

**MASSASOIT COMMUNITY COLLEGE  
MEETING OF THE BOARD OF TRUSTEES  
WEDNESDAY, MAY 15, 2024  
Louison Board Room, Brockton  
6:10 p.m.**

Attendees: Bonnie Blackler, Eshita Chakrabarti, Tom Carroll, Jim Dunphy, Kacey Hilton-Gilleo, Laura Lawson, Steve Murphy, Eval Silvera, Ann Sullivan, Kate Welch

The meeting was called to order at 6:10 p.m.

Roll Call:

Chair Carroll – yes  
Vice Chair Sullivan – yes  
Trustee Blackler – yes  
Trustee Chakrabarti – yes  
Trustee Dunphy – yes  
Trustee Hilton-Gilleo – yes  
Trustee Lawson – yes  
Trustee Murphy - yes  
Trustee Silvera – yes  
Trustee Welch - yes

Chairman’s Report

Chair Carroll welcomed everyone to the meeting. This will be Vice Chair Sullivan’s last meeting as her trustee position expired. Vice Chair Sullivan has been a staple on our Board for the last nine years and her commitment to the College has been truly impressive. Dr. Carl Kowalski will be sworn in as a Board of Trustee member in June. Dr. Kowalski worked at the college, and we look forward to welcoming him to the Board. May is a very busy time at the College with numerous events. Thank you to all the staff and faculty who make these events so meaningful for our students and their families. President Mitchell and his team will present the Strategic Plan to the Department of Higher Education next month. Work is underway to reorganize Academic Affairs to ensure alignment with the strategic plan. Dr. Gail Gibson Sheffield will present this evening.

Please join us at Commencement on Thursday, May 24 to celebrate our graduates and welcome our keynote speaker, who is also an alum and former Board Chair, Pamerson Ifill, Massachusetts Commissioner of Probation. On Monday, May 20 we will be hosting a Celebration of Life for President Ray DiPasquale.

President’s Report

President Mitchell thanked Vice Chair Sullivan for her commitment to the Board, her work on the Audit & Finance committee and the impact that she has left on campus will be felt for many years. We have hired Ms. Amanda Donovan, Director of Grants, which is an important position as we look for extramural funding. Events on campus included Pride Day, Spirit Games, Employee Recognition, All Campus BBQ, Hip Hop Symposium, and Lavender Graduation. The Women’s Leadership Initiative event included Sheriff Donna Buckley, the first women sheriff in the county. We hosted Secretary Augustus, from the Executive Office of Livable Communities, a listening tour which also included local and state officials. We hosted an Artificial Intelligence Conference where we had numerous colleagues from the MA State community colleges. President Mitchell attended an event at Middlesex Community College where it was announced that the Senate budget includes free community college. We had two PTK students, Camila Consalvi and James Bazile honored at the State House. President Mitchell met with Brockton High School principal, Mr. Kevin McCaskill and they have committed to work together. Dr. Gail Gibson Sheffield will join President Mitchell for a visit to Brockton High School next month. Brockton High School is our number one feeder school. Our summer credit hours are up 33% as we continue to move in the right direction. It is early for fall numbers, but we are up 28% in credit hours.

### Alumni Report

The Alumni association is working on the dissolution of the current Alumni association.

### Student Trustee Report

Trustee Kacey Hilton Gilleo shared that the last Student Advisory Council meeting was held on April 20<sup>th</sup>. Board of Higher Education elections were held for student members with student representatives from UMass Boston, Cape Cod Community College and Bridgewater State University. Our Senate completed student trustee elections and Kacey Hilton Gilleo will remain as our student trustee for the academic year 2024-2025. Student Life held the annual student leadership award ceremony. Odair Silvestre, Chelsea Mukuria and Allyson Petta were awarded the Massasoit Key Award. The Senate updated its constitution and will have four returning seniors and have started recruiting for the fall. Student Life held a celebration on the last day of classes which included an ice cream truck in conjunction with the Veterans Club cornhole event. Presidential Student Ambassadors and Student Senators have been participating in the Dean of Students open forum and were excited to meet the final candidates. The Student Senate office and conference room, a gathering place for Student Senators, is being renovated with new paint, furniture and electrical work.

### Consent Agenda.

**A motion was made by Trustee Chakrabarti and seconded by Trustee Welch to approve items 1, 2, 3 and 4 on the Consent Agenda.**

### Roll Call:

Chair Carroll – yes  
Vice Chair Sullivan – yes  
Trustee Blackler – yes  
Trustee Chakrabarti – yes  
Trustee Dunphy – yes  
Trustee Hilton-Gilleo – yes  
Trustee Lawson – yes  
Trustee Murphy - yes  
Trustee Silvera – yes  
Trustee Welch - yes

**The motion passed unanimously.**

### Presentation and recommendation that the Board of Trustees approve an expenditure not to exceed \$675,000 for the Integrated Marketing Services

Executive Director of Marketing & Communications, Alex Villanueva, is seeking approval of a \$225,000 annual expenditure for our marketing services contract. The contract is a renewal for three years for up to \$675,000 total investment. This is included in the proposed FY25 spending plan which is presently under development. The current bid process is underway, and our goal is to begin work on July 1. Vice President of Student Services & Enrollment, Ruben Barato, added that the foundation for the marketing contract includes the College's Strategic Plan, the Strategic Enrollment Management's Plan's framework, and the Strategic Enrollment management plan's objectives. The integrated marketing service will be vital in enabling us to increase inquiries, grow our perspective pool, which will lead to more applications and conversions to matriculated students. It will facilitate increasing our target populations that include critical student demographics and its constituents. Integrated marketing services will assist us in spreading our college identity to the targeted community. It will differentiate us from our sister community colleges, our regional competitors, so that our current prospective students perceive us for the multifaceted institution that we are. Utilizing the framework of our enrollment plan through the students four main stages, connection, entry, progress, and completion we will focus on connection and entry. The goal in the connection phase is to encourage new students to apply in a timely manner, secure their necessary financial aid, and begin to develop a plan for college and career. The hope is the integrated marketing service will enable us to provide consistent communication for students to attend their mandated advising and other services. By 2029 we will increase the number of admitted applications by 10%,

increase overall enrollment to 6,000, increase overall combined credits (fall & spring) to 100,000, increase fall to fall institutional retention rate by 5% to at least 60.5%, increase the retention of all new students by 8%, increase degree completion by 15%, increase the number of post completion transfers to 10% and close the equity gaps to increase first to second semester retention of disproportionate impacted groups by 2.5%. Alex Villanueva stated the goals of the new contract include increasing institutional brand awareness, increasing inquiries, applications and enrollment of targeted students, generating leads that convert to applications and enrollments, and increasing awareness among those who influence traditional students' college choice. We have set these goals and moved them into the scope of the contract. The majority (70%) of allocations pays for advertisements on Google, social media, and other digital platforms (including agency commission). The expanded plan development and implementation supports developing and budgeting annual/semester based digital marketing campaigns and includes work to improve the college website and direct email campaigns. The robust assessment will include monthly reports and additional quarterly reports. The marketing mix includes digital advertising, website, email, organic social media, billboards, public radio, direct mail, and public relations. The result of these is to support enrollment increases in Fall 23 and Spring 24, increasing enrollment among non-traditional students, increasing engagement/RVSPs at enrollment events, increasing engagement/clickthrough across digital ads, improving website experience and improving post-inquiry engagement.

Chair Carroll asked who is our current vendor and is the \$225,000 the entire marketing budget of which the vendor will work with you to manage? Mr. Villanueva responded that our current vendor is Five Horizons Digital and yes \$225,000 is allocated for the use of the agency. The \$675,000 vote will cover us for the next three years. We do have an option to exit the contract after year one.

**A motion was made by Vice Chair Sullivan and seconded by Trustee Blackler to approve an expenditure not to exceed \$675,000 for the Integrated Marketing Services**

Roll Call:

Chair Carroll – yes  
Vice Chair Sullivan – yes  
Trustee Blackler – yes  
Trustee Chakrabarti – yes  
Trustee Dunphy – yes  
Trustee Hilton-Gilleo – yes  
Trustee Lawson – yes  
Trustee Murphy - yes  
Trustee Silvera – yes  
Trustee Welch - yes

Presentation of Academic Affairs alignment with the Strategic Plan by Vice President Gail Gibson Sheffield

Trustee Murphy stated that he was happy to see the Administration and Faculty working together for the benefit of our students.

President Mitchell added how impressed and grateful he is of the collaborative nature with administration and faculty. He has committed with colleagues and union leadership through the impact bargaining process to listen, respond to the wonderful feedback from the multiple listening sessions and to continue the dialogue. Impact bargaining is when the institution looks to make a significant change. In this case it is talking about the reorganization of some of the academic departments. It was President Mitchell's decision to impact bargain with the union with the commitment to come to the table, listen and get input.

Dr. Gail Gibson Sheffield, Vice President of Academic Affairs stated some of the questions that came out of the listening sessions. In the spring of 2023, there was a charge to the College from the Trustees and the State that the next strategic plan would include academic innovation, enrollment strategies, equity agenda, employee excellence and organizational excellence. We launched the start of strategic plan in the fall of 2023 with a cross-sectional team. Within the plan, there was a call for organizational and employee excellence, specifically strategy 2. "Assess, optimize, and communicate college organizational structures and responsibilities. The idea being that we would align our organization structure to better address and meet the goals of the strategic plan". That meant an organizational

structure that was meant to optimize communication and collaboration to facilitate the strategies defined in the academic plan. We are doing this now because the plan is so much bigger than the organizational structure. We are looking to be able to increase enrollment in different sectors. We do that by ensuring we are offering the kinds of programs that our students want and engaging students in manners that make sense to them across different demographic groups. By next year we want to offer academic programs with economic and cultural community growth. We also need to look at our operational effectiveness around whether our curriculum, policy and the process presents barriers to students or presents opportunities for them to get through college within an appropriate amount of time and meet their goals. We want to engage students in new ways, and for academics to contribute to that engagement, not only by developing strong curriculum but also co-curriculum opportunities and delivering curriculum across modalities, scheduling, and opportunities that fit those demographic needs. In 2026, we will have the opportunity to assess how we are doing with all these strategies through our NECHE self-study. The organizational structure should provide us with a shared vision by division, so that we can collaborate and build out by division all the expectations of the academic plan. We got together last fall after launching these conversations and thought about what if our academic divisions were organized, based on unified principles and epistemological purpose. Currently we have very closely related programs existing in different divisions, which makes it very hard to communicate the direction and how those programs fit together. Along with the Academic Deans, we had brainstorming sessions and it led us to think about those unifying principles.

Recommendation that the Board of Trustees approve the sabbatical leave for Spring 2025 to Associate Professor Drew Dunphy and Professor Robin Peery

President Mitchell is excited to be able to offer two sabbatical leaves for the Spring 2025 semester. We have two strong proposals, and he is excited to see what they will bring back to the institution.

Dr. Gail Gibson Sheffield, Vice President of Academic Affairs shared her excitement to recommend Associate Professor Drew Dunphy and Professor Robin Peery for sabbatical leave in the Spring of 2025 to research. Professor Dunphy plans to research the adjunct faculty on needs, best practices and how we can assist with training opportunities. Professor Peery continues to be an advocate and leader for LGBTQIA+ community. He plans to develop a document of resources that Faculty can freely integrate into their courses.

Professor Dunphy added that currently 80% of Massasoit faculty are part-time. With the advent of free college that percentage is very likely to increase. His sabbatical will include how we can not only support and empower our part-time faculty but how we can engage and connect them with their academic departments. Professor Peery added that he plans to research contemporary pedagogy and methodologies of inclusion in the classroom. Chair Carroll welcomes both professors to come back and present to the board on their sabbatical in the fall of 2025.

**A motion was made by Trustee Dunphy and seconded by Trustee Chakrabarti to approve the sabbatical leave for Spring 2025 to Associate Professor Drew Dunphy and Professor Robin Peery.**

Roll Call:

Chair Carroll – yes  
Vice Chair Sullivan – yes  
Trustee Blackler – yes  
Trustee Chakrabarti – yes  
Trustee Dunphy – yes  
Trustee Hilton-Gilleo – yes  
Trustee Lawson – yes  
Trustee Murphy - yes  
Trustee Silvera – yes  
Trustee Welch - yes

**The motion passed unanimously.**

**A motion was made by Chair Carroll and seconded by Trustee Lawson to adjourn the meeting at 7:10 p.m.**

Roll Call:

Chair Carroll – yes  
Vice Chair Sullivan – yes  
Trustee Blackler – yes  
Trustee Chakrabarti – yes  
Trustee Dunphy – yes  
Trustee Hilton-Gilleo – yes  
Trustee Lawson – yes  
Trustee Murphy - yes  
Trustee Silvera – yes  
Trustee Welch - yes

**The motion passed unanimously.**

**Recorded by:**



**Cori Foy  
Recording Secretary**



**Thomas E. Carroll  
Chairman**