

MASSASOIT COMMUNITY COLLEGE
MEETING OF THE BOARD OF TRUSTEES
WEDNESDAY, JUNE 17, 2020
VIRTUAL MEETING
Approved August 19, 2020

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

Absent: Craig Andrade, Eshita Chakrabarti, Marilyn MacDonald, Eval Silvera

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

Roll Call:

Chair Harnais - present

Vice Chair Carroll - present

Secretary Sullivan - present

Bonnie Blackler - present

Eshita Chakrabarti - absent

Deborah Enos - present

Cindy Mack – present

Trustee Andrade – absent

Trustee Silvera – absent

Chairperson's Report

Deferred.

President's Report

President Glickman stated that the college has an active reopening committee which is chaired by Vice President Hess and Chief Cummings, all who are working to ensure a safe reopening and meeting all of the criteria set forth by the commonwealth. Additionally, Dr. Glickman noted that per her evening emails to the college community we have some students on campus currently finishing their spring class work that was not able to be completed remotely.

President Glickman noted that we are still though in the process of determining what the fall semester will look like; however, our summer sessions will be fully remote. She advised that enrollment picked up dramatically noting that the college has been very far behind and now we are actually a little bit ahead for Summer I and Summer II sessions. Currently, we have about 12,000 credit hours which is 100 more than we had last year at this time. She further noted that while it is still early in the cycle, the college is tracking very well for summer. Fall enrollment is down substantially, the college is currently tracking in the mid 20 percent range in negative enrollments. As we discussed at last month's Board meeting, the college projected 10% down for enrollment in the fall. Dr. Glickman added that not all of the academic programs and their respective modalities for fall are ready which is one reason enrollment numbers are down. Once all academic programs are online and available to student to register, we expect an uptick.

President Glickman advised that on the agenda for tonight's meeting is a presentation on the college's marketing outreach and the college's response to systemic racism and protests currently going on around the country. She advised that Yolanda Dennis, Chief Diversity Officer, will highlight some of the initiatives the college is providing to address these issues.

Chair Harnais thanked President Glickman for leading the college during these unprecedented times and he knows that the college is in safe hands. He extended his thanks to the team as well. Chair Harnais also offered his appreciation for the college sponsored College and Community Social Justice Conversation held on June 10th via Zoom. He stated that it was a fantastic event and thanked President Glickman and the team for addressing these tough issues. Chair Harnais also advised that he would like the Board to send out a letter addressing social justice and equity. President Glickman advised that she would be happy to have Sarah Yunits and Yolanda Dennis draft something for the Board to review.

Elected Alumni Trustee Report

Trustee Blackler offered her congratulations to the Class of 2020 and stated that she looks forward to seeing the graduates in December.

Student Trustee Report

Trustee Mack extended his congratulations to the Class of 2020. Additionally, he recognized the faculty and staff who has worked tirelessly behind the scenes making sure our students have what they need to succeed and keeping the lines of communication open to make sure that whatever emotional and academic support the students need is available. Trustee Mack echoed Chair Harnais' statement that President Glickman has done a wonderful job leading us through uncharted territory.

Marketing & Communications Institutional Overview and FY21 Marketing Allocation Request

President Glickman advised that student outreach is crucial for enrollment and the college's success as we work through the COVID-19 response. She noted that the expenditure request is not spent all at once but rather over the course of the year which allows us to be flexible with our marketing campaigns. Dr. Glickman further noted that she is very proud of the Marketing and Communications Team who work tirelessly in a variety of areas, some of which you will see in the presentation this evening.

Sarah Yunits, Director of Communications and Public Relations thanked the Trustees for the opportunity to present this evening. She then showed a video that was recently produced as part of our marketing campaign. Director Yunits stated that she would give a brief overview of the college's marketing and communications activity and then turn the presentation over to James Lynch, Director of Creative Services to discuss our FY20 marketing expenses and the presentation would conclude with Virginia DePina, Director of Marketing who will give an overview of our summer and fall campaigns and the budget allocation request.

Director Yunits explained that marketing activities broken down to four categories: paid, earned, shared, and owned. The earned category covers public relations or media outreach which is handled by Tim Vial, our PR specialist and herself. She then reviewed some of the more significant recent media placements. Director Yunits explained that the owned category consists of our website, any of the content that we generate ourselves, things like students stories any email marketing that we do, our physical campus presence, videos, flyers, T-shirts, sweatshirts, stickers, etc. She added that the new website launched on March 24 it's a fully responsive and mobile platform, which is absolutely critical for our students because we our students primarily access the site on their mobile devices. Director Yunits further explained that the owned category is our internal communications noting that the division spent some of our quarantine time streamlining our email processes. Director Yunits then displayed a video produced by the division with students thanking the faculty and staff for their support during COVID. The final category is paid where will where you'll find the activity undertaken by Rebel Interactive. Director Yunits turned the presentation over to James Lynch, Director of Creative Services.

Director Lynch explained that in FY 20 our paid marketing through our partners at Rebel Interactive was broken out in three categories. The discovery and planning phase involved workshops and focus groups, designed to provide rebel with the necessary insights into our audiences, so they could effectively create marketing strategies. The creative and production costs were allocated to support these strategies and fund the

development marketing and advertising materials. Those efforts included production of video content digital advertising and outdoor advertising, such as electronic billboards and transit ads. The largest allocation in the budget went to the purchase and implementation of the FYI 20 media plan this media plan cover the implementation of traditional and digital media. In addition, Rebel's digital team provided the college with a month to month data analysis and recommendations for campaign optimization based on that data.

Director Lynch then provided some examples of the creative that was developed in partnership with our agency. It includes examples of our rebranding campaign messaging paid digital display advertising and electronic billboards targeting spring 2020 enrollment. He explained that through website analytics, we were able to measure the success of the campaign based on increased in activity in the college's website. He noted that unique users to the website increased 84%, the number of visits increased 139% and the number of page views increased 112%. He then turned the presentation over to Virginia DePina, Director of Marketing.

Director DePina noted that it was obvious that the current situation required significant altering of our plans for summer and fall. She then displayed the campaign that's been running since mid-May targeting students "wherever they are". She advised that our target audiences vary and each ad is specific to that group, we have ads for current students' individuals who are out of work, those looking to build new skills, and visiting scholars from four-year institutions. The audience will receive ads based on activity on Facebook, Instagram, Google search and display, as well as retargeting which are ads that are served to those who have interacted with our website and click the way visiting other websites. For example, if you think about a specific pair of shoes. You've shopped for and they kind of follow you through the internet. Director DePina then showed a commercial that was produced for Comcast cable and You Tube. Director DePina gave an overview of the website metrics and noted that the college switched to a brand-new website in March and the site features a robust search tool that allows users to get to their desired page within one or two clicks. This explains why you will see our page views have lowered, it's likely because people are quickly finding what they're looking for. She advised that to measure the success of our campaign we monitor the traffic on pages that leads to enrollment core search admissions information sessions request for information form submissions and the apply now page, you see that on the right-hand side of the slide. Noting that in the presentation you will see that each page has had a significant increase in visits, noting that the 800% increase in admissions information sessions is an outlier, because this is the first time that all of our admissions information sessions have been offered exclusively online through them.

Director DePina explained that the next section of the presentation will detail the next year's marketing allocation. She stated that for this budget cycle we are requesting up to \$300,000 with the understanding that in this current environment we need to be agile and able to pivot our strategy as necessary. The team plans to bring the majority of graphic design and copywriting in-house and devote some of the requested funds a video tour or other multimedia deliverables that support remote learning for as long as we are in the current situation. This strategy would allow for up to a 25% increase in paid media buying to help edge out our competitors. Director DePina thanked the Board for their time and opened the presentation to any questions the Trustees may have.

Trustee Blackler stated that she understands that the presentation explained precisely how the funds would be allocated but questioned whether the college needed the amount requested given we are in crisis mode [with COVID]. President Glickman responded that while the dollar amount may seem frightening, she reminded the Trustees that the request is up to \$300,000 and is not intended to be spent all at once. Dr. Glickman advised that about half of that money goes towards spring and summer and as we go through the year we can increase or decrease our media spending based on current and future needs. She added that one of the largest benefits to having a marketing firm is the ability to purchase media at a far better rate than we as a college could do it on our own. In the new reality of remote learning, it is imperative that we reach audiences through media advertising, which we are not able to do without the assistance of a firm such as Rebel.

Discussion ensued regarding the amount of the marketing allocation and how much of the allocated dollars goes toward a management fee versus on the product purchased by Massasoit. President Glickman advised that approximately \$34,000 goes to the management fee, the rest of it is media. Ms. Yunits added that the management fee is a percentage of our media spend so if we do not spend the full amount, the total management fee will be lower.

Secretary Sullivan raised concerns that she has been actively looking for Massasoit ads on social media and has not seen any. Realizing she is not the target demographic she specifically searched for Massasoit marketing efforts and did not find them. Trustee Silvera added that he has had just the opposite experience noting that he sees ads for Massasoit everywhere. He added that while the request is a large dollar amount, he feels that the college has the ability to pivot where needed especially given COVID.

Discussion continued regarding paid versus earned advertising. Director Yunits reviewed materials included in the packet and advised that she included some of the articles in particular to demonstrate Massasoit's increased visibility in the community. Further discussion continued regarding the ability to hone in on traffic on the website and how it translates to actual registrations. Currently the college does not have that ability as it does not have a robust CRM (client relationship management) system.

Trustee Enos recommended that quantifying the data in such a way where the college can demonstrate that they received the results they expected through a specific campaign would be very helpful. A lengthy discussion ensued regarding metrics and what the Trustees wanted to see included in the monthly Board packet. IT was agreed that the college would come back to the Trustees in August that will include metrics. Additionally, the college agreed to make sure that any new campaigns would be emailed to the Trustees as they are launched.

A motion was made by Vice Chair Carroll and seconded by Trustee Silvera to approve an expenditure not to exceed \$300,000 over the one (1) year contract period, with the marketing and advertising firm Rebel Interactive Group of Southington, CT to provide and manage integrated marketing and media buying services for Massasoit Community College.

Trustee Enos offered a friendly amendment to the motion adding that the Board approve an expenditure not to exceed \$300,000 over the one (1) year contract period, with the marketing and advertising firm Rebel Interactive Group of Southington, CT to provide and manage integrated marketing and media buying services for Massasoit Community College contingent on monthly marketing metrics being provided to the Board. The motion passed unanimously.

Massasoit Community College Foundation Report

Mr. Grand Pre began his report with the sobering news that the Untied Student Fund has provided nearly \$25,000 in the past several months to students in need due to the COVID-19 pandemic. To date the fund has granted \$33,000 which is typically more than the Foundation awards in a year. He noted that this statistic paints the picture of how hard the student population is being hit with COVID-19. In happier news, the Foundation provided \$35,000 in scholarships that were awarded honors convocation. Mr. Grand Pre concluded his report by announcing that the Foundation will hold its next meeting in July and that there were no cancelled meetings this past year due to a lack of quorum which is quite different from past years.

Massasoit Community College's Response to Addressing Systematic Social Injustice and Racism

President Glickman stated that she is very proud of the work the College is doing to address systematic social injustice and racism. She gave special thanks to Yolanda Dennis, Chief Diversity Officer, for pulling together virtual forum for the college community with external panelists to participate in discussions on racism and social justice and social inequity. Additionally, the College is putting together a course addressing racism and social injustice starting this summer, to be taught year-round, one eligible for non-credit and one for one credit.

Additionally, a black studies certificate proposed by Carine Sauvignon, Executive Dean, is in the works. Dr. Glickman concluded that we want to honor our community and we want to show our solidarity and that that incorporates not only the racial diversity in our campus but the cultural diversity as well. She noted that the community college presidents collectively sent out a letter of support and she sent a letter out to the college community in solidarity. Chairman Harnais added that he would like the Trustees to send a letter of support and solidarity as well. Dr. Glickman advised that she would have our communications team and chief diversity officer draft a letter for the Board's review.

Review of the 2020 – 2025 Strategic Plan

President Glickman noted that included in the packet for the Trustee's review is the draft of the strategic plan. The College is not requesting a vote at this meeting; however, the plan does need Board approval prior to submission to the Commissioner of Higher Education for final approval. Dr. Glickman noted that the College has been working diligently on this process and the goals and strategies incorporated in the plan closely mirror those the Board provided for the President in 2108. President Glickman introduced Mark Simmons and Lydia Camara co-chairs of the Strategic Planning Task Force who provided an overview of the document and the plan.

Professor Simmons provided an overview of the phased approach to the strategic planning process noting that the goals set by the Board were a central theme throughout the collaborative process. Mr. Simmons noted further that it was essential to have the college community involved in the planning process to ensure that everyone in the college community would support the final outcomes of the strategic plan.

Professor Simmons stated that as part of Phase Four of the planning process the Vision Conference was held this past spring where a cross section of the college community met with a purpose of creating a vision of their preferred future. Participants included faculty, students, support staff, enrollment services staff, administrative staff, student leaders, and external community members. The intent was to bring as many different groups together as possible. Based on the concept papers and conferences a preliminary draft of the strategic plan was created. Mr. Simmons added that for the past several weeks, the leadership team has been involved in phase five, creating the current version of the draft that's being presented tonight.

The goals presented in the draft are derived from the board's goals for the President and the goals of the equity agenda set by the board of higher education as presented by Commissioner Santiago. Professor Simmons reviewed the goals, strategies and metrics and Ms. Camara gave an overview of the next steps in the planning process and opened the presentation for discussion and questions.

President Glickman noted that the plan presented is a working document and the College is now looking to the Trustees for their input and feedback. Given that the meeting was running long Chair Harnais suggested that the Trustees discuss the strategic plan in greater detail at the next Trustees meeting or at the trustee retreat.

Secretary Sullivan asked how the Trustees should provide feedback on the strategic plan. Ms. Camara stated that the trustees could email her any changes and she would incorporate those changes in the next iteration of the plan to be discussed at the next meeting noting that the College has a goal of submitting the plan to the Commissioner in September. Discussion ensued regarding how much time the Trustees have to review the plan and when it will be submitted to the department of higher education (DHE). President Glickman noted that the September date is not set in stone and it is crucial that the Trustees have a chance to thoroughly review and weigh in on the plan prior to DHE submittal. Dr. Glickman thanked the members of the Strategic Planning Task Force and the college community for their hard work and collaboration throughout the process.

Consent Agenda

A motion was made by Secretary Sullivan and seconded by Trustee Blackler to approve items 1, 2, and 3 on the Consent Agenda. The motion passed unanimously.

Other Business

The discussion on the Nominating Committee was deferred to a later meeting.

Chair Harnais advised that he would like to have a Trustee Retreat and, if at all possible, have some component of the retreat being held face to face. Chair Harnais requested that Ms. Camara send a Doodle Poll out to the Trustees to identify an agreeable date and time for the retreat.

Public Comments

Massasoit student, Tyler C, thanked President Glickman, Provost Yameen, Dean Dieujuste, and all the faculty and staff who have made this incredibly difficult time more bearable and for keeping the students informed about what is happening on campus. Tyler asked if student clubs would be allowed to meet on campus. Dean Dieujuste noted that some clubs have been meeting virtually and the college is currently working on a plan to address what activities can and cannot be held in person/on campus.

Fee Increase Discussion

President Glickman noted that as the College looks to close the budget gap we are adhering to our guiding principles that the safety and health of our students, faculty, and staff is of paramount concern and that we want to continue to be good stewards of our resources. She added that she had discussions with members of the student leadership regarding a potential fee increase. Additionally, Dr. Glickman advised that the College went to a zero-based budget model so could identify what our basic needs really were and how we build on those

Vice President Mitchell stated that the College is not requesting a vote on the fee increase tonight. Rather, this presentation is to highlight areas of the budgeting process and to discuss how we plan to close the budget gap. Mr. Mitchell stated that the College is going to be about \$3.7 million short of where we were last year. He added that the College is using a budget projection of -10% in enrollment and we are anticipating a 10% reduction in the state appropriation. Vice President Mitchell reviewed the CARES Act funding, spending of reserves, and lastly a potential fee increases as possible budget gap solutions. He noted that again, we're not recommending a fee increases evening, but we will be coming back to the college in July for a vote.

Vice President Mitchell presented an overview of tuition and fees across the community colleges in the commonwealth noting that Massasoit is still the least expensive of all the community colleges. He added that we are not just doing a fee increase blindly, and that we need to fully understand the impacts to our students. From a financial aid perspective, Pell is expected to go up \$5 of credit for next year. In addition, we will set aside as it has become policy 5% of the increase revenues associated with a fee increase toward institutional scholarships which will be close to \$300,000 next year. Mr. Mitchell advised that the fee increase is expected to be somewhere between \$5 and \$8 per credit.

Chair Harnais thanked Vice President Mitchell for the presentation and entertained a motion to adjourn the meeting.

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

Prepared by:



Lydia Camara
Chief of Staff



Ann M. Sullivan
Secretary, Board of Trustees