

MASSASOIT COMMUNITY COLLEGE
REGULARLY SCHEDULED MEETING OF THE BOARD OF TRUSTEES
WEDNESDAY, AUGUST 19, 2020
VIRTUAL MEETING
Approved September 16, 2020

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

Absent: Craig Andrade, Eval Silvera

Call to Order

The meeting was called to order at 1:00pm

Roll Call

Chairman Harnais – here
Vice Chair Carroll – here
Secretary Sullivan – here
Trustee Blackler – here
Trustee Chakrabarti – here
Trustee Enos – here
Trustee Mack – here

Chairperson's Report

Chairman Harnais stated that as the college community is aware, the Board will soon begin the search for a new president. He advised that he has appointed Secretary Sullivan to serve as the Chair of the Presidential Search Committee. Further, Chairman Harnais noted that an email will be sent after the Board meeting with a call for volunteers to serve on the search committee. Mr. Harnais stressed that there is a significant time commitment when serving on the committee. Mr. Harnais concluded that he would entertain a motion for an expenditure not to exceed \$100,000 to hire a search firm for the 2020 presidential Search.

Secretary Sullivan added that the Board will need to approve the formation of a search committee in addition to the motion to hire a search firm and request for expenditure for the search. Chair Harnais recommended making a friendly amendment to the original motion to combine all requests regarding the search into one motion. Secretary Sullivan put forth a friendly amendment requesting that the Board of Trustees approve a motion to launch the formation of a search committee, a motion to approve the hiring of a search firm for the 2020 Presidential Search, and to approve an expenditure not to exceed \$100,000 to hire a search firm for the 2020 Presidential Search.

A motion was made by Vice Chair Carroll and seconded by Trustee Enos to approve a motion to form a search committee, to approve the hiring of a search firm, and to approve an expenditure not to exceed \$100,000 to hire a search firm for the 2020 Presidential Search.

Roll Call

Chairman Harnais – yes
Vice Chair Carroll – yes
Secretary Sullivan – yes
Trustee Blackler – yes

Trustee Chakrabarti – yes
Trustee Enos – yes
Trustee Mack – yes

The motion passed unanimously.

President's Report

President Glickman updated the Board on several activities with which the college has been engaged to allow for re-opening. Dr. Glickman noted that one of the most important things in her role as president and the role of the Trustees is to ensure institutional stability as well as excellence in following our policies and processes. Since March, the college has been operating remotely and as such has been engaged in negotiations for training for faculty so that the college can open for the fall semester. While the costs for training are exceptional, it will position the college well for the upcoming semester so that faculty and staff who are not accustomed to operating remotely can feel more comfortable and be more successful.

President Glickman stated that throughout the entire pandemic she has been communicating with the college community as well as our external community on a regular basis including nightly emails for several months and weekly as we worked to establish an academic continuity committee which morphed over the summer into the reopening committee. President Glickman noted that included in the Board packet is the finalized draft of the reopening plan which is a culmination of many hours of work by the committee whom she thanked for their tremendous efforts. Dr. Glickman noted that members from the AFSCME and MCCC bargaining units have been meeting with the reopening committee and also added that she has received upwards of 100 emails from faculty and staff thanking her and the administration for keeping the college community informed during a very tumultuous time. Furthermore, through the work of the reopening committee the college is working with the City of Brockton and Fallon Ambulance to offer drive through COVID testing at the Brockton Campus (parking lot).

Dr. Glickman noted that the college has established a technology loan program and to help students meet their technology needs. This would not have been possible without the extraordinary efforts of our Foundation who worked with the Bank of America Foundation to secure \$50,000 for student technology needs.

President Glickman discussed the new governance structure and additionally thanked the Trustees for their work on the strategic plan at the retreat earlier in the day. The strategic plan will now be submitted to the Commissioner of Higher Education for review and approval. Dr. Glickman added that as part of finalizing the restructuring of the college that began over one year ago, that the college has been able to create equity among staff and senior leadership. She added that we have been able to modernize and provide opportunity for talent on our staff who we want to retain, and filled vacancies while remaining fiscally conservative. She noted a report from Parthenon that stated that Massasoit is one of the colleges in the commonwealth that is in a strong fiscal position compared to other community colleges in the state. She added that we are working on a very limited budget while maintaining our sustainability, not only in the current year, but as we move forward, given that we are seeing enrollments decrease precipitously across the commonwealth.

Dr. Glickman provided an update regarding the children's center and that at this time the college is not able to move forward with opening the center out of an abundance of caution and that the paramount concern is keeping our faculty, staff, students, and their families safe. President Glickman concluded by stating that the Trustees should be assured that coming this fall, we will have very few people on campus,

there are safety protocols in place, and the college is discussing plans for the spring semester which will soon be announced. Chairman Harnais thanked President Glickman for her report.

Elected Alumni Trustee Report

Trustee Blackler noted that the alumni association has not met since the college has been closed due to COVID. She is happy to work with the Advancement Office so that she can offer Zoom alumni meetings. Paul Grand Pre, Chief Advancement Officer, stated that he would be happy to assist Trustee Blackler.

Student Trustee Report

Trustee Mack said that he has been in close contact with students throughout the pandemic to keep them connected and to gauge what kinds of concerns students have as we move into the fall semester. He advised that students were concerned about what will happen with commencement, professors being understanding of the challenges students are facing as they try to learn remotely. Discussion ensued about various ways the college is addressing student concerns and President Glickman advised that students should feel free to email the Dean of Students or use the President@massasoit.mass.edu email address with any questions or concerns.

Massasoit Community College Foundation Report

Mr. Grand Pre stated that he is pleased to report that the MCC Foundation ended the fiscal year with almost \$1.6 million in cash and investments compared to \$1.3 million last year and that helped us gain support unanimously at the foundation board level to make the \$50,000 grant to help support students access technology. Additionally, that \$50,000 grant will be supplemented by an additional 50,000 from a private foundation managed through Bank of America philanthropic services. So that'll be a great thing for the students. Mr. Grand Pre added that we are receiving a \$20,000 from Bristol County Savings Bank to establish a scholarship fund for incoming students from Bridgewater Raynham High School. This is modeled after the scholarship program that was established to support Brockton high school students. So this should help with recruitment. Mr. Grand Pre concluded noting that the Foundation will have an additional board member who will be up for election at the next meeting bringing the Foundation to 15 members.

Consent Agenda

A friendly amendment was made by Trustee Enos to approve the consent agenda with correction (if needed) to the roll call of the July, 2020 Board of Trustees Meeting. A motion was made by Vice Chair Carroll and seconded by Secretary Sullivan to approve items 1, 2, 3, and 4 on the Consent Agenda. The motion passed unanimously.

Public Comment

Chairman Harnais advised that Mr. Paul Weeden requested to be added to the agenda to address the Board. Mr. Harnais noted that the request has been moved to the Public Comments section of the agenda as the Board requested an executive summary and did not receive one which did not allow for the Board to have any advance information regarding the topic of discussion for today's meeting. Additionally, Chairman Harnais advised that the Board cannot and will not discuss negotiations.

Jared Gilpatrick, Vice President of the Massasoit Professional's Association MCCC, advised that speaking today on behalf of our members are myself and Professor Michael Mezzano will be speaking on behalf of President Weeden who unfortunately could not be here to deliver this presentation today.

Professor Gilpatrick thanked the Board for the opportunity to speak directly with them on behalf of their members. For those of you who are not aware that MPA is an affiliate of the Massachusetts Teachers Association and the National Education Association. We are at the union that represents close to 500 college employees, including around 180 full time faculty and staff members. And I do think it's a positive thing that we're here with you today, since a number of the points have already raised by the trustees and by President Glickman regarding our concerns that faculty and staff have expressed as well I hope to be able to provide a faculty and staff perspective.

To summarize and to categorize what we're here to share with you today is a dominating concern over equity and inclusion. We believe firmly that when significant decisions are made at Massasoit that those decisions should be made without the consistent, input and counsel of our labor representatives; over the past three years, our membership has overwhelmingly begun to feel increasingly removed from major decision-making processes, which impacts the academic integrity of our learning community. We believe these concerns merit, not only the attention of College Administration, but of the trustees as well.

First, we acknowledge some progress here as president Glickman referenced, in late March MPA President Paul Weeden and I began attending regular meetings with Provost Deanna Yameen and Vice President of human resources, Margaret Hess. While our work has primarily been focused on mitigating the effects of COVID-19, it has afforded us the first consistent opportunity in three years to engage in conversation with members of this administration outside the formal bargaining and grievance processes. And to clarify, just one point it was only two weeks ago, we were invited to participate in the final stages of drafting the college's reopening plan. And we really do appreciate the gesture and we understand that it may satisfy bargaining requirements we also recognize just how fundamentally late in the process. Changes occur at the college and too often, [and] our only mechanism for engagement has been in the form of impact bargaining and through the grievance process.

Professor Gilpatrick advised that over the past two years, the number of grievances has become virtually record setting. And while it's true that within our membership, there are divergent opinions and divergent experiences at work. In other words, we are not a monolith. We can objectively say here that for many of our members in general malaise has formed. This past spring semester, a committee within the MPA launched a survey in order to gather data on member perspectives about the workplace climate and Massasoit. We surveyed only full-time faculty and professional staff and we received a nearly 50% response rate. The results offer a picture of what will describe as a working climate that requires improvement one element of our strategic plan in its early phases was termed cultivating a culture of communication. Our survey results indicate that we still have some cultivating to do is 80% of our respondents to the information about organizational and policy changes are not communicated effectively; 80% said that the administration has not been transparent in communicating about its hiring practices; 50% said they cannot count on the prompt response when communicating with members of the administration; and the exclusion of a broader base of faculty and professional staff in decisions that impact their working lives is also a factor. Over 60% of respondents to the survey, do not believe that faculty and professional staff expertise is adequately used in college wide projects. Over 70% of members surveyed believe that the college has become a quote top down institution where decisions are made by the administration without appropriate concern for the impact on faculty in unit professionals. All of this translates to a working climate where anxiety seems to become normalized and 40% of our members feel insecure in their jobs and over 50% of our members feel that their labor and efforts aren't respected by

members of the administration. Over 50% said they do not feel comfortable reporting concerns to members of the administration and that same percentage expressed concerns about retaliation. Since this survey wrapped in May, we believe that concerns have only intensified. We've spent the month since campus closed in March bargaining for minor stipends asking for reassigned time or to get something as simple as an office chair or a printer for our makeshift home offices and we've mostly failed at this and for faculty. We have labored across an unpaid summer to radically transform how we do our jobs for the benefit of our students. Meanwhile, the College Administration has continued to fill high paying administrative positions as with nursing and allied health or they've simply created them sometimes without posting, which is a practice that seems to run counter to our stated goal of being an equal opportunity employer. Trainings for online teaching began just last month, despite the fact that we have advocated for these trainings since early April. All of our fall courses were left to be discovered on the College website, they were not communicated to us. And they've recently implemented a second major reorganization absent membership input and promoted and issued significant salary increases to several administrators. These new raises and promotions were implemented just weeks before the children's Center, which was closed and retrenchment letters were sent yesterday. If we are indeed a student-centered institution, then inevitably we recognize that faculty and professional staff working conditions are student learning conditions. And we should recognize that faculty and professional staff are uniquely qualified to build a student-centered institution. These recent decisions like many decisions across the past three years, seem to only serve a small group on campus. They do not improve conditions for faculty or professional staff or students. They make it harder to maintain academic integrity in our learning environment. We really do appreciate the expressions of gratitude that come to us from members of the administration, and we applaud President Glickman's swift and health focus decision concerning the fall semester. What we require now is a more tangible expression of equity and inclusion, a more formal and concrete avenue for us to determine our working conditions.

The MPA does not post change as a concept what we oppose. And I think what all unions oppose our top down practices changes to our workplace that are not born of collaboration, or a democratic process. We understand that the search for a new president will soon be underway and we also anticipate that a college president is going to make changes, so long as we have and maintain a kind of hierarchy of executives to minister and manage our college, we should also be able to anticipate in good faith, a full-hearted effort to engage and to collaborate with the labor union and all significant decision. What this means for the search for a new president is that we believe there should be adequate by our standards faculty and professional staff representation on that committee. And to speak more specifically on some of these issues and why we feel the need to connect with this board and to start what we hope is a more consistent dialogue.

Professor Gilpatrick then introduced Professor Mezzano, MPA representative for the liberal arts building and a member of the Executive Committee.

Professor Mezzano stated that he wanted to amplify and echo, a couple of elements raised by Professor Gilpatrick and use a couple of specific instances to serve as examples of ways, the administration, in many ways, makes our job as educators in some instances, a little bit more difficult.

Chairman Harnais advised that specific should not be discussed as the Board was not informed prior to this [discussion] which puts us in a situation we have asked for an executive summary that would identify certain issues to bring up individual issues that we cannot address appropriately. Professor Mezzano advised that specific individuals would not be addressed, only broader decisions that have been made.

Chair Harnais advised to go ahead with the presentation but noted that he will limit it should the discussion go beyond the scope of the situation.

Professor Mezzano stated that he wanted to simply reference some resources regarding the Milton Art Museum and then the preparations for fall online instruction, if that would be suitable, and wanted to use these as an example of how difficult that is for faculty to feel included and do feel that decisions involving materials and resources essential for our success as educators how at times decisions are made without our input and leave us in the end with no real recourse.

Professor Mezzano noted that the Milton Art Museum was used in the Canton campus by faculty for the visual arts and the graphic arts department. These were useful to expose students to a variety of mediums and types of prints various textures and colors to be used projects and in their education and the design of visual signs. The Milton Art Museum in particular I think should have been a great source of pride for us, for our college in the last report in the final report of 2017 the, the Commission evaluated our art collections on both Brockton and campus is greatly enhancing campus life and having merit and distinction in enhancing the visual appeal of the institution. So as a public resource, and as a faculty and education resource, faculty in the ESL programs, English as a second language also used a lot of the art collections because of description of visual images objects colors and things like that. It was actually quite helpful for facilitating English grammar and English vocabulary. And the Milton Art Museum was removed. And on March 28 of 2019 when it was gone on that Thursday morning. I had students in my eight o'clock and 9:30 class ask where it went. And I had a student even joke, "I thought we were robbed." When I first saw the empty hallway and as a faculty member, I had no information because we had not been included all of them to be informed that the mill magazine was going to be removed. So with that particular Museum, the faculty saw a reduction in resources and tools that help students be successful without consultation without input and without recourse. And this is the source of some of the concern for faculty. I'll just use one other very simple example in that Professor Gilpatrick had already mentioned it. And in fact, the student trustee mentioned this as well. This is the anxiety that students feel about the preparation level for faculty in the fall faculty are also anxious about this. And how we're going to be presenting our classes I do feel very significant credit must be given to President Glickman and the administration for deciding very early on to cancel to the greatest extent possible face to face courses for the fall. I think it was a good sign at the beginning, and I think obviously recent developments at North Carolina at Notre Dame have proven this to be a very wise decision. The problem from the perspective of faculty, is that a lot of that time wasn't used to ramp up and really prepare, especially for faculty that aren't comfortable with online teaching tools and resources necessary for them to do not just a sufficient or an adequate job but a very good job in preparing online classes for students, there seems to be a lack of appreciation of the intensity involved in preparing types of online instruction, whether in the hybrid form or even the video conferencing form requires a good bit of tweaking. And of particular concern one issue that's been really absent from the administration regarding the fall semester and I've tried in a couple of different circumstances to secure this information as we don't have any idea of what type of support will be available for extracurricular activities for faculty for professional development for social or collegial opportunities and most importantly for student engagement student extracurricular activities I in particular. As primarily an American historian, I really want to help students get involved voter registration voter education doing the vital work that's necessary to prepare our eligible students to vote in November. We haven't been given really any information at all any leads or any details as to how some of those things that would ordinarily occur internal in a normal semester, how we can prepare and provide some of those for our students. I just wanted to provide a couple of examples of how faculty in a concrete way feel somewhat marginalized and left out, in the way in which some of these decisions are made, or the way in which we're empowered to do our best work and to be successful for our students. And I would

like to just point out at the end that ultimately, we're all involved in preparing our students to be not just good workers and neighbors in the future, but also good citizens. I know they are not major problems, but again, it's difficult for some faculty to reconcile that and it's the various reorganizations when we're all concerned to help students succeed. The faculty are in providing the education that the students come to the college to seek and request really more significant and wholesome inclusion, but as Professor Gilpatrick also pointed out, we are very grateful for the opportunity to participate in this hearing and to address you, and I thank you for your attention.

Charmain Harnais advised that the Board appreciates the members for their presentation and that [the Board] is listening.

A motion was made by Secretary Sullivan and seconded by Vice Chair Carroll to adjourn the meeting.

Roll Call

Chairman Harnais – yes
Vice Chair Carroll – yes
Secretary Sullivan – yes
Trustee Blackler – yes
Trustee Chakrabarti – yes
Trustee Enos – yes
Trustee Mack – yes

The motion passed unanimously.

Prepared by:



Lydia Camara
Chief of Staff



Ann M. Sullivan
Secretary, Board of Trustees