

MASSASOIT COMMUNITY COLLEGE  
MEETING OF THE BOARD OF TRUSTEES  
WEDNESDAY, SEPTEMBER 16, 2020  
VIRTUAL MEETING  
*Approved October 21, 2020*

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

Absent: Craig Andrade

The meeting was called to order at 3:00 p.m.

Roll Call:

Chairman Harnais – here  
Vice Chair Carroll – here  
Secretary Sullivan – here  
Trustee Andrade - absent  
Trustee Blackler – here  
Trustee Chakrabarti – here  
Trustee Enos – here  
Trustee Mack – here  
Trustee Silvera – here

Chairperson's Report

Deferred.

President's Report

President Glickman noted that today is Mexican Independence Day stating that she likes to acknowledge important milestones in various cultures. She also reported that the fall semester is off to a relatively smooth start and the college has not seen any unusual student issues with the exception of one student who lost her mother and recently lost her step dad so the we are providing her with the services she needs to help her through this terrible time. Dr. Glickman stated that the faculty and staff have done an exceptional job preparing for the semester and have been working behind the scenes in student-facing ways unlike we have ever done before. She thanked the Campus Police Department, Facilities, the reopening committee, and all who are involved getting the college ready for our students. Additionally, she gave a special thank you to Meredith Whitmore who has been running the call campaigns which have been tremendously helpful in retaining our students. To date, over 12,000 calls have been made to students.

Dr. Glickman noted that the Trustees will receive a budget update from Vice President Mitchell and Executive Director O'Neill noting that when the college did the enrollment projections for last spring we projected a 10% decrease in enrollment and a 10% decrease in the state allocation. The decrease in enrollment has been adjusted to reflect a 20% decline and the state allocation projection remains at -10%. She added that sister institutions some are seeing 25% to 30% decreases in enrollment. Massasoit is currently at -16%, better than projected, which puts the institution in the middle of the pack. The state has not yet released the allocation figures and may be waiting for additional stimulus dollars which may not come until after the election. Dr. Glickman stated that the college was very conservative noting that the [FY21] budget was developed using zero-based budgeting and believes that the college is in a strong financial position even with the significant decrease in enrollment and state funding.

Dr. Glickman feels that one reason the enrollment projections are better than anticipated is because of the call campaign and the student-facing work the college has done to help students be as successful as possible throughout the pandemic.

Continuing students are up by about 12%, new students are down slightly over 18.5% which is consistent across our peer institutions. President Glickman added that the sharp decrease in our minority students (38%), a direct impact from COVID-19, that is of greatest concern to her. The college is working on an accelerated start courses that would start in October and run through the end of the semester. The enrollment numbers will not count toward the census however, 19 courses will be offered which should help increase our enrollment numbers. We will soon begin advertising the accelerated start program which will be on our website. Dr. Glickman gave kudos to everyone involved in getting this program initiated as it was a tremendous amount of work to accomplish in a very short amount of time.

President Glickman advised that Provost Yameen and Christina Alves, Associate Dean for Early College Access, are working the Achieving the Dream, a national organization to participate in a grant for equity work with the Carnegie Foundation. This is very close to coming to fruition. Dr. Glickman, Paul Grand Pre, and Marry Harris recently met with the program director of the Boston Foundation. The best outcome from that meeting is that the foundation is interested in our relationships with the Brockton Partnership and our banking partners, and that they understand that Massasoit does fall within their catchment area. The group discussed possibilities for grants and how to build a stronger relationship with them. President Glickman advises that the college is doing improvements on the nursing simulation lab which was made possible with help from an \$8,000 Perkins grant.

At the August Board of Trustees meeting the issue of the closure of the Milton Art Museum was raised. President Glickman stated that one of the reasons for the closure is because the college was able to establish a student and faculty art gallery in Canton. Currently our faculty coordinator is putting on two virtual shows this semester, one Black Lives Matter and one Women's exhibition from the Haitian Artists Association.

President Glickman reported that 30 of our nursing students will be moving on to the Curry College nursing program and added that this is an excellent partnership through our University Collaborative. Additionally, she thanked Catherine Powers Ozyurt, Interim Dean of Allied Health and Nursing, for securing a new clinical partner for our radiologic technology students. Dr. Glickman concluded her report with an update on the new governance process stating that 111 people from the college community have volunteered to serve in various governance roles. This new process will help break down silos and build communication and shared decision making in a way that the College has not had in the past.

#### Elected Alumni Trustee Report

Trustee Blackler advised that she has reached out to Massasoit peer institutions to garner ideas on how to enhance Massasoit's alumni association. She is working on getting more alumni involved with mentoring and volunteering, among other opportunities.

#### Student Trustee Report

Trustee Mack advised that nominations are currently open for 26 positions on the student senate, nominations will be open until September 23, 2020. He put out a call to any professors who may be on the video conference to encourage their students to apply for the Student Senate. He further advised that in previous years the student senate worked as two units, one in Brockton and one in Canton. Moving forward, the Student Senate will operate as one unit. Elections will be held on September 28 and 29 with the first meeting being held on September 30.

Trustee Mack reviewed activities promoted through Student Life, geared to keep students engaged as we continue in a virtual format. Additionally, he updated the Trustees on the Student Advisory Council (SAC) meeting held on September 8, 2020 where Commissioner Santiago discussed the racial equity plan. Senator Elizabeth Warren was among several distinguished panel members.

Trustee Mack concluded his report by thanking the faculty and staff for their continued support during the pandemic and announced that his application to serve on the OCR Advisory Council was accepted.

#### Foundation Report

Chief Advancement Officer, Paul Grand Pré, was pleased to report that since the last Trustee meeting additional contributions have been made that will assist financial aid for our students, promoting access, retention, and graduation.

The Foundation received a \$50,000 donation from the Balfour foundation to support technology access for students who qualify for CARES Act funding. Mr. Grand Pré thanked the Financial Aid department and Student Accounts who have been working with the Dean of Students office to get funding to students who are in critical need. Mr. Grand Pré reported that the Foundation has agreed to match the grant with another \$50,000 which will provide significant support for our students. Additionally, the Foundation received a \$20,000 donation as the first annual installment from Bristol County Savings Bank to establish a new scholarship fund for students attending Massasoit from Bridgewater Raynham High School. This scholarship was modeled after the Brockton High School student scholarship. He thanked the Grants Department for their hard work obtaining the Balfour Foundation grant and the Bristol County Savings grant. Mr. Grand Pré announced a new scholarship fund to support business students thanking Dean Roggow for his contribution. He noted that the focus of fundraising has been on scholarships for incoming and returning students to assist in the effort of recruitment, retention, and graduation as many of our scholarships have previously focused on outgoing students. Mr. Grand Pré concluded by thanking President Glickman for her assistance with Harbor One Bank who approached the college about establishing a scholarship fund in connection with their social equity journey. This scholarship will be \$25,000 per year for four years.

#### Presidential Search Update

Secretary Sullivan advised that the Request for Proposals (RFP) for a search firm has been sent out noting that the goals from the strategic plan were included in the RFP. She added that the work done by the college on the strategic plan will inform the search process. She reported that the formation of the Search Committee is in process and those who have been chosen to serve on the committee would soon be informed. Secretary Sullivan advised that the next steps once the committee is formed is for the committee to take part in training provided by Human Resources and the Department of Higher Education and retaining the search firm. Secretary Sullivan added that she will provide an update at each Board meeting.

#### Consent Agenda

A motion was made by Secretary Sullivan to approve items 1, 2, 3, and 4 on the consent agenda. Vice Chair Carroll raised a question regarding item number three on the consent agenda, the Human Resources Report. Secretary Sullivan withdrew the motion to approve the consent agenda. Discussion regarding slide number four of the Human Resources report regarding the definition of diversity and tracking progress of diverse employees over time.

Secretary Sullivan put forth a friendly amendment to the consent agenda noting that approval of the agenda was contingent on the College providing additional diversity information in Human Resources report at the October Board of Trustees meeting.

A motion was made by Secretary Sullivan and seconded by Vice Chair Carroll to approve items 1, 2, and 4 on the consent agenda and approve item number 3 contingent on the College providing additional diversity information in the Human Resources report at the October Board of Trustees meeting.

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

The motion passed unanimously.

#### Marketing Metrics Update

Executive Director Yunits reviewed the marketing metrics report for the month of September and provided detail on how spending was allocated across areas such as Google Search, billboard placement, and the upcoming Accelerated Session marketing. Ms. Yunits reviewed the higher education benchmarks used to gauge campaign success and how they identify where the current strategies may need to change. Executive Director Yunits explained that the department has been

looking at the metrics holistically noting that Massasoit's brand awareness seems to be improving and website traffic has increased month over month which is a good indicator that our Spotify and other strategies are driving people to the website. Ms. Yunits reviewed results from the media preferences survey noting that it provides real insight into how we need to be reaching our student population.

#### FY21 Budget Update

Vice President Mitchell noted that included in the Board packet is an update as to where the College is in the process of developing the FY21 spending plan and advised that Executive Director O'Neill would provide the overview. Executive Director O'Neill stated that prior to the lockdown, the College was deep into the budgeting process. In March it became clear that the planning that had been done thus far was not going age well for the remainder of the fiscal year and it was necessary to reboot the budget process. Mr. O'Neill advised that the College used a zero-based budget exercise and cherry-picked bits and pieces of major budget models typically used in higher education to make a hybrid budget model.

Mr. O'Neill stated that they took the data that had already been submitted in the previous process and used that as the basis for moving forward with that data. They asked folks to go back through and to categorize based on priorities. Next, we asked folks to identify items that were contractual and then move on to categorizing required items and anything the College would have a legal obligation to pay. What resulted was a reasonable and conservative estimate of our revenue projection and we realized it was going to be significantly different from what we had worked with up through March at that point. One thing to note in the allocation in this process, we've treated both revenue and expense related to COVID separately in the numbers that we are reporting. Vice President Mitchell clarified that they did not include COVID expenses in the operating fund, because these are being funded outside of the normal operations of college. It is Federal CARES Act money and state GEER money specifically for COVID related expenses.

Executive Director O'Neill then reviewed COVID related revenue and expenses and that no operational funds being allocated to capital projects. Additionally, he reviewed sources of revenue totaling \$46.6 million and payroll priorities. He explained that we are anticipating a 10% reduction in state appropriation and a shift from a -7% projected drop in enrollment to a -10% drop and eventually a -20% projected decline. He advised that the latest enrollment numbers are reflecting a -16%. Executive Director O'Neill continued with the review of projected revenues and expenses and the process by which funds were allocated during this "bridge" year. Discussion ensued regarding how much of the \$46.4M in revenue derived from investment earnings. There were no additional questions or comments regarding the presentation.

#### Public Comments

There were no public comments.

**A motion was made by Trustee Blackler and seconded by Trustee Mack to adjourn the motion.**

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

**The motion passed unanimously.**

Prepared by:



Lydia Camara  
Chief of Staff



Ann M. Sullivan  
Secretary, Board of Trustees