bring people together. I convened a group of employees to begin the process of developing a college-wide governing body that will bring together groups of individuals and help break down silos that exist because of the lack of shared leadership and responsibility.

In addition to college-wide governance, we needed to restructure our organization to best meet the needs of our students and to ensure that we stayed within budget while instituting new initiatives and positions to accomplish the Trustee's goals. I view organizational restructuring as being two-fold – first, it standardizes practices and reduces costs, but more importantly, it creates natural affinity groups that create better communication.

Academic and Student Affairs

The implementation of a Provost structure brought Academic and Student Affairs into one division under the leadership of a Provost with a Vice Provost and Dean of Students reporting to the Provost. This reorganization assists us in meeting the student access, retention, and graduation goal of the Board and has already engendered greater collaboration across departments, particularly in the areas of advising and retention. In addition, we moved the Dean of Students under the Provost's office and also moved the Dean of Enrollment Management to the Administration and Finance division for better alignment between enrollment, admissions, and financial aid. This placed all the student administrative services together.

Corporate and Community Education

Additionally, we elevated the Division of Corporate and Community Education to report directly to the president, placing an emphasis on building/strengthening ties with the community. The newly-established Vice President's position will also oversee the new site at 226 Main Street in downtown Brockton. The establishment of this site was a collaboration between the City of Brockton, DCAMM, the Brockton Partnership, the Department of Labor, and Massasoit.

Marketing and Communications

Another aspect of the reorganization was in the Marketing and Communications Department and the Advancement offices. It was clear that the college did not have the resources to meet the Board goal of community engagement and philanthropy. We built out both departments, adding a Public Relations Specialist to focus on all aspects of media and social media and to tell the stories of our students and alumni; and a Director of Marketing to support the branding and overall marketing strategies for the college – non-credit, credit enrollment, and community engagement and fundraising – with the goal of raising awareness with the internal and external community that we serve 35 communities. We also hired a new marketing firm to help us position ourselves with a comprehensive brand strategy and to provide efficiencies in advertising, social media, and creative messaging. Finally, we implemented communication with students via text message as a direct result of suggestions from the student Trustee and Student Senate. This was HUGE for our students!

Institutional Research

Massasoit collects a large amount of data about courses, programs, and students for IPEDS and Massachusetts, however, we didn't have a centralized data warehouse. We published the first institutional Fact Book and related topical 'data sheets' this year that are posted on the college's website. I look forward to updating and expanding this publication in July, and publishing each January and July thereafter. Faculty and staff have ready access to the data collected and the intention is to have this data regularly available to inform discussions and decision-making. Additionally, Institutional Research worked this year with the Writing Center and Library staff to compile and analyze their assessment data in advance of two professional conference presentations on the results. As part of the data collection, we revised the data tables that we provide for academic program review to include retention and other measures of student success. While our IR office has the capacity to do data collection on programs, services, and students, we needed to contract for external environmental scans to assist us in '*telling the story of our impact*' and determining where to spend our resources in the program area.

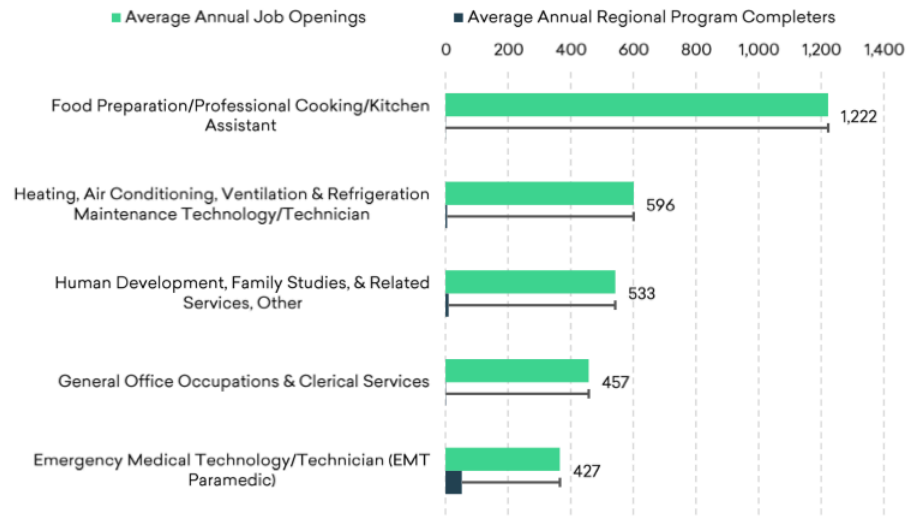
EMSI

The two reports we commissioned show the college's economic impact on the South Shore and provides data on the gap between specific degrees and job opportunities. That gap gives us an idea of where our programs are aligned with job market needs and where we need to develop new programs to meet workforce demand. The economic impact study tells the story of the significance of Massasoit Community College to our region.

Both EMSI reports – the economic impact study and the program alignment study – provide a blueprint for building our capacity. Several programs at the certificate, associate, or transfer degree level were recommended as areas of opportunity for development and growth. The goal is to create new curriculum or adjust current curriculum to better align with current and projected labor market demands.

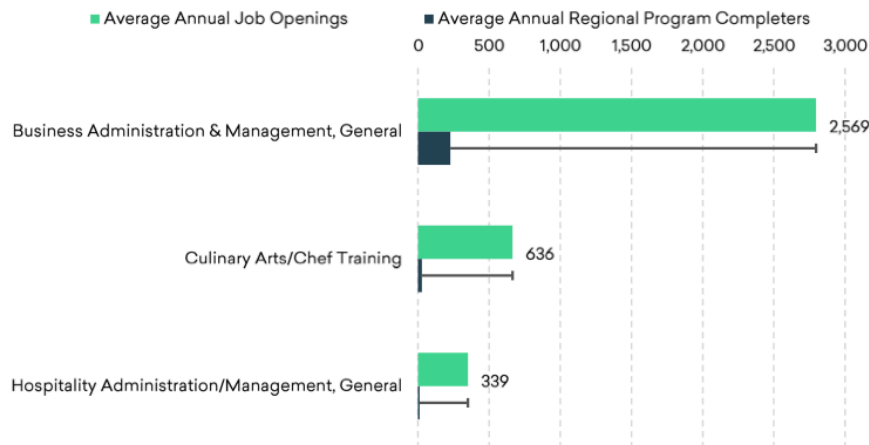
The following charts indicate the gap between the average number of annual job openings and the average annual regional program completers. Figure 1 represents certificate gaps; Figure 2 represents associate degree gaps; and Figure 3 represents transfer-track associate degree gaps. None of the programs were shown to have a significant surplus of completers. Several certificate programs were recommended as areas of opportunity including general office occupations, HVAC, EMT, and culinary arts. For the associate degree, significant gaps were noted in business administration and management, office management and supervision, and hospitality management. Transfer degrees saw gaps in business administration, child care, and computer information services.

FIGURE 1: Certificate Level Programs with Significant Gaps



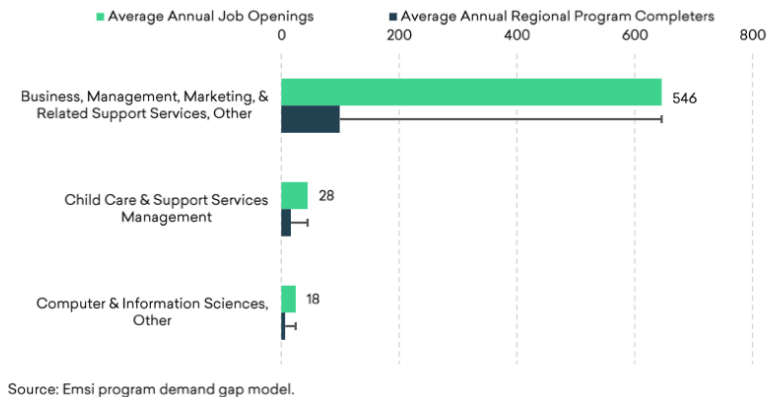
Source: Emsi program demand gap model.

FIGURE 2: Associate Degree Level Programs with Significant Gaps



Source: Emsi program demand gap model.

FIGURE 3: Transfer Track Associate Degree Level Programs with Significant Gaps



Students

Access and Enrollment: Student Central

Clearly, students are central to our mission and goals of providing excellent education and student support to our students despite dwindling resources. One of the single most impactful student administrative practices is to provide comprehensive and accessible services to students in one location by cross-trained specialists. The creation of Student Central, a one-stop enrollment center in Brockton, similar to the operation on the Canton Campus, has allowed Massasoit to co-locate and integrate enrollment-related services including admissions, financial aid, registration, and student accounts.

This project provides a centralized, modern, and welcoming single point of service for students seeking to enroll at Massasoit or conduct ongoing enrollment business. In-person services are complemented with a series of self-service kiosk stations to enhance efficiency and customer service. In this new space, we provide comprehensive, tiered-level service to students, eliminating shuffling between buildings. The centralized, modern space and improved cross-functional service model have already begun to enhance the Massasoit student experience.

Academic divisions are offering courses to run a Weekend Academy for the fall at the Canton Campus. These courses include Speech, Psychology, Introduction to Nutrition, Networking Specialist, Intro to CAD, Intro to HVAC, and Ceramics. These courses are being promoted to local high schools (Randolph, Stoughton, Canton, Milton, and Fontbonne Academy) as dual enrollment offerings.

In accordance with the Massachusetts Board of Higher Education's December 2018 Amendment to the 1998 Common Assessment Policy, and in conjunction with the goals set forth in the Vision Project, we developed a comprehensive multiple measures placement approach that will go into effect for the fall 2019 semester. This multiple measures approach allows the college to review additional evidence of student learning, rather than a single, high-stakes examination score to determine readiness for college-level coursework, with a goal of increasing student success and completion rates. The placement measures to be implemented in the fall 2019 semester include High School Grade Point Average (GPA), College Placement Tests, SAT and/or ACT Scores and prior coursework.

Retention and Completion

In fall 2018, we created the new position of Associate Dean for Student Success. This has positioned us for growth in the early college arena and for integrated retention efforts. As part of retention services, the Board Chair asked that we develop a Board/Student mentorship program, which is now in place.

All the planning and data analysis we do is ultimately to ensure we provide the services our students need and deserve. One of the most important initiatives we have undertaken is to be able to keep track of individual students along their educational journey. The Dean of Students office fully implemented the Maxient case management software package, which is currently utilized to streamline a number of processes, including student conduct; CARE Team concerns; Title IX & PAA reports; emergency medical withdrawals and tuition Appeals; grade appeals; United Student Fund requests; and various functions of the Registrar's office. Online landing pages for each process were created to ensure easy access to submit forms and reports.

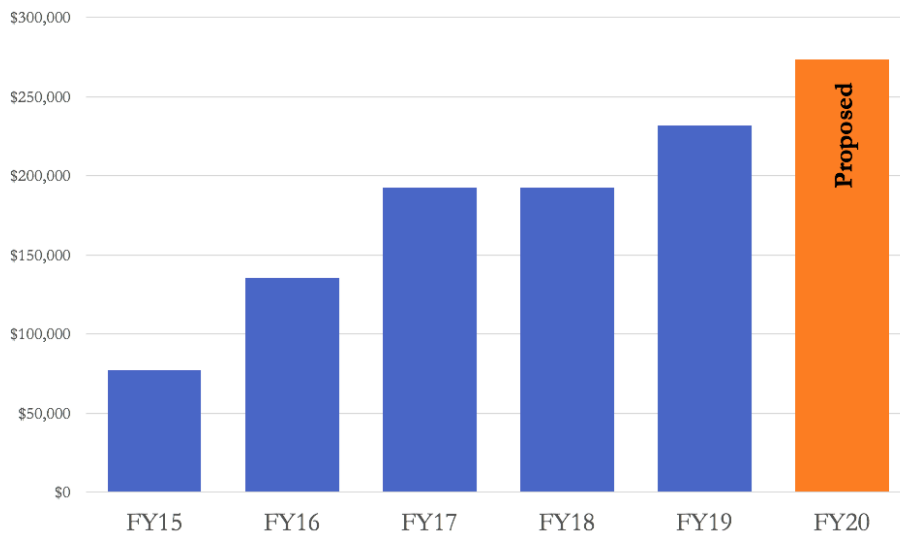
Another important component of our services, and that which helps retain students, is a partnership we have with BAMSI to provide a full-time mental health, early intervention, and nutrition counseling services. Additionally, we recently partnered with BAMSI for a series of workshops and training sessions for faculty and staff how to respond to students in crisis and those experiencing mental health challenges. Over 100 faculty and staff participated.

The Advisement and Counseling Center implemented a caseload model where advisors use intentional outreach to students using GradesFirst during crucial times of the semester. This included personalized outreach efforts to advisees during and after every Early Alert campaigns. Advisors employed Appreciative Advising techniques in all outreach.

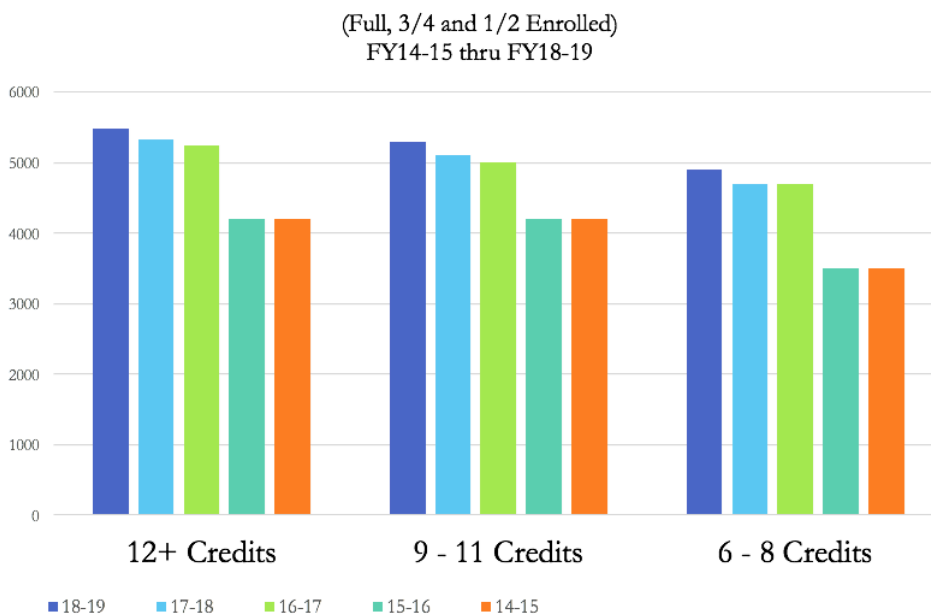
Financial Aid

Massasoit has continued the policy of leveraging all forms of grant aid (Pell, SEOG, Mass State Cash Grant, Mass State Cash Grant Plus, Massasoit Fee Assistance) to cover more student financial need. The charts below demonstrate the college's commitment to access and affordability. During FY19, the college was able to meet 100% of tuition, mandatory fees and books (grant non-loan) for those students with an Expected Family Contribution (EFC) of 0 to \$5,600. This is up from 0 to \$4,200 for FY15. In addition, the college has set aside 5% from fee increases over the last five years to help our neediest students. We currently set aside \$230,000 annually from this source.

Massasoit Fee Assist Annual Allocation



Fully Funded EFC Ranges by Enrollment, 2015-2019



Facilities & Renovations of the Student Center

One way we show we value our students is to provide state-of-the-art facilities – both in the classroom and in student spaces. Our community fruit and vegetable gardens, sustainable landscape, maintenance of our facilities, ADA compliant sidewalks, and access points all fall under this realm.

Our dining hall is one of the largest student spaces, and had been one of the least attractive, least appealing spaces, on campus. With the build out of Student Central, we knew we needed to address the food service area and the dining area. I am delighted that we were able to move ahead with the renovation of the dining hall – not a complete renovation per the older plans – but an attractive and accessible space that will also include the renovation of the food service area as well.

In addition to the renovation of the Student Center building, the college has been working with DCAMM on renovation plans for the Liberal Arts and Sciences buildings and on ADA compliance.

Equity, Diversity & Inclusion

The President's Council on Diversity and Inclusion was reconvened this year with new membership. Task forces within the 30-member committee are organized by four goals focused on specific outcomes, including a proactive approach to increasing cross-cultural and racial diversity within our staff, faculty, and administration; developing learning goals that are inclusive of equity and diversity; an emphasis on relevant and critical conversations that focus on racial equity and inclusion; and an audit of all college's written material for implicit bias. Within each of the subcommittees, a series of recommendations and goals were developed and are in various stages of execution; see Appendix A for additional detail.

The college has been very intentional in the commitment to diversify our professional staff and faculty. Although faculty and staff diversity does not reflect our student demographic, we have made positive gains. I believe that hiring is one of the most important investments we make for our organizations and have instituted a new procedure to personally interview the finalist candidates in all our full-time searches. Additionally, I've instituted a process utilizing Zoom or Skype to do initial interviews. This has the effect of expanding the initial pool of candidates to be interviewed since it is an accessible process for candidates and it is less costly for the college. I've also expanded the President's Cabinet which creates a more diverse leadership team from across the college.

College Advancement and Community Engagement

The college was woefully underperforming in the philanthropic and community engagement arenas. In order match our sister institutions in fundraising and engagement we needed to professionalize the advancement operation, reconfigure the Foundation board, and resolve a land issue in which the college had been paying rent to the Foundation. In addition, we had lost significant relationships which we're rebuilding, for example with our delegations, mayors, and workforce development boards.

We partnered with The Registry, an organization that places interim experts in all areas of higher education, to contract with an interim Chief Advancement Officer, who agreed to extend his contract past the initial first year. We had a successful year of creating policies,

procedures, gift agreements, scholarship processes, among others. We also had Foundation board members step down, which allowed us to add new members. And, we were able to stop payments to the Foundation on the land use that borders the front of the campus and are in process of reverting the land back to the state for use by the college, allowing us to forego paying \$30,000 in 'rent' to the Foundation.

As part of the reorganization, we recently created the position of Director of Community Engagement, which will work with the Chief Advancement Officer on internships and other engagement activities, and a Development Associate who will work with alumni and scholarships. Additionally, the Grants Office will move under Advancement.

One of the new partnerships is with South Shore Bank – they have offered to supply the college with student IDs and to offer literacy programs for our students. Another partnership is with Bridgewater Savings Bank who recently awarded the college a gift to enhance our veterans programs. These relationships would not have occurred without our deliberate outreach.

Funds available from the Foundation are critical to supporting students. In the current academic year-to-date, \$26,844 in emergency aid has been distributed through the United Student Fund to 33 recipients, helping them with book costs, health insurance, and other financial emergencies. Since its inception in 2005-2006, the USF has provided \$302,028 in emergency assistance to 569 Massasoit recipients.

I am pleased to report that we have been successful in accomplishing our goals and are well-positioned to build out our community relationships and raise funds for the college going forward. Last year, zero dollars were raised by the Foundation – this year we are about to exceed our \$200,000 goal through various campaigns and outreach.

Partnerships

The college is engaged in several partnerships from our relationships with K-12, CONNECT, the Brockton Partnership, local legislators, Chambers, and service on local boards. We have programs with our local workforce investment boards, businesses, and others. The goal of this summary is to emphasize new partnerships, which brings me to the vision for a University Center Collaborative.

The mission is to expand pathways with higher education partners that meet the distinct needs of the region and support workforce and economic vitality for Massasoit graduates. The Center will increase the opportunities for our graduates, staff, and members of our service area to complete a baccalaureate degree. The Center will focus on baccalaureate completion programs, but this will not preclude the possibility of offering certificates or advanced degrees at Massasoit. The Center will be an innovative hub that builds on our current strengths, but expands access by developing innovative strategies to meet student and workforce needs.

The University Center is an opportunity for Massasoit to create collaborations with four-year colleges in unique ways to ensure that our students are able to compete successfully in the workforce. While the college has articulation agreements with senior institutions, the intention for the University Center Collaborative is to have students be able to complete a

bachelor's degree on our campus or via distance learning with 90 credits at the Massasoit tuition rate. The vision is to become a higher respected regional center for convenient access to choice higher educational opportunities for associate degree graduates to complete relevant baccalaureate and potentially master's degrees in nursing and other allied health fields. The first degree offering will begin in fall 2019 with an RN to BSN degree in partnership with Curry College.

Presidential External Service for 2018-2019

- Board member, College Board Community College President's Advisory Council, final year of 6-year term
- Board member, Commission on Higher Education Accreditation, elected 2018
- Board member, MetroSouth Chamber of Commerce
- Board member, South Shore Chamber of Commerce
- Board member, Old Colony YMCA Board of Directors
- Panelist for Boston Foundation – Student Internship Opportunities

Presidential Goals for 2019 – 2020

Continue to work on issues and concerns related to student access, retention, and completion. This involves assessing the enrollment process and implementing enrollment management strategies that align with what our research tells us about our market share.

Build on the work in community engagement and further engage potential donors, building out our alumni network and business partners through collaborative initiatives such as internships, coaching, and service learning.

Enhance the college's Community and Corporate Education division to enhance programs and services.

Complete the review and publication of a policy and procedural manual to provide consistency across campus.

Enhance the college's program advisory boards and create an academic plan to meet local workforce needs in the credit and non-credit arena.

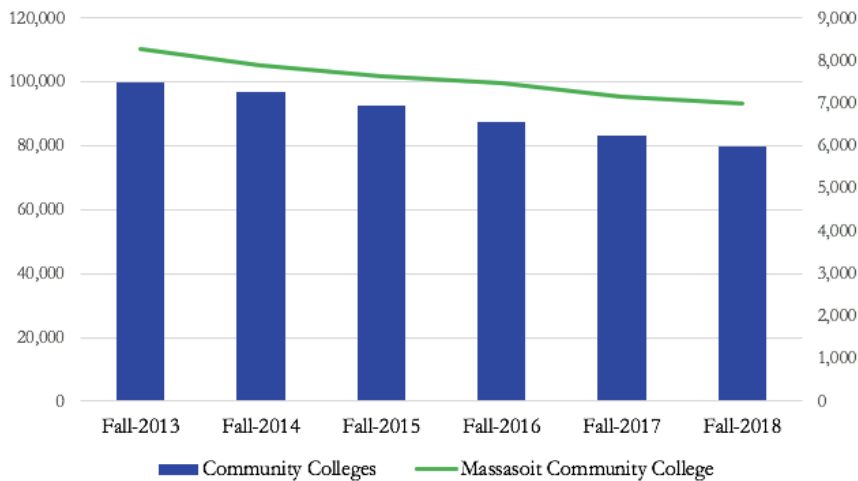
Create and implement a marketing campaign and strategies to reach deeply into our region in order to stabilize and increase enrollment. This goes hand-in-hand with creating the program mix and enhancements to meet student and community needs.

SPECIFIC BOARD GOALS FOR ACADEMIC YEAR 2018-2019

GOAL 1 STUDENT SUCCESS, ENROLLMENT, RETENTION, AND GRADUATION

While colleges across the state have been struggling with declining enrollments – driven by a dwindling high school population and low unemployment rates – community colleges have been hit harder than other sectors of public higher education (down 19.9% since fall 2013). By comparison, Massasoit is down only 15.4% and, as shown in the chart and table below, in each of the past four years, has done better than the segmental average in recruiting and retaining students.

Massasoit Community College Enrollment

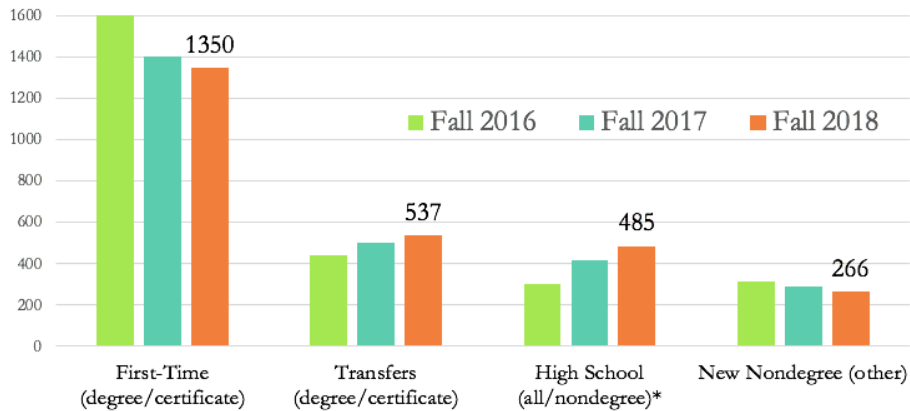


Unduplicated Headcount	Fall-2013	Fall-2014	Fall-2015	Fall-2016	Fall-2017	Fall-2018
Massasoit Community College	8,272	7,905	7,637	7,471	7,162	6,995
Community Colleges	99,786	96,887	92,671	87,526	83,397	79,948
1yr % change (Massasoit)		-4.4%	-3.4%	-2.2%	-4.1%	-2.3%
1yr % change (sector)		-2.9%	-4.4%	-5.6%	-4.7%	-4.1%

We have begun seeing a slight uptick in the rates of first-time freshmen (full-time 61% up 1% from the previous year, and part-time 47%, up 2% from the previous year) returning for the subsequent fall semester. We are also seeing higher rates of retention for continuing students from fall-to-fall, adjusting for graduation at 69.2% from the prior year at 67.4%.

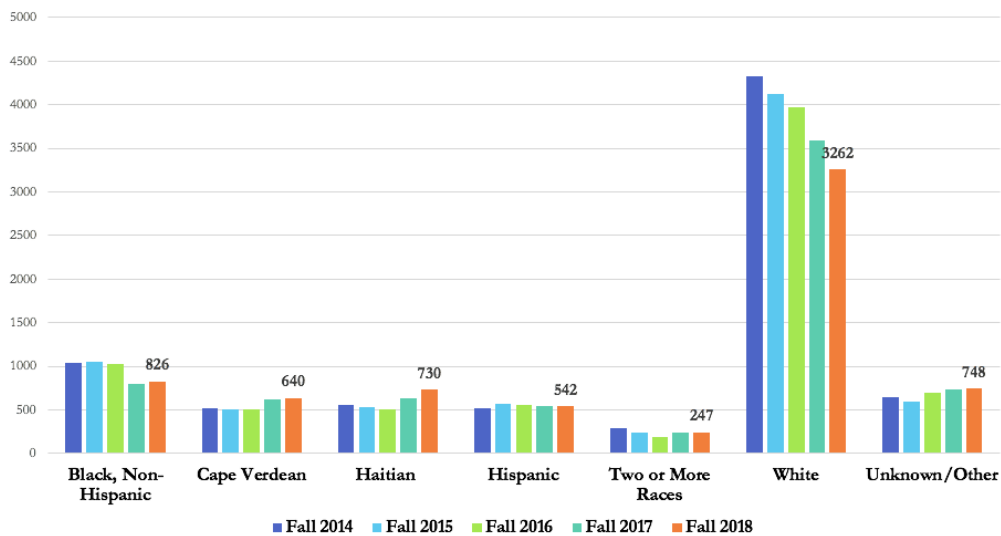
While the traditional first-time freshman population (whether attending straight from high school or after a few years) has declined, Massasoit has seen growth in our transfer population (those who started college somewhere else) as well as dually enrolled high school students.

New Students by Type: Fall Terms



Over the last several years, our population of black, non-hispanic students has declined, as has our population of white students. Our Cape Verdean and Haitian student populations have both increased since 2014.

Credit Enrollment by Race/Ethnicity



Affordability

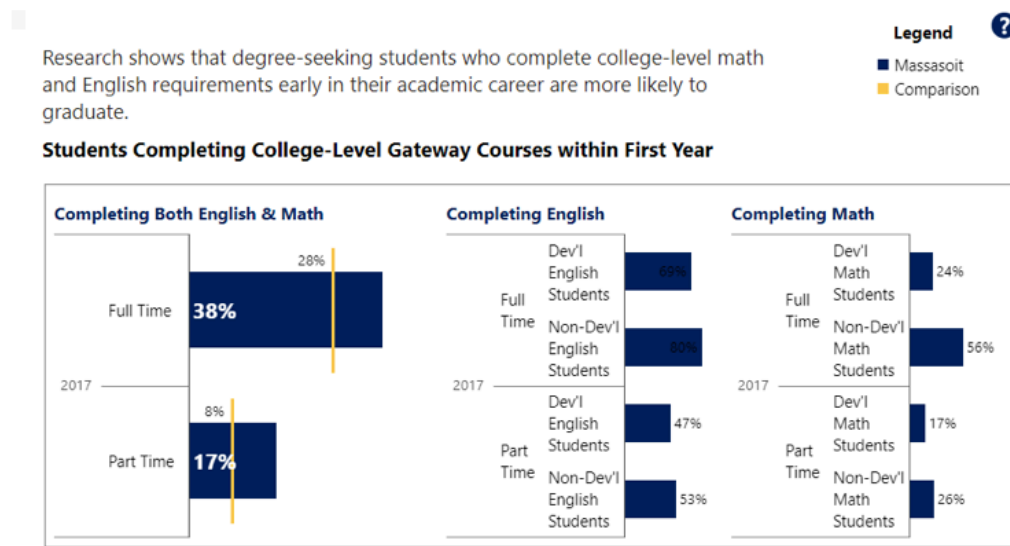
In FY19, Massasoit was the second most affordable of the 15 community colleges in terms of mandatory tuition and fees, with a 3% increase from the year before. For FY20, a proposed 3% increase of \$7/credit (\$6,240 for 30 credits) has been approved by the college's board of trustees. Even if our peers do not increase fees this year, we would remain a very affordable option – fourth in lowest cost – and well below the average of \$6,380.

Tuition and Mandatory Fees at Massachusetts Community Colleges (Based on Fall Resident Undergraduate State-Supported Rates @ 30 credits/year)			
Institution	FY2018	FY2019	1 Yr % Chg
Bunker Hill Community College	\$5,280	\$5,620	6%
Massasoit Community College	\$5,850	\$6,030	3%
Bristol Community College	\$5,894	\$6,044	3%
Holyoke Community College	\$5,760	\$6,060	5%
Springfield Technical Community College	\$6,066	\$6,306	4%
Cape Cod Community College	\$5,672	\$6,330	12%
Mass Bay Community College	\$6,360	\$6,360	0%
Roxbury Community College	\$5,480	\$6,490	18%
North Shore Community College	\$6,280	\$6,550	4%
Northern Essex Community College	\$6,400	\$6,560	2%
Berkshire Community College	\$6,450	\$6,750	5%
Quinsigamond Community College	\$6,720	\$6,780	1%
Greenfield Community College	\$6,782	\$6,932	2%
Mt. Wachusett Community College	\$6,800	\$6,950	2%
Middlesex Community College	\$5,990	\$7,400	24%
Community Colleges (weighted)	\$6,031	\$6,380	6%
Source: Massachusetts Department of Higher Education			
Weighted data calculated based on % Undergraduate FTE of total Segment and overall. FTE figures used for calculation are one year in arrears due to reporting schedules.)			
Approved Massasoit Tuition & Fees for FY2020: \$208/credit or \$6240 for 30 credits, a 3% increase over FY2019.			

Closing the Achievement Gaps: First-Year Progress Metrics

Massasoit is a leader on the timely completion of gateway courses – defined as successful completion of both an English and a math course beyond the developmental level. With rates above average (for Massachusetts community colleges), 38% of full-time matriculated students completed both English and math by the end of the first year and 45% completed by the end of the second year. While part-time students had lower rates – 17% by the end of year one and 23% by the end of year two – Massasoit was still well ahead of the segmental averages (as indicated by the yellow lines in the detail below). While further research is needed, we believe that changes in the developmental education pathways – including corequisite and accelerated models, along with the ability to choose statistics/non-calculus pathway if program of study allows – may be allowing our students to get to college level courses faster.

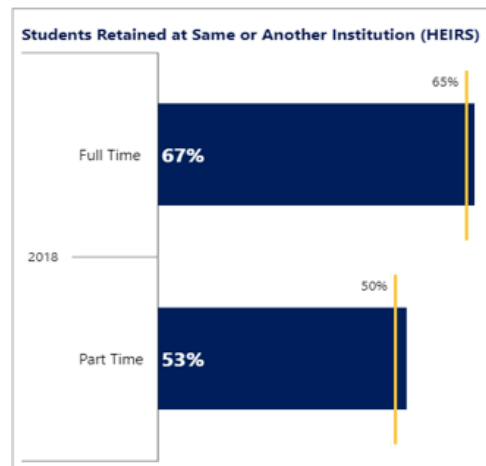
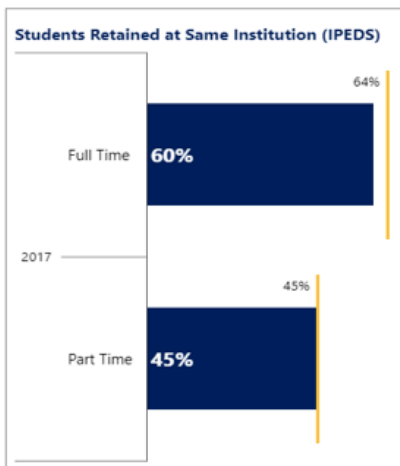
Timely Completion of Gateway Courses



While Massasoit may be behind our peers on retention after the first year, this is not unexpected given the many options in this area for transfer. Under *Retention After First Year*, we see a significant number transferring out after only one year (an additional 7% of full-time students and 8% of part-time students) prior to graduation. Combining these successes – retention and transfer – Massasoit again surpasses the segmental average (as indicated by the yellow lines in the detail below).

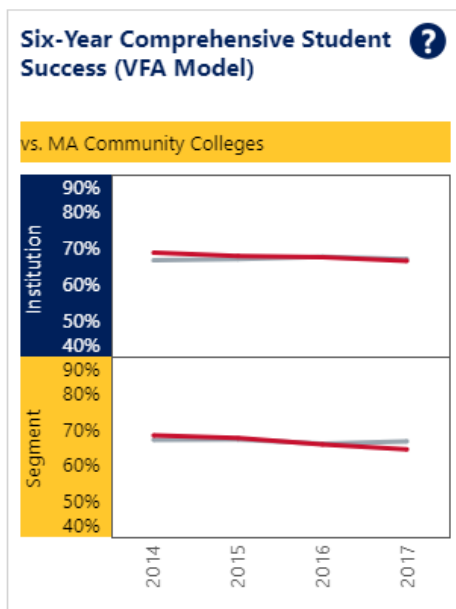
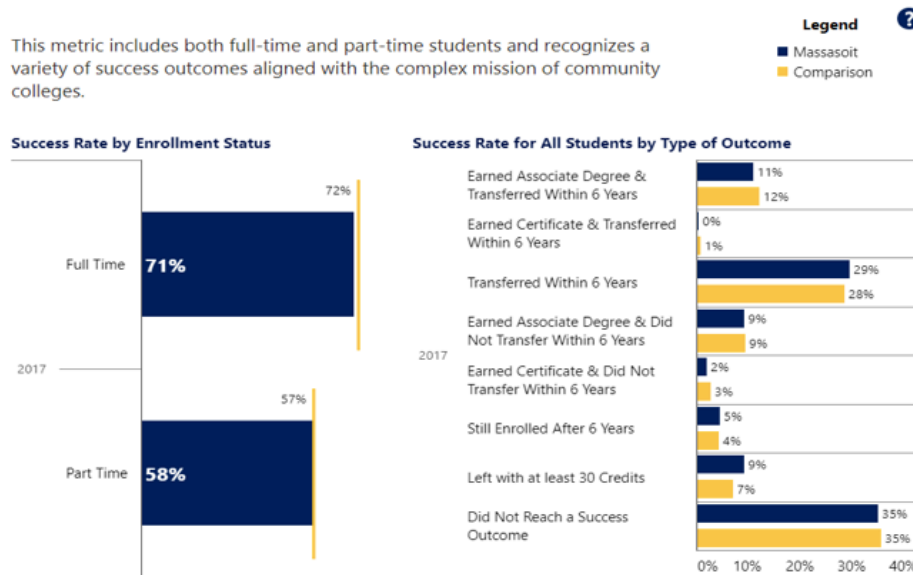
Retention After First Year

Research shows that degree-seeking students who remain enrolled in higher education for a second consecutive year after initial enrollment are more likely to graduate.

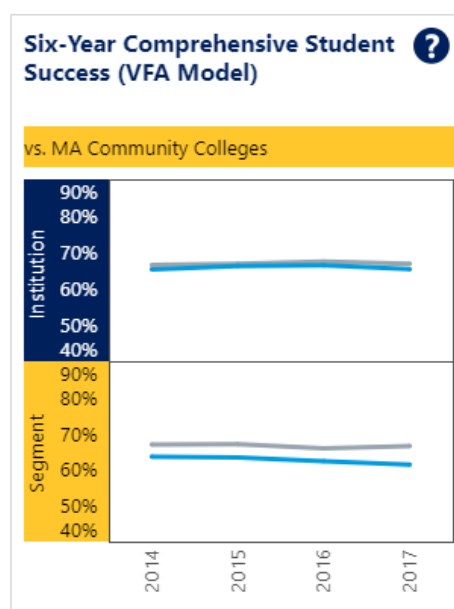


When we take a longer view and allow for additional time, Massasoit students are as successful in almost every measure as their peers. Moving beyond the limited IPEDS Graduation & Transfer Model that measures progress at three and four years, the VFA (Voluntary Framework of Accountability) tracks an expanded cohort of new students (including part time and transfer-ins) across six years and notes success as graduation, transfer, still enrolled, or left with at least 30 credits. Massasoit's full timers do nearly as well, and our part timers do slightly better than the comparative average, as shown below.

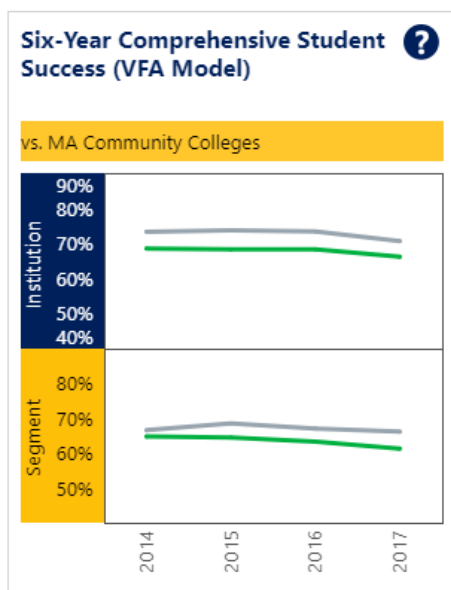
Six-Year Student Success



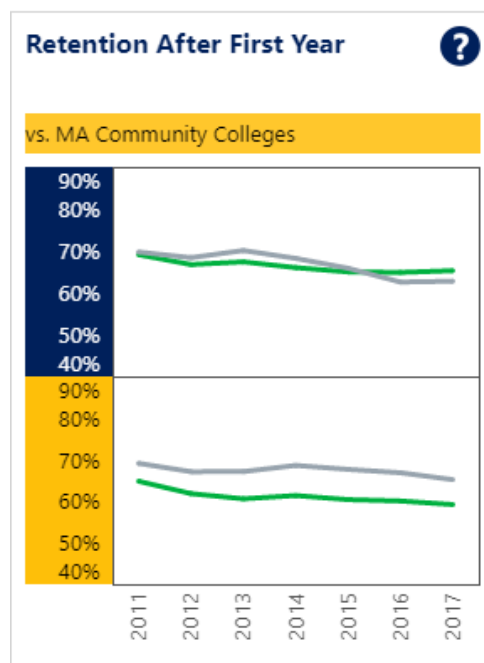
Black/Non-Hispanic vs. White Students



Latinx vs. White Students



Pell vs. Non-Pell Recipients

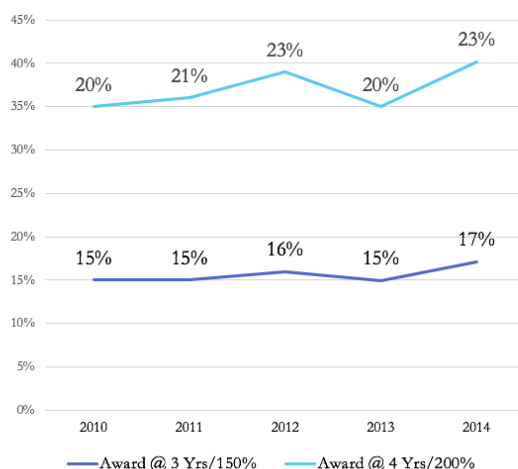


Pell vs. Non-Pell Recipients

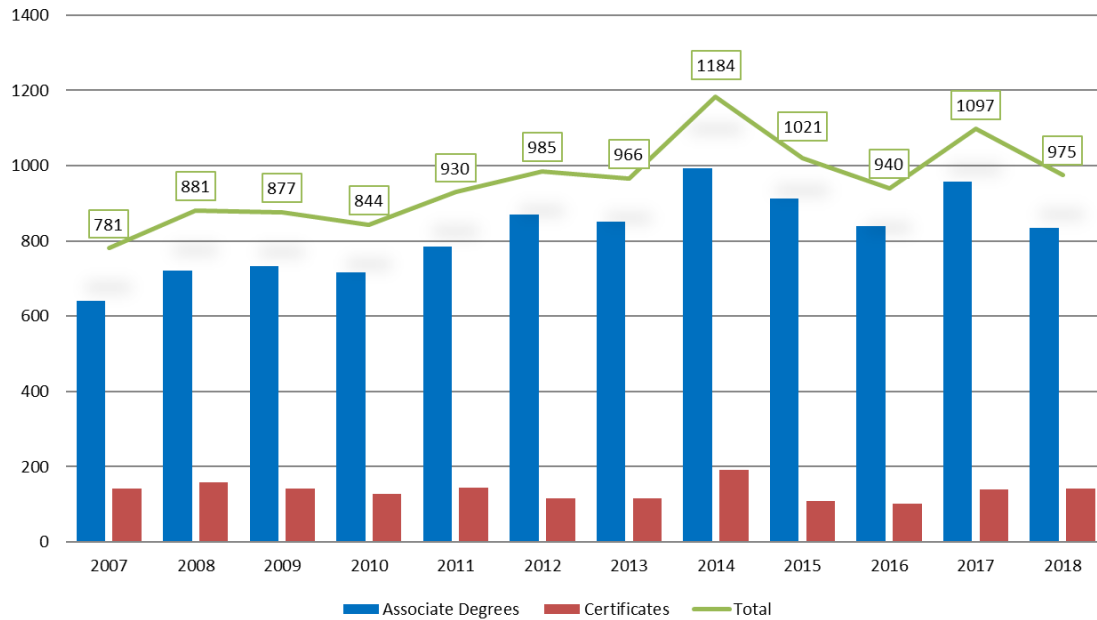
GRADUATION & TRANSFER

Like our retention rates, Massasoit's Graduation and Transfer rates have been inching upwards. Tracking the traditional IPEDS (Integrated Postsecondary Education Data Systems) Cohort of first-time, full-time, matriculated students over three years, our graduation rate now averages 17% after many years at 15% or lower, while maintaining a 22% transfer-out rate and about 16% still enrolled after three years. Simply giving the cohort group an additional year (four years for an associate degree; two years for a certificate program), our graduation rate jumps from 17% to 23% for and overall student success rate of 61%, compared to 55% for three years.

IPEDS Graduation Rates at 150% & 200% Time



Although the number has fluctuated, the total number of degrees and certificates awarded yearly over the 2007-2018 time period has increased overall.



PROGRAM AND CURRICULUM HIGHLIGHTS

Program reviews have been completed as scheduled in Architectural Technology, Diesel Technology, Fire Science, Human Services, Media Arts, and Visual Arts - Art and Graphic Design. Some outcomes of the reviews include:

- Architectural Technology: A proposal is in development for a new studio lab to meet articulation needs and an articulation agreement with Boston Architectural College.
- Diesel Technology: A new certificate option in Alternative Fuels and Emissions has been developed and will begin enrolling for fall 2019. An initial cohort of justice-involved veteran students is the current focus.
- Media Arts: New certificate options that ladder, but also lead to employment, are in the planning stages.

The self-study and site visit process was completed for Dental Assisting (CODA) and the Children's Center (NAEYC). Results will be received in late summer or fall.

Program modifications were made in Business Administration Transfer and Human Services to improve program transferability and to be aligned with BHE Pathways, and several programs, including Business Administration Careers, Architectural Technology, and Veterinary Technology, modified their course sequences to enhance student learning. For example, the Business Administration Career options were altered so that Business Communication is taken earlier in the program.

Developed articulation agreements with UMass Lowell and UMass Dartmouth in Engineering, and with Roger Williams University and Boston Architectural College in Architecture.

Business & Technology

- The Business Department has revised, created, or discontinued their career programs to best meet industry needs and support student success.
- Hospitality has been approved through governance to be relocated in the Culinary Arts Department for future exposure, program development, and community relations.
- The Supervisory Management & General Business degrees have been merged and revised to create a new Management program beginning fall 2019.
- In collaboration with Bridgewater State University's (BSU) Accounting Department and in support of articulation, our Accounting program has been revised for fall 2019; a new non-accounting career course has been developed and implemented into both the Management and Marketing career programs for fall 2019.
- The Computer Technology Information Management (CTIM) Department is in the process of creating two new transfer degree programs with input from BSU and other sources, and to revise one of their existing career programs, with projected implementation in fall 2020 and fall 2021. This is in response to a survey carried out by the department following their program review which shows our students are not gaining successful employment with our current career offerings. These programs will support our recent EMSI gap analysis. Additionally, the CTIM Department has created their first Computer Science Club which has been met with enthusiasm by the students.

Emergent Technologies

- The Alternative Fuels and Emissions certificate within the Diesel Technology program was created to meet industry need.
- A program modification in HVAC now allows students to earn industry-specific certification while progressing toward their associate degree.
- With newly-installed equipment from a state Capital Skills Grant, the HVAC degree program will run this fall on the Canton campus.

Humanities & Fine Arts

- Established a new Global Studies seminar.
- Converted Media Arts and Theatre Arts degrees from AS degrees to AA degrees.

Nursing and Allied Health

- Curry College MOU for Massasoit Nursing students to complete a BSN is being finalized.
- Respiratory Care and Radiology Technology are exploring transfer options with Charter Oaks College for baccalaureate completion.
- Construction will take place this summer to update the Nursing simulation lab, the Nursing skills lab, and the classrooms.

- Computerized testing will be integrated into all Nursing Options to better prepare students for the NCLEX Exam.
- The Nursing Department will enter a Complete Partnership with ATI, which will allow faculty to track student success and implement academic support services upon entry into the program.
- Student advisement and counseling representatives from BAMSI will meet with all Allied Health Students during orientation or Boot Camp this summer. This will increase awareness of the available services and allow for earlier intervention and student support.

Public Service & Social Science

- The Edward M. Kennedy Institute for the U. S. Senate provided an educational experience for students to engage in an interactive environment focused on civic engagement and government. Outreach by our History/Government Department Chair led to arrangements for Massasoit's students taking a Government or History course to visit the Institute at no cost. Approximately 40 students took advantage of this opportunity.

Science and Mathematics

- Three new associate degree programs offer discipline-specific pathways to meet student and STEM field needs: Biology Transfer, Chemistry Transfer, and Mathematics Transfer.
- Development of co-requisite math pilot courses to reduce time to completion of college-level mathematics
- Implementation of "Inclusive Access" prepay model for ALEKS-based math so students have access to computer system from day one
- Approval of Biology, Chemistry and Mathematics transfer programs that better meet science and math student transfer needs
- Seven student abstracts accepted for presentation at the Ecological Society of America's General Meeting by STEM research interns
- Largest Vet Tech class graduated and improved VTNE pass rate
- Development of sponsored internships to raise funds for STEM research program

Early College

The Office of Early College Access created and launched a series of College Success Seminars, resulting in an increase in attendance, academic performance, and persistence.

Created dual enrollment courses in Networking Specialist with Brockton Public Schools.

HVAC program will admit students through an articulation alignment with Southeastern Vocational Technical High School.

New Heights Charter School, Brockton

Humanities & Fine Arts: For fall 2019, will offer classes both on the New Heights campus as well as on the Brockton campus. Course work will include composition, literature, and theatre.

Science and Mathematics: Implemented ALEKS (web-based, self-paced) math to prepare students for college-level math courses—78 students will be on the Brockton campus in fall 2019 taking either College Algebra, Pre-calculus or Calculus I.

STUDENT SUCCESS & RETENTION

An active Student Senate increased student participation in college governance and a new Dean of Students initiated student forums with the President and Provost to support open dialogue and communication regarding issues of concern to students.

Massasoit is an active member of the Leading for Change Higher Education Diversity Consortium at Bridgewater State University. Leading for Change is a consortium committed to hopeful, data-driven strategies to close achievement and opportunity gaps in higher education.

Increased services and formalized protocols developed for a wide range of at-risk students including those experiencing food and shelter insecurity. The new protocols have been distributed to faculty and staff and offer guidance in responding to students exhibiting concerning changes in emotional behavior or scholastic performance. Funds for these initiatives were accessed through the United Student Fund and a Department of Higher Education Housing Pilot program.

- The campus food pantry distributed 936 bags of nonperishable groceries and healthy snacks to students and staff
- Sixty-one cafeteria vouchers and 22 BAT bus passes were distributed to students through the United Student Fund and a Department of Higher Education Housing Pilot Program
- Fifteen students facing homelessness were referred to emergency shelter and community resources
- Two students received free room and board at Bridgewater State University while they attended classes full-time at Massasoit during the spring semester through the Massachusetts Student Housing Security Pilot funded by a grant from the Massachusetts Commission on Unaccompanied Homeless Youth.
- Increased attention to mental health issues by expanding professional development for faculty and staff and by supporting a reassign time for a faculty member to study and report on best practices within the Massachusetts Community College system as well as nationally.

- The Dean of Students Office produced and distributed a Responding to Student Concerns folder to faculty and staff to help them better connect students in crisis with resources.
- Partnered with BAMSI for regular mental health outreach and early intervention services.

The college libraries processed the following:

- 6,700 reference questions answered, 228 chat sessions, 45,500 library home page hits, 189 Information Literacy Classes with 2,963 students in attendance, 16 Middleborough classroom visits, 4,900 e-books accessed, 21,257 off-campus logins to library resources, 38,717 full text articles requested, 12,531 films on demand viewed.

Commencement 2019 statistics:

- Approximately 400 students participated in commencement
- 1100+ guests attended commencement
- 2,127 text messages were sent to students regarding commencement
- There were 71 student, staff and faculty volunteers

Dean of Students

The office oversaw:

- 100 CARE Team Cases involving 117 individual students. This represents 119% increase from last year. The increase can directly be attributed to the successful outreach efforts from the Office;
- 25 Student Conduct Cases involving 39 individual students; and
- 251 student conduct verifications for students seeking to transfer or obtain employment.

Athletics

Retention rate from fall to spring was 81%, as 73 of 89 student athletes returned. Five additional athletes continued their education with two transfers and three graduations, bringing that to 86.5% continuing on.

Athletic programs and student involvement increased considerably:

- Baseball recruited 25 new student athletes for 2019-2020. Their complete roster will be between 25-30 for the next year, exceeding this year's roster of 15.
- Track & Field are still recruiting, but the expectation is that they will add five new student athletes for the fall. This year's squad had four qualified participants.
- Women's volleyball, new for fall 2019, has been fully implemented. The coach has been hired, recruiting is underway, the schedule is set, and equipment purchased. We will be competing at full capacity in the fall.

For a full list of 2018-2019 athletic accomplishments, please see Appendix B.

Student Life

The events offered through student life provided high-impact student engagement opportunities to amplify academic and co-curricular learning by promoting club opportunities; holding club information expos, club management trainings, and meetings with a goal to strengthen clubs and increase the number of active clubs.

Student Life provided 17 civic engagement/community service projects for students, exceeding its goal of 10. Projects included a week-long voter registration drive, a day of service in Boston at the Cradles to Crayon warehouse, a year-long campaign to support Father Bill's and MainSpring homeless shelter, American Red Cross blood drives, a veterans giving tree for the VA Hospital in Brockton, and a beach clean-up event at Nantasket Beach in Hull, Massachusetts.

There was an increase in new student organizations and student programs offered at all three campus locations:

- 31 student organizations in Brockton (5 new); 10 in Canton (3 new); and 1 in Middleborough
- 98 student life events were held in Brockton; 27 in Canton, and 9 in Middleborough

Advisement & Counseling

The Advisement and Counseling Center's newly-implemented caseload model led to a record 11,649 student interactions from July 1 2018 - May 29, 2019 as compared to 11,535 during the same time period in FY17-18.

In collaboration with ITS, an Academic Divisional Liaison model was also implemented within the department. Each full-time advisor on staff is now assigned to an academic division in order to ensure communication and input across our departments and divisions is equitable.

Additionally, Advisement and Counseling worked with ITS to automate the advisor assignment process in Banner. This will ensure that all advising assignments are done in a timely and equitable manner so that students and advisors can start meeting sooner in the semester.

Student Affairs

The Women's Resource Center held monthly Lunch & Learns that were attended by around 35-75 participants per event, including students, staff, faculty, and community members. Topics included dating violence, human trafficking, financial education, promoting healthy relationships, and the life of Angela Davis. Additional programming included the Old Colony YMCA Youth Justice Panel and an American Association of University Women presentation. These luncheons provide an opportunity for collaboration across departments and the learning and cross-sharing of information through rich conversations.

An important component of our equity agenda is through groups like the Ubuntu Scholars program. Staff developed and implemented the spring curriculum for Brockton 100 Males to College at Massasoit, a cohort of 40 high school students from Brockton High School and Southeastern Regional Vocational Technical School. Fifty-three students were actively involved in the Ubuntu Scholars mentorship program.

Career Services held their annual spring job fair, with 47 participating employers from various industries. Twenty-six companies participated in the employer of the week recruiting program and JobLink had 256 job postings for the fall and spring semesters. Additionally, the department co-hosted a hiring expo with BAMSI with on-the-spot interviews; 22 students participated.

Student Affairs sponsored five student values focus groups at the three campus locations. Over 100 students participated and shared their experiences at Massasoit and discussed what our community values should be.

In collaboration with the Student Senate, two successful President-Provost student forums in were held. The forums were well attended and created an open dialogue between the administration and students. The feedback from students was positive and a structure for future forums has been developed.

The Director of Student Life formed a Campus Programming Board as a means to collaborate and coordinate a schedule of holistic student programs across departments. The committee met monthly, created a shared planning calendar, and worked together to resolve issues surrounding programming logistics, overlapping programs, and competition for space. The committee incorporated student representation and facilitated cooperation to plan inclusive events and themed months such as Black History Month and Women's History Month.

GOAL 2

LAY THE FOUNDATION FOR MAJOR GIFT FUNDRAISING

FOUNDATION

The Massasoit Community College Foundation has undergone significant changes over the last year under the guidance of a new Chief Advancement Officer.

- Five new Foundation Board members were elected/nominated, including representation from Braintree, Quincy, Canton, and Weymouth.
- Policies and procedures were adopted for:
 - Investment and Spending
 - Gift Acceptance
 - Naming
- Bylaws were modified to add efficiency and clarification regarding voting, adopt an Executive Director position, and restructure account signing authorities.
- Adopted a Memorandum of Agreement with the Board of Trustees.
- Implemented DonorPerfect donor database in December 2018.
- Instituted quarterly reports on cash in and cash out.
- Have adopted a process for liquidity planning.
- In the process of formalizing two committees overseeing Investments and Governance & Membership
- Appointed Treasurer to the Board.
- Streamlined the funds release process.
- Consolidated Foundation accounts.
- Insurance coverage was reviewed for adequacy and pricing.

ALUMNI

- Introduced bimonthly meetings on campus with alumni employees including focus groups regarding possible alumni social engagement ideas.
- Upgraded Alumni Facebook, LinkedIn, and website presence.
- Hosted a series of alumni events, including:
 - A 25th and 50th reunion class reception breakfast at Commencement.
 - The International Touch Club Reunion was held June 7. 80 alumni attended and \$660 in donations and raffle proceeds were raised in support of the Ida O'Donnell Scholarship Fund.

- An Alumni Social Gathering at Black Hat Brew Works in Bridgewater is scheduled for June 13
- Recommended changes to Alumni Association bylaws and meeting time change to encourage alumni employee participation.

GRANTS

- Massasoit successfully completed its responsibilities as the lead college for the \$20 million GPSTEM TAACCCT Grant.
 - All grant deliverables were exceeded and the grant's web-enhanced tools for students, system scorecard, and a set of new research and reporting tools were successfully transitioned to DHE and EOE staff.
- The five-year Title III Project STARS grant was successfully completed in September 2018 with the final report submitted to DOE in January 2019.
- After successful completion in June 2018 of a \$58,000 PIF Grant focused on the development of Open Educational Resources (OER) courses that resulted in a benchmark of \$1 million dollars in textbook savings for our students, the Office of Online Learning continues to offer developmental support of OER courses to our faculty and has increased student textbook savings to more than \$1.4 million as of May 20, 2019.
- The MA Department of Early Education and Care Career Pathways Grant in the amount of \$296,888 is underway:
 - Massasoit is creating pathways to strengthen student success and increase retention and graduation rates so that students are able to expand their professional development, achieve higher degree attainment, and promote professionalism in the field.
 - We are:
 - Offering 10 Summer courses at no cost to students, with an additional two from an existing collaboration with SEEPP, the Southeast Education Professionals Partnership.
 - Providing textbooks, laptops (on loan), transportation vouchers, and childcare where applicable
 - Four new program partners have been added and centers will host student teachers during summer 2019.
- Noncredit Pediatric CPR and First Aid re-certifications for up to 40 students is scheduled for June 2019 at no cost, including all materials and ERTSS certification cards upon recertification.
- A new CNA lab is being set up with funding from a Capital Skills Grant. The lab will be ready to apply for state approval summer 2019.

For a full list of FY19 grants, please see Appendix C.

INITIATIVES

- The department has devoted significant effort to creating partnership avenues:
 - **South Shore Bank:** student ID system in place; financial planning education; introduction of Citizen Scholarship
 - **Rogers & Gray Insurance:** Insurance and Office skills training; possible certificate or program specialization in Business; potential internships
 - **Computershare:** representative has agreed to serve on Cybersecurity Program Advisory Board
 - **Spark Technologies:** representative has agreed to serve on Cybersecurity Program Advisory Board; possible internships
 - **Highpoint Engineering:** representative has agreed to serve on Engineering Advisory Board; possible internships
 - **Canton Association of Business & Industry:** hosted Lunch & Learn event
 - **Liberty Mutual Insurance:** sales training; possible certificate or business program specialization/enhancement
 - **City of Boston Credit Union:** financial planning and soft skills seminars; Arts Festival sponsorship
 - **Eaton Vance Securities:** collaboration on career seminar; possible internships
 - **Instron:** discussing collaboration to assist in funding of STEMposium research interns; upcoming visit with Mechanical Engineering faculty and students
 - **HarborOne Bank:** discussing Financial Literacy training & internships
 - **Williams Energy:** donation of truck to Diesel Technology program
 - **Pappas Rehabilitation Hospital for Children:** participated in Job Fair
 - **Trillium Brewing:** collaboration on the introduction of a non-credit brewing certificate program
 - **Clean Harbors:** discussing Diesel Program support, scholarship support, and participation on Advisory Board; possible partner in justice-involved veterans career development program
 - **Waste Management:** possible partner in justice-involved veterans career development program
 - **Concord Foods:** summer employment opportunities
 - **ElectroSwitch Corporation:** summer and full-time employment opportunities
 - **Jiten Hotel Management:** interest in serving on Hospitality Advisory Board

FINANCIALS

- On track to raise \$200,000 in donations in FY19
- First two true endowments (minimum corpus of \$25,000) scheduled to close by fiscal year end
- Giving Tuesday campaign exceeded initial goal of \$2,018 to raise a total of \$6,300 for the United Student Fund.
- In partnership with the Athletics department and the Foundation, announced an initiative to raise scholarship money in Professor & longtime baseball Tom Frizzell's name. The unveiling of the campaign was done at the 6th Annual Massasoit Athletics Hall of Fame Banquet in May; \$21,000 has already been raised toward the goal of \$100,000.

Massasoit Community College Foundation

<u>Revenues</u>		
Contributions	\$	203,137
Land Rent from College	\$	17,500
Interest Income	\$	1,967
Investment Gains \ (Losses)	\$	42,953
Total Revenues	\$	265,557
<u>College Support</u>		
Fund Releases and Grants	\$	125,185
<u>Operating Expenses</u>		
Audit Fees	\$	7,712
Credit Card Fees	\$	968
Insurance	\$	2,959
Postage, Supplies, & Misc.	\$	966
Total Operating Expenses	\$	12,605
Total Cash & Investments	\$	1,298,869
Total FY19 Grant Awards	\$	2,510,221

GOAL 3

EQUITY, DIVERSITY, AND INCLUSION

We have approached the goal of increasing equity, diversity, and inclusion from the perspective of equity in all aspects of the learning experience.

- Massasoit responded to an un-forecasted Office of Civil Rights (OCR) investigation regarding a complaint received related the television studio. The investigators commented on the institution's clear commitment to addressing ADA issues as evidenced by the on-going projects. They also noted the institution's planning to remediate the subject of the complaint preceded the original filing of the OCR complaint.
- The Radio and Digital Media Arts Conference featured the Dale Dorman Studio and included specific sessions devoted to equity, diversity, and inclusion, including the keynote panel and special session in collaboration with the GSA (Gay Straight Alliance).
- Long-standing ADA issues are being addressed across campus. The goal of these projects was to create a campus that is more functionally navigable for our students, faculty, staff and the community.
- The Buckley Performing Arts Center continued its community and cultural outreach through its productions for the New Works Play Festival and its productions of Freedom Riders, Christmas Story, Chicago, and A Midsummer Night's Dream
- We are in the planning stages for a Minority Faculty/Administrative Fellows Program.

COLLEGE & COMMUNITY EVENTS

This year, the Office of Diversity & Inclusion and departments across campus have proactively coordinated a series of events designed to engage students, faculty, staff, and the broader community in dialogue on issues related to equity, diversity, and inclusion.

For a full list of events and trainings, please see Appendix D.

PRESIDENT'S COUNCIL ON DIVERSITY & INCLUSION

The council was expanded from 16 members to 37 members, and has been divided into four subcommittees, focused on the following:

1. A proactive approach to increasing cross-cultural and racial diversity within our staff, faculty, and administration
2. Having learning goals that are inclusive of equity and diversity

3. Emphasis on relevant and critical conversations that focus on racial equity and inclusion
4. Audit of all college's written material for implicit bias

Within each of the subcommittees, a series of recommendations and goals were developed and are in various stages of execution.

DIVERSITY HIRING

Over the last three years, our Human Resources team has focused on developing a diversity recruiting strategy that included both educating employees on implicit bias and good interviewing techniques and outreach to diversity job boards. With a goal to increase the diversity of the hiring pools from less than 1% to 30-40%, we have maintained an average within this range, and last quarter exceeded the goal to hit 42% in our faculty pool.

Although faculty and staff diversity does not reflect our student demographic, we have made positive gains, seeing an increase from 11% to 19% diversity of faculty and staff. It is important to note that Massasoit Community College's hiring goal is to hire the best and the brightest – the best candidate for the job – but we have focused on increasing our exposure among unrepresented groups and we have focused our sourcing techniques thereby reaching those prospective employees.

GOAL 4

COMMUNITY ENGAGEMENT: BUILDING TIES WITH THE COMMUNITY

BUILDING TIES WITH THE COMMUNITY

This year, we hosted the South Shore Bank South Shore Leadership group on the Canton campus, which led to several important connections, including one at Williams Energy of Braintree, which donated a truck to the diesel technology program.

Our partnership with New Heights Charter School has been awarded Early College Designation status by the Commonwealth. It is the only brick and mortar early college in Massachusetts.

Designed a four-year partnership with Plymouth and Norfolk Superior Court and the Changing Lives through Literature program.

Partnered with Plymouth Sheriff's Department offering the new Alternative Fuels and Emissions Certificate to Veterans reentering society, which is slated to begin in summer 2019.

The CTIM Department has an ongoing relationship with the Boys & Girls Club of Metro South (formerly BGC Brockton & Taunton), holding monthly on-campus visits for a variety of age groups matched with computer science activities. Our first successful semester, which included five visits, concluded in May and will restart in September.

The Hospitality program relocation to the Culinary Arts department offers future program development with support from our external community partners. The revisions to this program, include the addition of an internship and additional advisory board members, will lend strength to our community relationships and help meet the EMSI GAP analysis report.

Another noteworthy partnership is the one between SEIU, Steward Hospitals, and Massasoit to offer training for nursing assistants in an acute care setting. Five Steward Hospitals are participating: Carney Hospital in Dorchester, Good Samaritan in Brockton, Norwood Hospital, Taunton Hospital, and St. Elizabeth's Hospital in Brighton. The training is taking place at Good Samaritan and Norwood Hospitals. The total project includes 11 cohorts over a 13-month period with a total of 150+ nursing assistants completing the training. 104 have already completed.

The college reached out to the Brockton Interfaith Community (BIC) to explore possible collaborations.

Career Services partnered with the Office of Diversity & Inclusion to sponsor a panel discussion regarding job openings in the local court system in an effort to create a diverse hiring pipeline.

UNIVERSITY PARTNERSHIPS

MCC2BSU had a successful first year of enhanced transfer programming. As of the beginning of spring 2019 semester, there are 77 active students with eight students enrolled from referral letters and an additional 42 through the Massasoit admissions process. 27 were current Massasoit students enrolled through the advising process.

The University Collaborative is in its beginning stages with two signed MOUs ready for signature. One is with Curry College to offer a BSN at the Brockton campus with Massasoit graduates given priority admission. The second is with the Universidad Central del Este, Dominican Republic to provide internships for students in the Culinary, Hospitality, and Business Administration programs. Additional partnerships with Lesley University (Digital Arts), Wentworth Institute of Technology (Project Management), and Charter Oak State College for online bachelor's degree completion for allied health programs are in early stages of discussion.

The office of Early College Access worked with the Emerging Leaders team from the UMass Center for Collaborative Leadership to build an awareness campaign to include the business community as a stakeholder in the early college movement.

The college's libraries hosted 13 One Book, One Community events, collected over 500 books for the Old Colony YMCA Social Services Branch, and sponsored two art exhibits with, including one with the Old Colony YMCA's Girls Detention Unit.

STEWARDSHIP

MASSASOIT POLICE DEPARTMENT

In the last year, under the guidance of the Chief of Police, the Massasoit Police Department has built on existing momentum.

- The creation of the Community Engagement Team brought the college's officers out into the community. Throughout the year, officers participated in a range of events, including welcoming students from the Children's Center to the police department and participation at the Special Olympics opening ceremony in Brockton.
- Reformed the College Police Department's Honor Guard.
- Successfully obtained annual Massachusetts State Police Certification.
- Initiated the first steps in becoming an accredited police agency, created a Detective Division, and successfully created and introduced a Police Operation Manager Position (former staff assistant).
- Created student/officer ride-along program, which was met with a lot of enthusiasm from our Criminal Justice students.
- Oversaw the installation and replacement of the College's surveillance camera system.
- Recognized for being in the top 19% by the National Council for Home Safety and Security.
- Wrote and implemented a new landing zone location for the City of Brockton in continuance with our interagency partnership.
- Successfully created and introduced police-worn body camera as a part of a pilot program, with intentions of a full roll out in 2019 following purchase and creation of policy.
- Hosted First Responder Day which brought together various public safety departments from the community for hands-on exploration for Camp Massasoit campers.
- Successfully sent the first community college police officer to the full-time municipal police academy after petitioning to the state that campus police officers and municipal police officers should be treated the same as far as training standards. Prior to these efforts, campus police officers could not go to the municipal police academy (far better training than that was offered) due to the priority classification. This effort by our Chief of Police led to change which benefits all community colleges throughout the Commonwealth.

- Lead a cohort with the Brockton Fire Department and Brockton Police Department on new ways to train and respond to an active shooter scenario.
- Created a civil service prep course for our students without any experience in taking these types of exams.
- Trained police personnel as certified defensive tactics instructors and firearm instructors to eliminate the need to pay for outside agencies to certify our campus police officers, resulting in an approximate savings of \$4,000/year). This will also allow for the department to conduct training at a much higher rate than recommended by the police training council and will assist in any claims of excessive force.
- Supervised 79 police investigations throughout the fall/spring semester; overall crime levels are down 43%.

MARKETING

- The Marketing Department collaborates with agency partners to ensure the Massasoit Community College vision and goals are being met by all invested parties and is a positive, strategic contributor to marketing strategies and tactical recommendations made by agency partners.
- Effectively communicates with internal leadership and agency partners to ensure ongoing alignment amidst complex moving parts.
- Keeps a tight pulse on marketing performance from a high- and micro-level; proactively provide updates to leadership to reduce miscommunication and confusion around marketing activity and approaches being taken.
- Identify areas of priority and focus for agency partners; own the responsibility of making budget allocation decisions when agency partners identify opportunity areas and moments when budgets are spread too thin to be effective.
- Review all marketing copy and design against Massasoit Community College team expectations, audience persona insights, and channel expectations to gain clarity on what works in each area.
- Hone technical understanding of marketing platforms to be the internal Massasoit Community College voice on how certain platforms work and corresponding best practices (e.g. paid search).
- Enrollment-marketing-specific:
 - Lead internal and agency team optimizations of marketing landing pages to continuously improve the experience for prospective students

- Ongoing analysis and ideation surrounding marketing automation strategies and optimizations, keeping the prospective student audience in the forefront of all decisions to improve conversion rates throughout the student journey — ultimately, getting leads to become started applications faster

COMMUNICATIONS & PUBLIC RELATIONS

- The President’s office hosted a series of community luncheons geared towards community members we hoped to engage in the college community. Additionally, a legislative breakfast series opened the door to communications with elected officials across the college’s service district.
- As the college’s spokesperson and liaison with the press, the Communications office is committed to protecting our image in the media and ensuring that our reputation is protected in the community. For a comprehensive list of press clips for the last year, please see Appendix E.
- Began the process to implement a college-wide calendar of events as well as the process of updating and creating a consistent policies and procedures manual.

FINANCE & ADMINISTRATION

- This division was restructured to assume oversight of Enrollment Management and was ultimately responsible for implementing Student Central, the one-stop for students. The Enrollment Management team has continued to review and improve services to our students, including revised communications to reflect a more welcoming message, a “Get-Connected” campaign for current students, the exploration of more effective communication medium with potential and current students, and work through EPIC, a cross functional team, to look for better ways to serve our students.
- The Administration Division has worked with the Facilities department and external partners (DCAMM, LBE, City of Brockton, elected officials, etc.) to provide a safe and inviting learning environment for our faculty, staff and students. From landscaping to ADA improvements, parking lots and roof repairs, to normal renewal and replacement activities, our goal is create an environment people can feel proud of.

INFORMATION TECHNOLOGY SERVICES

- Multiple labor-intensive Financial Aid processes were automated, including Book Advances, Disbursement letters, and Missing Item letters. The new automation processes save Financial Aid staff a significant amount of time while accelerating the process and improving communications for students.
- Several backbone components of the network architecture were replaced with newer models
- New wireless access points were installed across all three campuses, improving wireless network capacity and speed for students and employees.

- Internet bandwidth was increased at all three campus locations over both the primary and secondary connections, providing the College community with double the bandwidth at nearly the same cost.
- Ten classrooms were modernized with the introduction of new technology
- Accessibility scores on the College website have greatly improved and are now above industry benchmarks.
- In response to student feedback, the College's use of GradesFirst for texting students has been expanded to include multiple channels of important communication.
- Our primary endpoint security software was upgraded and migrated from an on-premise solution to a cloud solution. In addition to providing Massasoit with more security tools, it will allow the security team to spend more time using the tools than supporting them.
- We have worked with the CIO Council, ISO Council, and PACE groups on multiple cybersecurity initiatives, including information sharing, phishing awareness training, and DNS-filtering utilities.
- We continue to provide Information Security Training to the College community, including face-to-face sessions, online training, incident warnings, and frequent announcements.

HUMAN RESOURCES

To ensure strong applicant pools, the department initiated a communication plan and that now involves more detailed conversations with the hiring managers and committee chairs and assistance in creating viable job postings and the recommendation of core questions. In addition, job postings have been expanded and we have been able to maintain strong applicant pools.

Throughout the year, Human Resources has worked diligently with the MCCC and AFSCME unions to mitigate grievances and manage impact bargaining associated with the consolidation of enrollment services, the construction of Student Central, and other campus changes.

APPENDIX A

PRESIDENT'S COUNCIL FOR DIVERSITY AND INCLUSION 2018/2019 SUBCOMMITTEE REPORT

Group 1: Proactive approach to increasing cross-cultural and racial diversity within our staff, faculty, and administration (recruitment/retention/outreach)

- Goal 1: Provide recommendations to make Massasoit's HR Careers webpage more inclusive and data specific
 - Outcome: A comprehensive list of recommendations was created and will be reviewed with VP Hess over the summer to determine an implementation strategy.
- Goal 2: Create a video of employee testimonials to be added to the HR webpage, identifying appealing benefits of working at Massasoit.
 - Outcomes: Created a plan for utilizing existing video footage and compiling additional footage. Reviewing the plan with VP Hess over the summer to determine an implementation strategy.

Group 2: Having learning goals that are inclusive of equity and diversity (faculty/curriculum/general education)

- Goal 1: In collaboration with Massasoit's Institutional Research department, develop and conduct student surveys and focus groups pertaining to diversity, equity, and inclusion.
 - Outcomes: Reviewed existing, relevant survey data and created a plan to complete the construction of the student survey and start interviewing students in the fall 2019 semester.
- Goal 2: Analyze data from the student surveys to be conducted in the fall 2019 semester and present the data to the college community in the spring 2020 semester.
- Goal 3: Based on findings from student surveys and national research, host assignment and syllabus design workshops for Massasoit faculty in the fall 2020 semester.
- Goal 4: In the spring 2021 semester, review fall 2020 student artifacts and score with LEAP VALUE rubrics.

**Note: Projects presented by Group 2 include a request for monetary support totaling approximately \$18,000 as detailed in the PCDI Subcommittee Project/Proposal Report.*

Group 3: Relevant and critical conversations that focus on racial equity and inclusion (professional development)

- Goal 1: Host Tim Elmore, author of *Marching Off the Map: Inspire Students to Navigate a Brand New World*, as a fall 2019 or spring 2020 convocation speaker
 - Outcomes: Identified cost of approximately \$5,000 to secure Mr. Elmore as a guest speaker.
- Goal 2: In collaboration with various Massasoit departments, conduct a student forum in the fall 2019 semester to provide students with the opportunity to voice concerns and ideas about diversity and inclusion.
 - Outcomes: Started creating a plan on what this forum would consist of and how it would be implemented.
- Goal 3: Coordinate a Wall of Fame in the Student Center to highlight Massasoit alumni who represent the various nationalities of our student population.
 - Outcomes: Created an initial plan of what this inclusive wall space would look like and how it could be implemented in the fall 2019 or spring 2020 semester.
- Goal 4: Utilize Massasoit TV monitors throughout the campuses to promote upcoming diversity and inclusion-related events and programs.
 - Outcomes: Started initial conversation with the Media department about accessibility and restrictions.
- Goal 5: In the fall 2019 semester, launch a flag campaign in the Student Center displaying flags of the native countries of Massasoit students.
- Goal 6: Add a welcome message in the native languages of Massasoit students on the digital signs at the entrances of Massasoit campuses for the fall 2019 semester and beyond.
- Goal 7: Offer Massasoit printed resources, including cafeteria menus, in languages Massasoit students speak starting in the fall 2019 semester.

Group 4: Audit of all college's written material for implicit bias (project-based)

- Goal 1: Review the Massasoit Faculty Handbook.
 - Outcomes: Group 4 reviewed the Faculty Handbook and submitted a comprehensive list of recommendations and amendments to be made.

- Goal 2: Review a selection of Massasoit job postings to identify trends of implicit bias.
 - Outcomes: A comprehensive review of 10 recent Massasoit job descriptions was conducted and detailed recommendations on improving future job descriptions was provided.
- Goal 3: Review the list of diversity questions provided to Massasoit search committee chairpersons.
 - Outcomes: All diversity questions were carefully reviewed and thoughtful recommendations were presented on improving the questions themselves as well as the format in which the questions should be utilized.
- Goal 4: Review the Massasoit Student Handbook.
 - Outcomes: Sections of the Student Handbook will be divided up among the subcommittee and will be reviewed in the fall 2019 semester.

APPENDIX B

2018-2019 ATHLETIC ACCOMPLISHMENTS

21 Individual All-Region 21 Awards

6 Region 21 Tournament Appearances

- Men's Soccer
- Women's Soccer
- Men's Basketball
- Women's Basketball
- Baseball
- Men's Golf

4 NJCAA National Tournament Appearances

- Men's Cross Country
- Men's Track
- Women's Track
- Men's Golf

4 NJCAA National Player of the Week Awards

2 NJCAA All American Players

- Women's Basketball
- Men's Golf

1 NJCAA Region 21 Championship

- Men's Soccer

APPENDIX C

GRANT AWARDS ALIGNED WITH STRATEGIC PRIORITIES FISCAL YEAR 2019 – AS OF 6/4/19

Specific Goals for Academic Year 2018-2019:

1. Student Success, Enrollment, Retention, and Graduation
2. Lay the Foundation for Major Gift Fundraising
3. Equity, Diversity & Inclusion
4. Community Engagement: Building Ties with the Community

Please note: Figures reported are for funds designated for FY19. Grant periods vary, however, with some grant years ending on 6/30 and others ending on 8/31 or 9/21. Funding amounts for additional years in a multi-year award or awards for FY20 and beyond for which we received notification during FY19 are not reflected in the following chart.

Funder & Grant Program:	Strategic Priorities	Total FY19 Award	Performance Metrics
Brockton Cultural Council: Support for Canton Arts Festival	Priority 4: · Annual Arts Festival brings community members to Canton campus and helps promote art and other Canton academic programs	\$500	Arts Festival held on 5/19/19
Canton Cultural Council: Support for Canton Arts Festival	Priority 4: · Annual Arts Festival brings community members to Canton campus and helps promote art and other Canton academic programs	\$250	Arts Festival held on 5/19/19

Funder and Grant Program	Strategic Priorities	Total FY19 Award	Performance Metrics
Commonwealth Corporation (CommCorp): Re-entry Workforce Development Demonstration Program Design Capacity Building Grant	<p>Priority 1:</p> <ul style="list-style-type: none"> · Program planning and design to assist justice-involved adults, particularly veterans, train for high-demand diesel technology field and prepare to re-enter workforce <p>Priority 4:</p> <ul style="list-style-type: none"> · Collaboration with employers, community organizations, and corrections agencies to meet workforce education needs and assist re-entry population 	\$17,000	<p>Award notification received mid-April, with kick-off partnership meeting held May 3; planning period ends June 30.</p> <p>Proposed activities:</p> <ul style="list-style-type: none"> · Participate in CommCorp learning community · Convene and lead partners in designing program to best serve re-entry population, particularly veterans · Develop curriculum for three-credit on-the-job training course · Contextualize workforce readiness curriculum to diesel industry and justice-involved participants
Harold Brooks Foundation: Support for Latch Program	<p>Priorities 1 and 3:</p> <ul style="list-style-type: none"> · Mentoring; advising; and tutoring in in reading, writing, mathematics, and general study skills to improve success and decrease achievement gaps. Brooks funding provides partial support for program. 	\$15,000	<p>Latch program overall metrics:</p> <ul style="list-style-type: none"> · >200 students served per year · >90% of students regularly participate in program activities · 81% spring 2017 to fall 2018 retention rate compared to 56% of overall population of first-time Massasoit students · Graduation rate is equal to college average
MA Dept. of Early Education & Care (EEC): Southeast Educational Professionals Partnership	<p>Priority 1:</p> <ul style="list-style-type: none"> · Instruction, tutoring, mentoring, & related strategies to improve student success and credentials for early education professionals 	\$45,000	<ul style="list-style-type: none"> · Five courses run annually · Average enrollment of 26 students/class · Average completion/pass rate of 85%

Funder and Grant Program	Strategic Priorities	Total FY19 Award	Performance Metrics
MA EEC: Career Pathways Grant	Priority 1: · Instruction, tutoring, mentoring, & related strategies to improve student success and credentials for early education professionals Priority 4: · Collaboration with early education industry and workforce sector to meet workforce education needs	\$296,880	· Eight courses run: two five-credit courses and six three-credit courses · Average enrollment of 26 students/three-credit course; eight students/five-credit course · Non-credit CPR and pediatric first aid courses to be run in June · Search for project director conducted; to be reopened for FY20 hiring
MA DESE/US Dept. of Education: Adult Basic Education – Stoughton Community Adult Learning Center	Priority 1: · Instruction, tutoring, mentoring, & related strategies to improve English language skills Priority 4: · Collaboration with government agencies to meet workforce education needs	\$198,000	Grant period runs through 8/31/19; reporting data specific to FY19 not yet available. Program serves approximately 110 students per semester. FY18 data: · Measurable Skills Gain for participants 56.4% compared to state target of 53% -- 107% of target met · 72% of still enrolled students successfully completed attempted class level and progressed to next level

Funder and Grant Program	Strategic Priorities	Total FY19 Award	Performance Metrics
MA DESE Adult Basic Education Transition to College	<p>Priorities 1 and 3:</p> <ul style="list-style-type: none"> · Instruction, tutoring, mentoring, & related strategies to provide access to post-secondary education, improve success, and decrease achievement gaps <p>Priority 4:</p> <ul style="list-style-type: none"> · Collaboration with govt. agencies to meet workforce education needs 	\$92,233	<p>FY19 data not yet available. FY18 data:</p> <ul style="list-style-type: none"> · 18 students served each semester, and 18 students each received 9 transferable college credits at end of the two-semester program · Five FY18 Transitions graduates enrolled in Massasoit for academic year FY19 and have completed two semesters of coursework in the following programs: <ul style="list-style-type: none"> ○ Business Administration Careers - Accounting ○ Networking Specialist Certificate ○ Diesel Technology ○ Liberal Arts Studies ○ Liberal Arts Transfer – Science
MA DHE: Commonwealth Dual Enrollment Program	<p>Priorities 1 and 3:</p> <ul style="list-style-type: none"> · Early college/dual enrollment courses to improve post-secondary access and success and to decrease achievement gaps <p>Priority 4:</p> <ul style="list-style-type: none"> · Collaboration with area high schools 	\$40,000	<p>FY19 data not yet reported. FY18 data:</p> <ul style="list-style-type: none"> · 44 unique students served in FY18 · Of these, 42 (95%) completed · 22 students (50%) reported minority status; ethnicity unknown for an additional 14 students (32%) · 12 students (27%) reported first generation status; status unreported for other 32 participants

Funder and Grant Program	Strategic Priorities	Total FY19 Award	Performance Metrics
MA DHE: Performance Incentive Fund – Early College Strategies to Enhance Learning	Priority 1: · Professional development for faculty to teach dual enrollment courses and expand OER to dual enrollment courses	\$59,525	FY19 grant period runs through 9/21/19. Projections: · 30 faculty will participate in professional development to improve teaching and learning in dual enrollment courses taught to high school students · 15 of these faculty will incorporate OER into dual enrollment courses
MA DHE: Performance Incentive Fund – 100 Males to College (partnership with Bridgewater State University as lead, Brockton High School & Southeastern Regional VoTech High School)	Priorities 1 and 3: · Instruction, mentoring, & related strategies to improve post-secondary access and success and to decrease achievement gaps Priority 4: · Collaboration with Bridgewater State and area high schools	\$19,489	FY19 grant period runs through 9/21/19. Projections: · 75 minority male mentees projected to be served during FY19 · Ran Preparing for College Math course at Brockton High and Southeastern Regional Vocational Technical High in fall 2018 with 100% pass rate at each

Funder and Grant Program	Strategic Priorities	Total FY19 Award	Performance Metrics
MA DHE STEM Starter Academy	<p>Priority 1:</p> <ul style="list-style-type: none"> · Mentoring, advising, undergraduate research opportunities, and cohort activities (STEM Scholars) to improve success <p>Priority 4:</p> <ul style="list-style-type: none"> · Collaboration with K-12 education and community organizations 	\$265,000	<p>FY19 grant period runs through 9/21/19.</p> <ul style="list-style-type: none"> · Funding supports approximately 15 student research internships per semester; to date in FY19 has funded \$32,926 in student internship stipends · Nine research interns presented research project August 2018 at annual Ecological Society of America conference in TX; students and faculty invited to attend again in KY August 2019 · Research interns made presentations at area K-12 schools and Brockton Community Garden Network meeting · STEM Scholars cohort activities included guest lectures and journal club meetings
MA Executive Office of Ed.: MA Inclusive Concurrent Enrollment Initiative (MAICEI)	<p>Priority 3:</p> <ul style="list-style-type: none"> · Title IX/ADA compliance · Providing inclusive college experience to students with disabilities <p>Priority 3:</p> <ul style="list-style-type: none"> · Partnership with area high schools 	\$54,315	Seven students participated during FY19

Funder and Grant Program	Strategic Priorities	Total FY19 Award	Performance Metrics
MA Association of Community Colleges: Direct Support Certificate Program (DDS)	Priority 4: · Collaboration with govt. agencies to meet regional labor market and workforce education needs	\$36,035	DDS Program is not a cohort model; as per contract, Massasoit is asked to backfill with self-paying, non-DDS students. During FY19, the following courses were run: · Intro to Social Welfare (8 DDS students, 7 non-DDS) · Group Dynamics (5 DDS students, 7 non-DDS students) · Developmental Disabilities (3 DDS students, 7 non-DDS) · Seminar & Field Experience in Human Services (5 DDS students, 10 non-DDS) · Preparing for College Reading II (5 DDS students)
MA Workforce Skills Cabinet – MA Skills Capital Grant: Nursing, Respiratory, CNA, and HHA equipment and installation	Priority 1: · Purchasing and installing up-to-date equipment to improve hands-on learning opportunities and student success Priority 4: · Reciprocal relationships with business & industry partners · Collaboration to meet regional labor market needs	\$494,671	· Nursing and Respiratory labs outfitted with new, updated equipment · New lab established to offer CNA and HHA programs on Canton campus, with expanded capacity to offer these programs on Brockton campus in the future

Funder and Grant Program	Strategic Priorities	Total FY19 Award	Performance Metrics
MA Workforce Skills Cabinet – MA Skills Capital Grant: HVAC	Priority 1: · Purchasing and installing up-to-date equipment to improve hands-on learning opportunities and student success Priority 4: · Reciprocal relationships with business & industry partners · Collaboration to meet regional labor market needs	\$122,347	HVAC lab outfitted with new, updated equipment
Milton Cultural Council: Support for Canton Arts Festival	Priority 4: Annual Arts Festival brings community members to Canton campus and helps promote art and other Canton academic programs	\$100	Arts Festival held on 5/19/19
NSF Scholarships for STEM (S-STEM)	Priority 1: · Scholarship support, mentoring, advising, undergraduate research support, and cohort activities to improve success	\$129,280	· Provided a total of \$55,532 in scholarship assistance to 10 students during FY19 · Provided \$14,898 in STEM research internship stipends · Projected to provide \$454,900 in scholarships to 60 students over 5-year life of grant
Randolph Cultural Council: Support for Canton Arts Festival	Priority 4: · Annual Arts Festival brings community members to Canton campus and helps promote art and other Canton academic programs	\$250	Arts Festival held on 5/19/19

Funder and Grant Program	Strategic Priorities	Total FY19 Award	Performance Metrics
Sharon Cultural Council: Support for Canton Arts Festival	Priority 4: · Annual Arts Festival brings community members to Canton campus and helps promote art and other Canton academic programs	\$100	Arts Festival held on 5/19/19
Stoughton Cultural Council: Support for Canton Arts Festival	Priority 4: · Annual Arts Festival brings community members to Canton campus and helps promote art and other Canton academic programs	\$100	Arts Festival held on 5/19/19
United Way of Greater Plymouth County: Education	Priority 1: · Scholarships for students to enroll in Massasoit's High School Equivalency Program to improve student success and career opportunities	\$7,892	44 students received scholarship assistance and completed course; 4 more are already registered for summer 2019 class
United Way of Greater Plymouth County: Financial Stability	Priority 1: · Scholarships for students to enroll in Massasoit's non-credit, health care certificate programs to improve career opportunities	\$10,358	<ul style="list-style-type: none"> · 15 students received scholarship assistance as follows: <ul style="list-style-type: none"> ○ Home Health Aide: 5 ○ EKG Technician: 4 ○ Medical Interpreter: 5 ○ EMT Basic: 1 · One of Massasoit's students will be honored by the United Way of Great Plymouth County on June 12 as its annual Courage Award recipient after completing Massasoit's EMT Basic certificate program and passing the state EMT exam. He is now employed by Brewster Ambulance and continuing his studies in Massasoit's Paramedic certificate program: United Way Scholarship Success Stories

Funder and Grant Program	Strategic Priorities	Total FY19 Award	Performance Metrics
US Dept. of Education: TRIO Student Success Program	Priorities 1 and 3: · Tutoring, mentoring, & related strategies to improve student success and decrease achievement gaps	\$309,835	<ul style="list-style-type: none"> · 157 students served per year on average · 91% persistence rate vs. 75% goal · 96% good academic standing rate vs. 85% goal · 50% graduation rate vs. 40% goal · 29% graduation and transfer rate vs. 30% goal
US Dept. of Education/MA DESE: Perkins Career & Technical Education (CTE)	Priority 1: · Mentoring & related strategies to decrease achievement gaps · Early college/dual enrollment Priority 4: · Collaboration with industry and govt. agencies to meet to meet regional labor market demand and workforce education needs	\$296,061	Current and projected expenditures for FY19 (ending 8/31/19): <ul style="list-style-type: none"> · \$80,612 for CTE tutors · \$18,128 for CTE advising · \$5,000 for curriculum development (CTIM) · \$4,500 for one dual-enrollment summer session course · \$38,131 for Instructional supplies and materials · \$10,510 for professional development
Total FY19 Grant Awards		\$2,510,221	

APPENDIX D

EVENTS AND TRAININGS FOCUSED ON DIVERSITY AND INCLUSION

September 2018	Presented “When We Know Better, We Can Do Better,” an implicit bias professional development workshop with Rev. Mary Stone.
	Launched online “Sexual Assault Prevention for Community Colleges” training for students.
October 2018	Held “Gender and Gender Identity in 2018: How can classroom spaces work towards inclusion and belonging?” professional development workshop with diversity trainer Dr. Liza Talusan.
November 2018	Hosted “Preventing Harassment & Discrimination,” a professional development workshop with trainer Hamish Blackman.
	Hosted “Hair We Grow,” a candid panel discussion about black hair. Moderated by Massasoit English professor Dr. Rachel Daniel, the panel included professor Deborah Shariff, Chief Diversity Officer Yolanda Dennis, photographer Stace Hamilton, and stylist Dominique Mitchell, all of whom shared hair stories and discussed incidents of discrimination against black hair. This event supported the College’s One Book, One Community programming.
February 2019	“Hiding in Plain Sight” professional development workshop on implicit bias was held with trainer Johanna Wald.
	Presented the 2019 Martin Luther King, Jr. Celebration event for students, faculty, staff, and community members. Dr. David Harris, Managing Director of the Charles Hamilton Houston Institute for Race and Justice, served as keynote speaker.
	Hosted Dr. Glen Prospere, chair of the Massasoit Human Services Department, to present a lecture titled, “Shades of Blackness: The Effect of Prejudice and Discrimination Based on Skin Tone.”
March 2019	Massasoit’s MAICEI program and the ADA Access Committee hosted Dr. Liz Hartmann of Lasell College to present to faculty about Universal Design for Learning.
	Co-sponsored, with the TRIO program, visiting poet U-Meleni Mhlaba-Adebo for Massasoit’s World Poetry Day.
	Sponsored, in collaboration with Career Services, “Opening Doors to Employment Within the Court System,” a panel discussion where court employees from the Brockton District and Superior Courts spoke to students about career opportunities within the MA trial court system.
April 2019	Hosted, in collaboration with the Women’s Resource Center, speaker/activist Ashley Bendiksen, who presented three faculty and staff professional development sessions on bystander awareness as well as a keynote luncheon on healthy relationships.
	Hosted “Masculinity 101,” an open discussion facilitated by Marc Peters, the Assistant Director for Community Engagement at Brown University.

APPENDIX E

PRESS CLIPS JULY 1, 2018 – JUNE 7, 2019

July 2018

Easton Patch – [Easton Fire Welcomes 3 New Firefighters](#) – July 11, 2018

Darien News – [A chat with... Michelle Saldivar, Special Projects Advisor at Building One Community](#) – July 12, 2018

The Herald News – [PASSIONS: Ben Monteiro combines love of art and sports](#) – July 12, 2018

The Herald News – [COACH K: Kraig Kupiec takes baseball job at Massasoit Community College](#) – July 17, 2019

The Patriot Ledger – [Kraig Kupiec named head baseball coach at Massasoit](#) – July 17, 2019

Inside Higher Ed – [New Presidents or Provosts: Clarion U of Pa., Dartmouth College, Franklin & Marshall College, J. Sargeant Reynolds CC, Loyola U New Orleans, Massasoit CC, Notre Dame de Namur U, St. Thomas U \(Fla.\), U of Delaware, U of Louisiana-Lafayette, Vincennes U](#) – July 27, 2018

August 2018

The Greenfield Recorder – [Wendell's Myron Becker has 10 'magical culinary words' that make cooking fun, delicious](#) – Aug. 14, 2018

September 2018

The Patriot Ledger – [COLLEGES: Massasoit to honor retired baseball coach Tom Frizzell on Sept. 13](#) – Sept. 4, 2018

Wicked Local Mansfield – [New firefighters on the job in Mansfield](#) – Sept. 13, 2018

The Patriot Ledger – [Massasoit honors coaching legend Tom Frizzell](#) – Sept. 14, 2018

October 2018

The Enterprise – [COLLEGES: Massasoit women's soccer team gets boost from Whitman-Hanson connection](#) – Oct. 6, 2018

The Enterprise – [STEM extravaganza planned at Brockton Public Library](#) – Oct. 16, 2018

The Enterprise – [Brockton resident and Coast Guard vet honored for decades of service](#) – Oct. 17, 2018

The Boston Globe – [Brockton NAACP to participate in statewide STEM Week](#) – Oct. 18, 2018

The Enterprise – [In 20th year, Jingle Bell Run finds new holiday home at Brockton High](#) – Oct. 19, 2018

South Coast Today – [Massasoit Community College Theatre Company presents 'A Midsummer Night's Dream'](#) – Oct. 23, 2018

The Patriot Ledger – [COLLEGES/HIGH SCHOOLS: Massasoit wins Region 21 title](#) – Oct. 26, 2018

November 2018

Wicked Local – [COLLEGE SOCCER: From England to Massasoit Community College for top scorer Charlie Swann](#) – Nov. 2, 2018

Wicked Local Pembroke – [Acella Construction welcomes new project superintendent](#) – Nov. 6, 2018

WCVB Channel 5 – [Brockton trains for 'worst possible scenario'](#) – Nov. 9, 2018

The Enterprise – [Get your costumes ready – for the 20th Brockton Jingle Bell Run](#) – Nov. 13, 2018

Cape Cod Times – [Cape aid groups help with health care in Honduras](#) – Nov. 25, 2018

Wicked Local Holbrook – [New Holbrook health agent gives it her best shot!](#) – Nov. 28, 2018

December 2018

The Enterprise – [At Massasoit in Brockton, these classes are definitely not by the book](#) – Dec. 6, 2018

Boston Business Journal – [Viewpoint: McDonald's is building Archways to opportunity](#) – Dec. 6, 2018

The Enterprise – [Holy donation! Brockton nuns donate \\$80K to city nursing home](#) – Dec. 12, 2018

The Foxboro Reporter – [Michael Kelleher promoted to fire chief](#) – Dec. 13, 2018

WBUR – [Rethinking 'Remedial' Classes: Instead of Helping Students Catch Up, They Hold Them Back](#) – Dec. 14, 2018

South Coast Today – [Not by the book: Some Massasoit Community College professors opt for free digital texts](#) – Dec. 28, 2018

January 2019

The Enterprise – [Brockton reclaims stadium complex from B21](#) – Jan. 4, 2019

The Patriot Ledger – [First loss for Massasoit](#) – Jan. 10, 2019

The Patriot Ledger – [Child exploitation referrals double in Plymouth County – Jan. 17, 2019](#)

The Enterprise – [Brockton gets new 10-year contract with Comcast – Jan. 25, 2019](#)

Boston Herald – [Bank of America, state announce funding to help homeless](#) – Jan. 31, 2019

Wicked Local Brockton – [Officials shed light on human trafficking in Brockton forum](#) – Jan. 31, 2019

February 2019

The MetroWest Daily News – [Theater: 'American Idiot' musical is ready to rock Norwell – Feb. 2, 2019](#)

The Enterprise – [Anonymous donation funds scholarship for Brockton students](#) – Feb. 9, 2019

South Coast Today – [New Bedford woman who died in crash was nursing student](#) – Feb. 14, 2019

The Enterprise – [COLLEGE BASKETBALL: Sienna and Sierra Johnson of Brockton difference makers at Anna Maria](#) – Feb. 19, 2019

Wicked Local Easton – [Massasoit Theatre Company to present 'Freedom Riders'](#) – Feb. 21, 2019

Wicked Local Brockton – [Rachael Rollins says a DA's power is like no other](#) – Feb. 27, 2019

The Boston Globe – [Freedom Riders, family music, and lost architecture](#) – Feb. 28, 2019

March 2019

Wicked Local Carver – [Massasoit Community College dean's list](#) – March 1, 2019

The Enterprise – [Freedom Riders -- on stage in Brockton](#) – March 6, 2019

The Enterprise – [Massasoit basketball players earn Region 21 honors](#) – March 14, 2019

Hometown Weekly Walpole – [Walpole Library welcomes women's posters](#) – March 20, 2019

Wicked Local Holbrook – [Holbrook's Belezos earns all-conference hoop honors](#) – March 22, 2019

Wicked Local Canton – [Women's labor posters make a stand in Canton](#) – March 25, 2019

The Patriot Ledger – [Massasoit Community College adds volleyball, drops softball program](#) – March 28, 2019

South Coast Today – [Massasoit Community College Theatre Company holding auditions for New Works Play Festival](#) – March 28, 2019

The Boston Globe – [Dancing, music, and a circus of dreams](#) – March 29, 2019

The Enterprise – [Brockton gets funds to plan for life science campus](#) – March 31, 2019

April 2019

The Enterprise – [Brockton's Orlando Vandross headed to the Final Four](#) – April 3, 2019

Wicked Local Brockton – [Five Massasoit students honored in Boston](#) – April 3, 2019

95.9 WATD – [South Shore: Four Massasoit Community College Students Recognized for Academic Excellence](#) – April 4, 2019

Wicked Local Pembroke – [Pembroke officer, veteran Sean Ready to receive VFW National Public Servant Award](#) – April 4, 2019

Wicked Local Randolph – [Randolph coach takes over rejuvenated sport at Massasoit](#) – April 8, 2019

The Enterprise – [Derenoncourt enters race for mayor of Brockton](#) – April 9, 2019

Wicked Local Pembroke – [Pembroke students recognized for various achievements](#) – April 10, 2019

Cape Cod.com – [Cape Cod High School Designated for Pathways Program](#) – April 12, 2019

Wicked Local Canton – [Derenoncourt reaches for ‘American dream’ in mayoral run](#) – April 14, 2019

The Enterprise – [Newcomers to join Massasoit Hall of Fame May 17](#) – April 23, 2019

The Enterprise – [Proposals floated for Brockton conference center](#) – April 25, 2019

Wicked Local Canton – [HVAC degree program returns to Massasoit Community College for fall 2019](#) – April 26, 2019

May 2019

Inside Higher Ed – [Commencement Speakers Announced: Albertus Magnus, College of St. Scholastica, Curry, Farmingdale State, Massasoit CC, Monmouth, Quinebaug Valley CC, San Francisco State, U Maine Farmington, U Maine Presque Isle, U Toledo, Winston-Salem State](#) – May 2, 2019

The Enterprise – [‘You belong in college’ — Brockton program helps men of color achieve dream](#) – May 2, 2019

The Enterprise – [Massasoit to open office at new unemployment building in downtown Brockton](#) – May 9, 2019

Politico – [Massachusetts Playbook - “Massasoit to open office at new unemployment building in downtown Brockton”](#) – May 10, 2019

The Enterprise – [Five Massasoit women’s basketball players headed to four-year programs](#) – May 28, 2019

The Enterprise – [‘Something different at Massasoit’ – 894 graduate in Brockton](#) – May 31, 2019

Wicked Local Mattapoisett – [Tri-town achievers](#) – May 31, 2019

Wicked Local Pembroke – [Pembroke resident honored at Statehouse for college achievements](#) – May 21, 2019

June 2019

The Enterprise – [Speakers share wisdom with Randolph High graduates](#) – June 2, 2019

The Enterprise – [Massasoit golfer Chris McMorrow is back in national golf tournament](#) – June 2, 2019

Wicked Local Stoughton – [SCHOOL HONORS for Canton, Holbrook, Randolph & Stoughton students](#) – June 5, 2019

Wicked Local Pembroke – [Pembroke achievers](#) – June 7, 2019

Wicked Local Bridgewater – [Bridgewater, Raynham achievers](#) – June 7, 2019