

**MASSASOIT COMMUNITY COLLEGE
MEETING OF THE BOARD OF TRUSTEES
WEDNESDAY, JULY 17, 2024
Virtual
6:00 p.m.**

Approved September 18, 2024

Attendees: Bonnie Blackler, Tom Carroll, Jim Dunphy, Kacey Hilton-Gilleo, Carl Kowalski, Eval Silvera, Kate Welch
Absent: Eshita Chakrabarti, Steve Murphy

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

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Blackler – yes
Trustee Hilton-Gilleo – yes
Trustee Kowalski - yes
Trustee Silvera – yes
Trustee Welch - yes

Chairman's Report

Chair Carroll welcomed everyone to the meeting and specifically welcomed our newest Board of Trustees member, Dr. Carl Kowalski. Dr. Kowalski has a rich history with the College. He worked at Massasoit for over fifteen years, and we are fortunate to have him on our Board. Although we had to end the Commencement ceremony early due to inclement weather, the speeches made by all including our student speaker, Odair Silvestre and our keynote speaker, Mr. Pamerson Ifill, Massachusetts Commissioner of Probation, reminds us all how great Massasoit is. Chair Carroll commended the staff and faculty who worked behind the scenes to plan and deliver three separate Commencement ceremonies for students and their families to celebrate. Prior to Commencement we came together to celebrate the life of President DiPasquale. It reminded us of all the great things he did during his short tenure here at the College. As you know, this is a challenging time in higher education. We continue to see local colleges close suddenly. The Commonwealth continues to invest in higher education with a focus on community colleges. The team has done a terrific job on the strategic plan and has put together a spending plan that invests in this plan. As a follow up, Chair Carroll will send the Board articles from the Boston Globe that talk about the challenges facing higher education.

President's Report

President Mitchell welcomed everyone to the meeting and echoed Chair Carroll's statement on Commencement. Over the past ten years, private higher education schools have closed, and it has been stated that there is doubt about the value of a degree. We are concerned about the downturn that will eventually come from the Commonwealth, which would mean less resources for the college. Ten years ago, the team at Massasoit identified the demographic cliff and realized that we needed to start planning. The plans were to ensure that Massasoit was well positioned financially. Once COVID hit, that exacerbated things and the demographic cliff came much sooner than anticipated. It is important to note that the COVID money we received from the Federal government was \$25M. More than half of that went directly to our students, and the remaining funds were expenses associated with COVID. Our institution used the funds for a one-time expense which was not built into our base and when the money expired, we were still in a good financial position. Currently, we have a strategic plan with measurable outcomes, strategies, goals and objectives that has been approved by the Department of Higher Education, Board of Higher Education and the Massasoit Board of Trustees. We are investing in the workforce as part of the strategic plan because we realize that traditional college age students are not our growth opportunity. We are improving our facilities with the \$52M project, we have an academic reorg to better position ourselves to align our academic programs, and we are working on increasing retention. We are on the front end of the demographic cliff. We are well positioned financially, organizationally and from a planning perspective to meet the challenges that we have ahead of us.

Student Trustee Report

Trustee Hilton Gilleo attended the Board of Higher Education meeting which was full of farewells and end of business items. She is happy to report that the Senate office has been completed with new furnishings. The Presidential Student Ambassadors have been instrumental in the in-person Orientation sessions meeting new students. Trustee Hilton-Gilleo has been part of the Participatory Action Research (PAR) project over the past year and continues to have conversations with Dr. Tara Gully-Hightower, PAR students and staff. This project provides raw data on international students as well as focusing on the barriers and needs of international and ESOL students. It was extensive research which included surveys, interviews, workshops and listening sessions with the students.

Advancement Report

Ms. Margaret Downey, Director of Advancement, stated that the Advancement team is busy planning the golf tournament scheduled for Monday, September 30 at Thorny Lea Golf Club in Brockton. Currently there are five sponsors, 10 tee sponsors and over 100 golfers attending the tournament. We are currently seeking a \$10,000 tournament sponsor along with \$5,000 award sponsors. In other Advancement news, Trustee Hilton Gilleo along with the Advancement team developed and sent their first annual fund letter. We received \$10,000 from an anonymous donor. The Advancement team continues to reach out to our Alumni and to revamp our scholarship process to get the funds in our student's hand faster.

Consent Agenda.

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

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Blackler – yes
Trustee Hilton-Gilleo – yes
Trustee Kowalski - yes
Trustee Silvera – yes
Trustee Welch - yes

The motion passed unanimously.

Update of the Strategic Plan by Dr. Gail Gibson Sheffield, Vice President of Academic Affairs and Workforce Development by Dr. Carine Sauvignon, Associate Vice President of Workforce Development and Strategic Partnerships

Dr. Gibson Sheffield reported that the Strategic Plan was approved by the Commonwealth on June 11, 2024, which means we can start doing and living our plan. We are doing a variety of things on campus to remove student barriers. We will be spending the summer as a retreat time to hone the academic vision in each of our new divisions and to use that vision to filter through our programs and certificates. We are making a much bigger effort in Continuing Education and Community Engagement, which focuses largely on our non-credit offerings. This area will continue to be led by Dr. Pamela Witcher who has done an amazing job. We are developing a new department on Workforce Development and Strategic Partnerships which will be led by Dr. Carine Sauvignon.

Dr. Carine Sauvignon thanked the college for the vision that is now being moved forward. Within this division, the goals are to (1) align investments in workforce, education, and economic development to respond to regional growth (2) conduct research centered around the job index and unemployment rate to monitor economic and workforce trends (3) align workforce resources with the needs of the local economy through the development of career pathways (4) collect and analyze labor market information that informs the College of the direction for education programming (5) effect positive social impact in our region by sharing innovative thinking and approaches with the inclusion of diverse voices and expertise. How does this impact the State economy? In 2019, the last of the baby boomers reached age 55 and transitioned into age groups with a much lower labor force participation rate. The labor force participation

rate for all workers (age 16 and over) is projected to decline to 61% in 2026. There will be a 24% decline of folks in the age 65 and over category that will increase our economic deficit. To foster stronger economic growth in the future, the South Shore region needs to align the education of its labor force to meet the demands of the region's employers. There are three major categories that we address in our programming: Healthcare, Manufacturing, and Transportation/Logistics/Warehousing. We will need to identify where these positions live and what credentials they are looking for so that we can build the pipeline for our employee partners, and work with the four-year institutions to build that employment sector for our State and our region. The Future of Work Institute is where the work will take place to identify the best practices, develop innovative programs and to serve as an institutional liaison. The goal is that there will be a collaborative effort between industry partners and employer partners to recognize where the gaps will be in the next five to ten years. Currently, we are working with the Department of Energy Resources in attacking the Governor's climate tech initiatives. We will work with construction, education and healthcare to identify those renewable programs that will help sustain the economy and help provide better climate control within our State. We are the only institution in the State that offers the Diesel program and have partnered with the Department of Corrections, Eversource, and Milton Caterpillar. We are looking to engage with CDL training, electrification, welding and revamping our HVAC program. Also, within the division we are maintaining the correctional education and returning citizens program. We have built partnerships with the Department of Corrections, regional House of Corrections, Probation, Parole and community-based reentry service center to assist returning citizens with their transition back to society. These relationships include education pathways for soon-to-be-released individuals in CORI friendly careers with high demand. Within this division, we have what is formerly the Women's Leadership Initiative now rolled into the Center for the Advancement of Business Leadership and Entrepreneurship. Within this umbrella we will continue to provide Women's Leadership Initiative, the Entrepreneur in Residence Program which will provide new entrepreneurs resources and mentorship to be able to build their business and the Entrepreneurial Center which will be a resource for those who have existing businesses that need more guidance and to provide professional development opportunities. In the Women's Leadership Initiative, we will continue to highlight women in higher education, banking and business leadership roles. The goal is to create an annual conference in the spring to provide workshops to include resume building, interviewing techniques, salary negotiations, networking and building mentorship. Dr. Gibson Sheffield added that because we have this new initiative that's focusing on what's next, on tying us to the State, that information can come back and strengthen all our existing programs. This is a critical part of the whole team that we are putting together in Academic Affairs. President Mitchell added that Dr. Sauvignon is now part of his Cabinet team.

Presentation of the Proposed Fiscal Year 2025 Spending Plan and recommendation that the Board of Trustees approve the Proposed Fiscal Year 2025 Spending Plan of \$53.8 million by William O'Neill, Vice President of Administration/CFO and William Mitchell, President. (vote needed)

Vice President of Administration/CFO, Mr. William O'Neill proposed the FY25 spending plan of \$53.8M which is a \$7.4M increase over FY24. This is driven by retro collective bargaining, enrollment performance, and projected FY25 collective bargaining. Our enrollment projection is 90,886 credit hours, which is up by 9,000 over last year (+8.52 in Fall and -0.87 in Spring). There are no fee increases and this is the third year in a row that our fee structure has stayed the same. The State appropriation covers the full-time payroll expense projection. The process is a zero-based budgeting exercise that is priorities driven and built with data and expressed priorities from the College. We roll forward the existing full-time payroll. Any new or vacant positions will go through a critical needs assessment to ensure that they meet with the priorities of the College. As we get into our allocation, we are seeking to match the strategic allocation to match expressed priorities. The strategic plan and the budget development were processed so that they were operating in parallel. A change in the allocation for this year is that we have allocated operating funds to capital projects. The FT budgeted payroll for FY25 is \$29.3M which is \$3M more than FY24.

A motion was made by Vice Chair Dunphy and seconded by Trustee Welch to approve the Proposed Fiscal Year 2025 Spending Plan of \$53.8 million

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Blackler – yes

Trustee Hilton-Gilleo – yes
Trustee Kowalski - yes
Trustee Silvera – yes
Trustee Welch - yes

The motion passed unanimously.

That the Board of Trustees amend the March 20, 2024, Board-approved amount of \$1,617,289 with an additional amount of \$287,655 for a total of \$1,904,944 for Construction, Furniture, Fixtures & Equipment, General Conditions, OH, Bonds & Testing Costs, and Contingency Costs related to the creation of the new campus police station on Massasoit's Brockton Campus. (vote needed).

Vice President of Administration/CFO, Mr. William O'Neill, stated that in March 2024, the Board approved the renovation plan for the police station. As we moved through the schematic design into a detailed design, we learned that two components of the plan would cost more than was initially projected. One component is an independent generator, independent power source and the second component was an HVAC concern. Those two components drove the increase of \$287,655. We are prepared to utilize State deferred maintenance funds so the impact of the project on the operating budget remains \$1.6M and we will use state funds to cover the difference. Nothing has changed in the scope of the project.

Chair Carroll asked if this is in the spending plan? Vice President O'Neill stated that the \$287,655 will not be because it will come from the State deferred maintenance fund. The \$1.6 is in the spending plan.

Trustee Silvera asked how confident do you feel that this is it for \$1.9 and you will not go over again? Vice President O'Neill stated that at this stage for what we are doing and what we know of the facility and how it needs to change, \$1.9 is the number.

Chair Carroll asked that if we did have to open a wall or something to that effect is there additional deferred maintenance funds available so that it does not impact the 25 spending plan? Vice President O'Neill responded that we do have plenty of deferred maintenance funds. President Mitchell reminded everyone that this was a result of a bidding process.

A motion was made by Vice Chair Dunphy seconded by Chair Carroll that the Board of Trustees amend the March 20, 2024, Board-approved amount of \$1,617,289 with an additional amount of \$287,655 for a total of \$1,904,944 for Construction, Furniture, Fixtures & Equipment, General Conditions, OH, Bonds & Testing Costs, and Contingency Costs related to the creation of the new campus police station on Massasoit's Brockton Campus

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Blackler – yes
Trustee Hilton-Gilleo – yes
Trustee Kowalski - yes
Trustee Silvera – yes
Trustee Welch - yes

The motion passed unanimously.

Recommendation that the Board of Trustees approve an expenditure of \$390,000 for a three-year agreement with a managed detection and response service by William Morrison, Chief Information Officer. (vote needed).

Vice President of Administration/CFO, Mr. William O'Neill, reported that Arctic Wolf is a 24/7, 365 managed detection and response service that was brought to the Board fourteen months ago. We entered into a consortium agreement with nine other schools, and we wish to continue the service to a three-year commitment with Arctic Wolf. The Higher Ed

Cybers Security Coordinating Committee is a great example of public higher education sharing knowledge. We have been pleased with our 14-month experience with Arctic Wolf and we are looking to go ahead and continue a three-year agreement and will be written in subsequent budgets for the additional two years after this year.

Chair Carroll voiced annually at \$130,000? Vice President O'Neill responded yes.

A motion was made by Vice Chair Dunphy and seconded by Trustee Welch to approve an expenditure of \$390,000 for a three-year agreement with a managed detection and response service

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Blackler – yes
Trustee Hilton-Gilleo – yes
Trustee Kowalski - yes
Trustee Silvera – yes
Trustee Welch - yes

The motion passed unanimously.

Other Business:

Chair Carroll introduced our newest board member, Trustee Carl Kowalski. Trustee Kowalski worked at Massasoit in which he held many positions and valued his time at the College. Trustee Kowalski was on the original committee that formed the Latch program. He would like to acknowledge several people with whom he worked with. Mr. Ken Anania was on his search committee, Mr. Richard Nagel and Mr. Bob Hilton organized over 25 travel groups during the spring and Bob Bowers organized a radio classic program. He also mentioned Ms. Michell McNulty, town council for the town of Whitman, whom Trustee Kowalski has worked with for twenty years.

Trustee Blackler recommended the Presidential search as an agenda item at an upcoming board meeting. Chair Carroll suggested we discuss the presidential search in October when the full board will be at the meeting.

A motion was made by Chair Carroll and seconded by Trustee Kowalski to adjourn the meeting at 7:31 p.m.

Roll Call:

Chair Carroll – yes
Vice Chair Dunphy – yes
Trustee Blackler – yes
Trustee Hilton-Gilleo – yes
Trustee Kowalski - yes
Trustee Silvera – yes
Trustee Welch - yes

Recorded by:

Cori Foy

**Cori Foy
Recording Secretary**

Thomas E. Carroll

**Thomas E. Carroll
Chairman**