



Middlesex Community College

OFFICE OF THE PRESIDENT
DR. JAMES C. MABRY

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BOARD OF TRUSTEES ***Minutes of the Meeting – Thursday, January 31, 2019***

I. CALL TO ORDER:

The meeting was called to order by Chairman Campbell at 8:07 am. The Chairman welcomed all to the meeting.

Roll Call - In Attendance

James J. Campbell
Stephanie Cronin
Dr. Linda Banks-Santilli
Laurie Elliott

Bopha Malone
Steven C. Iem
Bridget Byrne

Dr. Cheryl Howard
Alec Belanger
Annie O'Connor

II. OLD BUSINESS

A. APPROVAL OF THE MINUTES FOR DECEMBER 4, 2018

The minutes of the meeting held on December 4, 2018, were presented for approval. With a motion by Trustee Elliott, seconded by Trustee O'Connor, the minutes from December 4, 2018 were approved unanimously.

III. NEW BUSINESS

A. Personnel (Board Action Required):

- 1) P-1359-2019 Approve the appointment of the following Staff Members in accordance with the MCCC/MTA Agreement.
- 2) P-1360-2019 Approve the appointment and retirement of the following Staff Members in accordance with the AFSCME- Coalition I Agreement.
- 3) P-1361-2019 Approve the appointment and resignation of Staff Members in accordance with the Non-Unit Professionals Personnel Policies Handbook.

A motion was made by Trustee O'Connor seconded by Trustee Malone to approve Personnel Actions P-1359-2019, P-1360-2019 and P-1361-2019. The motion passed unanimously.

III. NEW BUSINESS CONTINUED

B. Chairman's Remarks:

- 1) Chairman Campbell gave highlights of the Mabry Soup Fest which took place on January 27, 2019. Chairman Campbell explained the scholarship benefits students both current and previous. He offered praise for the event and the mentioned the accomplishments of the current and past recipients. Chairman Campbell reminded the Board of the Department of Higher Education Statewide Trustee's Conference on March 28, 2019. He asked all Trustees to consider attending the conference as it is a great way to connect with other community college Trustees and hear about current topics such as higher education legislation. Chairman Campbell reminded Trustees of the tour of the health facilities taking place once the meeting adjourns. Chairman provided Trustees with a letter he recently received from the Commissioner of Higher Education, Carlos Santiago, regarding President Mabry's performance evaluation for academic year 2017-2018. Chairman Campbell reviewed a couple of brief comments made by the Commissioner including commending President Mabry for his analytical approach to managing MCC, and President Mabry's accomplishments over the past year. The Commissioner recommended the maximum allowable increase based on President Mabry's performance in 2018. Chairman Campbell responded to Trustee's question in relation to the current year evaluation.
- 2) Student Trustee, Bridget Byrne gave an update of the Student Union Government Association (SUGA) which has a new President, Morgan Mayo. Morgan Mayo serves on the State's Open Educational Research (OER) task force. Bridget Byrne commended Morgan and Dual Enrollment students for their ability to take on challenging tasks. Kirsten Pudsey is new Vice President representing the Bedford Campus and is also an advocacy leader with Every Voice Coalition. Student Trustee Byrne explained future events led by Every Voice and the anticipated participation of MCC students and staff. Student Trustee Byrne explained the spring semester will focus on mental health as March is Mental Health awareness month. Ms. Byrne and Assistant Dean of Students, Rebecca Newell, are creating an advocacy tip sheet to help students identify their problems how to seek resolution. Training will also be provided on the tip sheet as well as providing the appropriate staff member who can provide assistance. Dean of Students, Pam Flaherty, mentioned that the sheet is used in her area as well. All Trustee questions around the subject area of student support were answered. Trustee Elliott ask if there is resources for staff who help students.

C. President's Remarks:

- 1) President Mabry informed the Board that he meets with each new full-time staff stating MCC hires the brightest, and most experience staff. President Mabry updated the Trustees on the five priorities from the strategic plan and reviewed the work that has been completed throughout the College.
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C. President's Remarks Continued:

Reimagine student spaces: with the help of an optimization task force, co-chaired by a faculty member and an administrator, redesigned/refreshed twenty-three classrooms last summer – fifteen more spaces have been identified and scheduled to be refreshed over the summer. President Mabry reported a senior faculty member approached him about how happy faculty were with their refreshed classrooms. The Cowan Center will soon house a Student Lounge and facilities will also be refreshing student lounges and gathering spaces across the colleges allowing students to work and relax. This initiative is being led by Chief Administrative Officer, Colleen Cox. Summer projects will include a large overhaul of the dental labs and beginning work on the biotech labs, upgrading and reconfiguring of the parking lot in front of the Cowan Center and behind the Federal Building making it safer, ADA accessible and accommodating to all modes of transportation.

Enrollment management: plans to address current enrollment challenges will be led by Provost Sisson. A Customer Relation Management (CRM) system will be brought on via a federal grant. President Mabry explained how the CRM system will help MCC recruit, attract, and manage students from the first point of contact. Trustee Belanger questioned the product choice and the funding support. Assistant Dean of Admissions, Jillian Freitas-Haley and President Mabry answered questions stating there will be an ongoing expense for the system.

Institutional Effectiveness: the College updated the Banner system, upgraded the Blackboard LMS by adding new capabilities per faculty requests and expanded the roll out of the Navigate student portal system that will streamline student services. MCC has a new Room Scheduling software that helps manage room usage and provide data on the utilization rates. Middlesex continues to expand the use of digitizing records to better utilize data, and is progressively moving into the digital realm by adding more modules to make the work more efficient and more effective.

Developing resilient partnerships: the College is currently working with UML around food services, and are also discussing transportation partnership to incorporate UML van service for our students. There is also a larger VP working group from MCC, UML, and NECC. This group, including Frank Nocella, are discussing shared resources in areas such as cybersecurity and IT services. Reserved Placement Services is another area the College is looking to expand with the use of dorms at UML. President Mabry also talked about the 2019 MLK event, led by MCC along with many community partners. The event was a success with over 250 participants despite the frigid weather.

Managing Capital Campaign: although the Academic Arts Center funding campaign is in its “quiet” phase, it has been averaging approximately \$15,000.00 a week in donations since the fall semester. President Mabry was happy to report almost everyone the College has connected with has made a commitment. The campaign has reached more than half of the \$1.5 million goal. President Mabry acknowledge Judy Burke and Sherri McCormack for their continued efforts.

III. NEW BUSINESS CONTINUED

A. President's Remarks Continued:

- 2) The Mabry Soup Fest raised \$7,000.00 in scholarship monies to support a student's final year at MCC. All previous awardees were in attendance. One of the past recipients has received a full scholarship to Amherst College, another is doing well at UML and the third will be attending UML upon graduation. There were over sixty community members at the event. President Mabry thanked the Trustees who were in attendance. President Mabry also mentioned that a community member who attended Soup Fest approached Mrs. Mabry, after an event the next day, and handed her a donation in support of the scholarship.
- 3) President Mabry shared his Cabinet realignment which took place over the Winter Break. The alignment included additions of Executive Director of Institutional Effectiveness, Susan Anderson, Dean of Students, Pam Flaherty, and Interim Director of Marketing & Communications, Beth Noel. A Vice President's council was created to include Provost and VP Academic & Student Affairs, Phil Sisson, VP of Administration and Finance, Frank Nocella, and VP of Human Resources, Mary Emerick. Mr. Nocella and Ms. Emerick have new titles as a result of the significant addition of responsibilities. VP Nocella now oversees Facilities and Capital Planning while VP Emerick now oversees Payroll and Professional Development. President Mabry spoke of their strong work ethic and willingness to streamline processes and make the college more effective. President Mabry answered questions regarding pay increases and was asked to provide a new organizational chart.

Student Trustee Byrne commented that the updates to Blackboard and the capabilities for students and faculty allows for no loss time in classroom learning. President Mabry explained the updates and new functions resulted from feedback received from faculty explaining CIO, Joe Patuto, and Frank Nocella have been very responsive to faculty feedback.

- 4) Provost Phil Sisson –New England Commission on Higher Education (NECHE) 5 Year Report Update: President Mabry commended Provost Sisson for the work on the NECHE report. Provost Sisson introduced faculty member, Cathy McCarron, and explained her contribution to the NECHE report. Provost Sisson gave an overview of what the NECHE report entails, according to a set of 8 standards, and how it is used to plan and grow the institution. Provost Sisson explain the formation of committees who support each of the standards, the details of the timeline as well as the role of the Board of Trustees. Professor McCarron noted meeting with SUGA to gather student's perspective will greatly benefit the NECHE report. Professor McCarron mentioned there has been involvement of 225 individuals thus far and feels confident in the reflective part of the report. All Trustee questions regarding the emphasis areas of the previous 10 year report, NEASC vs. NECHE differences, and communication with the Board of Trustees were answered by Provost Sisson.

IV. COMMITTEE REPORTING

- A. Administration & Finance: (board action required)
- 1) AF-582-2019 Approve the college's FY 2019 Second Quarterly Statement of Revenues, Expenses, and Operating Changes in Net Position.
 - 2) FYI – Business Process Report (Grant Thornton)

A motion was made by Trustee Elliot, seconded by Trustee Howard to approve Administration and Finance Action AF-582-2019. The motion passed unanimously.

Frank Nocella reviewed the YTD financials in comparison to FY18. VP Nocella explained the direction of quarterly reporting in order to foresee upward or downward trends. He explained the program fees help support student learning and outcomes and capital investments including updates to the biotech and dental labs and the improvement of technology. The measurements in place for sustainability are in line with expectations in a positive direction. MCC's budget for FY20 will continue to align with the strategic planning, accreditation report, and will look at the future from a strategic point of view. The finance department will be launching the budget process for FY 20 and will begin to hold separate meetings with individual budget managers. A preview of the upcoming budget will be reviewed at the April BOT meeting. Mr. Nocella provided Trustees with the current Business Process Review (BPR) and gave an overview of the report. All Trustees comments/questions were answered by Mr. Nocella and CIO, Joe Patuto.

Trustee O'Connor commented that with the budget in a healthier state, one can assume there will be no fee increases in FY20. Mr. Nocella explained the fee increases were necessary for student success, capital investments and the financial sustainability of the college. Student Trustee, Bridget Byrne, asked if it would be possible to list the range of fees and text book costs per program because she has seen students changing majors due to text book costs and lab fees in certain academic areas. Trustee Howard believes it would be beneficial for students to help guide their financial planning and a range is not an impossible task to supply to students. The listing would be more transparent and allow students to plan for the extra cost via additional resources rather than feel defeated and simply change majors. Provost Sisson and Dean of Students, Pam Flaherty, explained the process of supporting students who are struggling with books, fees, and supply costs. Trustee questions regarding resources available to students in STEM areas were answered by Provost Sisson.

Professor David Kalivas reported the College website has information that pertains to program fee ranges per semester.

B. Institution Planning Committee Update

Committee Chair, Annie O'Connor, Members: Trustees Banks-Santilli, Plath, and Belanger, MCC Liaisons: President Mabry, Susan Anderson, Executive Director Institutional Resources

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B. Institution Planning Committee Update Continued

Susan Anderson presented updates on various programs including Inventory of Educational Connections and Partnerships: Bridges to College, Upward Bound Math and Science, and current and future Dual Enrollment Partnerships. MCC is one of 14 Core Partners in the Lowell Working Cities Initiative which supports strong civic infrastructure through cross sector collaboration. Ms. Anderson provided an overview on the progress of the Strategic Planning Process and the five institutional planning initiatives. Ms. Anderson explained the use of technology and the needs of technological resources and funding for Enrollment Management & Retention activities.

V. PRESENTATIONS

A. MCCC Union & Faculty Staff Association (FSA) Update - Union President, Joanna DelMonaco & FSA President, Ryan Keen

Union President, Joanna DelMonaco read a statement regarding survey results administered to the MCCC's Union membership on the climate of the college. The survey consisted of 12 questions and were grouped in three themes: Environment, Technology and General Style of Leadership/Management. MCCC President DelMonaco explained the survey results found a need for MCC to have more innovative thinking, bold leadership and a need of rebranding MCC considering the downward trend of enrollment. She stated facilities and IT infrastructure are not up to date. She stated staff do feel supported by the technology department. The survey respondents reported moral is at an all-time low. The survey also found individuals believe a process were staff can provide input on the performance of administrators is important. FSA President, Ryan Keen, reported one of the biggest concerns for faculty and staff is the increase in fees. Although the president has addressed this concern, it seems to be renewed as a result of recent publication of the state tuition costs on MA Department of Higher Education website. The FSA Wellness Committee reported increases in student mental health concerns during fall 2018 which included financial concerns. President Keen explained faculty and staff feel there should be a focus on employee retention as well as student retention. Chairman Campbell voiced concerns about the report and called for a motion to create an Ad Hoc Committee to meet with MCCC staff and faculty. Chairman expressed appreciation for the work the faculty and staff do each day. He stated MCC was recognized as one of the top community colleges in the state because of the College's committed faculty and staff.

A motion to establish an Ad Hoc Committee to address the concerns of MCCC survey results was made by Trustee O'Connor and seconded by Trustee Howard. Committee members include Chairman Campbell, Trustees Howard, O'Connor and Banks-Santilli. The motion passed unanimously.

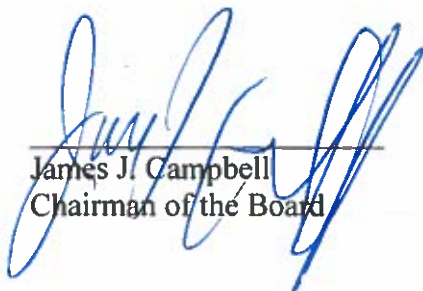
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VI. OTHER BUSINESS

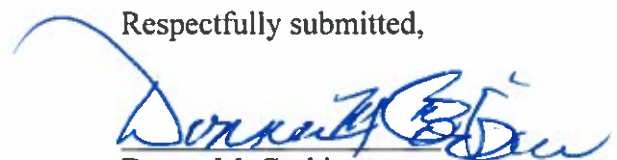
- A. The next Committee Report/ Update will be the Presidential Leadership Evaluation on February 28, 2019.
- B. A list of awards was provided to the Trustees:
- 1) MCC Marketing & Communications Education Digital Marketing Awards –
 - 2) 3 Gold – Summer 2018 Noncredit Semester Advising Schedule, The Middlesex Connector, Profiles Magazine Spring 2018 issue
 - 3) 3 Silver – Precision Machining Video, Lowell Sun Ad Series (Discover your path), #MCCShoutOut Campaign
- C. The following key events were provided to the Trustees:
- 1) February 21, 2018, FSA meeting, 2:30 pm, Bedford Campus Center, Café East
 - 2) February 28, 2019, Trustee Meeting, 8:00 am, Lowell Federal Building Courtroom
 - 3) March 6, 2019, Middlesex Community College Foundation Scholarship Awards, 3:30 pm Bedford Campus Center
 - 4) March 28, 2019, Hold the Date – DHE Statewide Trustees Conference, 9:00 am – 3:00 pm, Doubletree Hotel, Westborough
- D. The next meeting of the Board of Trustees will be held on **Thursday, February 28, 2019, at 8:00 a.m., Lowell Federal Building Courtroom.**

A motion to adjourn the meeting was made by Trustee O'Connor, and seconded by Trustee Cronin. The motion was approved unanimously for adjournment at 10:35 a.m.



James J. Campbell
Chairman of the Board

Respectfully submitted,



Donna M. Corbin
Secretary to the Board