

MCCC



News

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Auditors Give MCCC A Clean Bill of Health

Auditors from the firm Alexander, Aronson, Finning & Co. completed an audit of the MCCC for fiscal years 2006 and 2007. Overall the results of the audit were very positive, but there were a few areas where improvements were recommended.

In their presentation to the MCCC Board of Directors, CPA Jeffrey Cicolini and his associate Davide Villani noted that a two-year audit is unusual, but a number of circumstances including significant changes in government mandated policies along with changes in the MCCC office staff led to the audit being delayed.

Overall, Cicolini described the union's financial status as very healthy. Owning the two office condos in Worcester was cited as a very strong position. The cash reserves were especially strong. An organization should have reserves to cover three months of working capital in case there are no revenues. The MCCC has reserves to cover a full year. This puts the MCCC in the top five percent of the firm's non-profit clients.

The union's investment policy for these reserves was cited as very conservative consisting of bonds and certificates of deposit. Because of this they have continued to earn interest during the



AAF Vice President Jeffrey Cicolini explains the findings of the audit to the MCCC Board of Directors as his associate Davide Villani looks on. (photo by Don Williams)

recent rough times in the stock markets.

Member dues account for 87 percent of the union's revenues, and the auditors noted some deficiencies in how membership was being recorded and reported. They commended Treasurer Phil Mahler

and the MCCC office staff for their efforts to improve the procedures for processing membership.

Another issue cited was a lack of timeliness of the ledger reconciliations. The retirement of Office Manager Phil

Kennedy who did this work did contribute to the complications. But the auditors noted the MCCC's hiring of a consultant to come in on a monthly basis to help ensure timely and accurate reports indicates that these issues are being addressed.

Responding to a question about whether the office is sufficiently staffed they responded that it was. But they noted that segregation of duties is a problem for organizations with a small staff such as the MCCC. Hiring the consultant does help to address that issue.

Other recommendations included developing policies on Conflict of Interest, Whistleblowers, Document Destruction and a Disaster Recovery. These have been addressed, and policies have been developed and awaiting approval by the Board. An Accounting Policies and Procedures Manual still needs to be done.

Cicolini and Villani praised the MCCC for addressing the few deficiencies they found in the audit. This should make the 2008 audit less problematical. Beginning with the 2008 tax year the IRS has a redesigned and very complex Form 990, *Return of Organization Exempt from Income Tax*, which will be likely to create new procedures. ■

HRCMS Payroll Changes Raise Concerns

As of Jan. 1 all state agencies were supposed to pay all employees through the state Comptroller's Human Resources Compensation Management System (HRCMS).

This may seem to be bureaucratic arcana, but for anyone teaching courses through the DCE contract it may make a significant change in how you are paid.

In the past the colleges ran DCE as a more separate entity than they do today. DCE tuition and fees went into locally held accounts. DCE payroll was paid using college checks or ones processed by external payroll companies.

The state implemented the HRCMS several years ago for virtually all state employees, DCE faculty being a notable exception. This is a unified, bi-weekly system that requires direct deposit. Many colleges in the system have adopted HRCMS for DCE payroll, but a few had not. A few haven't yet made the conversion.

The DCE contract calls for a minimum of three pay periods, and some colleges have been adhering to that. Colleges using HRCMS found it easier to go on a monthly schedule to conform with HRCMS pay dates. There may be the possibility of bi-weekly DCE payroll, but there are complications re-

garding the HRCMS payroll dates and the start dates of semesters.

DCE faculty who have no other state employment will see little or no change. The determination that DCE faculty are, indeed, state employees may help the argument for adjunct health insurance.

Full-time faculty and staff who teach DCE courses will find that all of their income will be seen on the same pay advice statement. This includes income from another college within the state system. These people would only be able to have one W-4 form for withholding. No longer would these people be able to have additional taxes withheld from DCE pay and not from their full-time pay.

Retirees from state employment who teach DCE courses may have some additional concerns. State retirement rules prohibit retirees from earning more from state employment than the difference between their state retirement income and what they would earn if still working full-time. Income exceeding a retiree's limit could be withheld from retirement income.

The change to uniform use of HRCMS will mean that all DCE teaching income within the state system will be reported together. Information about retirees making more from the state than

their allowable limit would be readily available to state officials and the public. It is not clear if this will become an issue, but retirees should be aware. ■



Gov. Deval Patrick addresses the gathered MTA local presidents and officers at an MTA sponsored event Jan. 8. (photo by Laura Barrett)

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Our Changing College Narratives



Donnie McGee,
SAC Chair &
MCCC Vice President

Half a century ago, a myriad of community college narratives began in cities and towns across this nation. Two year public colleges began to open their doors to anyone in the community with a high school diploma or equivalency certificate. Affordable, quality public higher education for all was en route to becoming a reality. Today, nationwide, 1200 community colleges serve the multiple needs of students, communities, and the workforce.

Like all good drama, these narratives have had many triumphs, ironies, and agonizing twists. Since their inception, though, these colleges have held fast to their mission to serve the community. Today, however, key factors that jumpstarted these community college journeys have been seriously altered. Current funding, registration, and hiring practices on our Massachusetts campuses, in particular, infringe upon student success. If such negative trends are not soon reversed, this grand experiment will surely end in failure.

Inadequate state funding is placing a stranglehold on the community college mission. Though doors are open wide, our 15 community colleges struggle to meet demand. December 2008 applications to these institutions increased by 25 percent, but state funding decisions are perverse. Current enrollment increases are accompanied by severe funding declines. Drastic cuts to community colleges - those already enacted and others currently proposed - will make affordable and broadly accessible, quality public higher education an impossibility.

Despite funding woes, college presidents continue to emphasize that community colleges can effectively serve the Commonwealth, even in the direst of times. They focus on student success stories, workforce partnerships, the multiple cam-

pus facilities and modes of instruction available, and the relatively inexpensive cost of enrollment in comparison to private and four year public institutions. They market these institutions well. Enrollment is soaring.

Such selling of the community college experience is understandable, given the chronic and severe under-funding of public higher education in this state. Students bring in revenue. Because Presidents and their Boards of Trustees can increase student fees, increased enrollments equate to increased dollars to keep campuses operational. But the marketing messages are flawed. The whole truth about community colleges is not being communicated: The quality of that education and the related services provided are steadily eroding. A blatant omission from this marketing narrative is how these community colleges have managed to stay afloat.

The public and all the stakeholders must understand that student success truly diminishes when state support declines. Reducing revenues indirectly hurts student retention, student transfer to four-year institutions, and the degree completion rate at community colleges. A variety of articles in *The Chronicle of Higher Education* over the past two years have emphasized that a key factor for such student success relates to classes being taught by full-time and tenured faculty. Full-time educators are required to spend time with students outside of class - in both teaching and advising capacities. But given the drastic cuts to state funding on all our campuses, full-time faculty and academic support professionals are a rapidly diminishing reality.

Adjunct/part-time faculty hires are the norm at Massachusetts Community Colleges. On many campuses 60 to 80 percent of developmental and/or entry-level, general education classes are taught by adjuncts. New hires often have little understanding of our student population or the support systems and modus operandi at the institutions that employ them. Contingent faculty are rarely mentored effectively, and they are not expected to invest in students in the ways required of their full-time faculty peers.

Enhanced and comprehensive advis-

ing systems that engage students individually, especially in their first two semesters, also correlate strongly with student retention and achievement. However, advisement is a key challenge at our community colleges. Advisement centers are rarely funded consistently or well. Part-time advisers struggle to be knowledgeable about all programs and deliver services to an ever-increasing number of enrollees.

Many advisement stories are not pretty - or are non-existent. Students, to their detriment, seek ways around required advising and/or suffer the consequences of an advising system that cannot possibly meet their needs. These students typically end up with courses they are not prepared to take, with classes they do not need, or with course loads that are impossible to manage as they struggle to balance classes with studying and work.

And a key funding irony exists: As state support and the quality of our colleges decline, students are expected to take on more of the burden to fund public higher education across the state. Student fees have skyrocketed to such a degree that some students simply cannot afford to stay in school to reach their academic goals.

Another troubling response to the funding shortfalls over the past decade is the reliance on money from Division of Continuing (DCE) Education classes to keep community colleges afloat. Usually, student tuition and fees are turned over to the state which then allocates funding to each campus using a formula that accounts for student enrollment and campus needs.

However, when full-time faculty are insufficient in number to meet the needs of increased enrollment, part-time faculty are hired to do the job. Student fees collected from DCE instruction are not turned over to the state; they remain at the colleges to be used at the discretion of administrators. Such a fee retention policy does help support minimal campus operations; however, the practice then promotes the negative trends of raising student fees, decreasing full-time hires, and increasing part-time faculty and support professionals on these campuses.

Community colleges also embrace a problematic registration policy which pro-

motes increased DCE revenues. Students can enroll and register for classes up through the first week of classes in any given semester. The fallout from such a policy means that students signing up within two weeks of a semester start are less likely to be retained. Last minute students often start school with challenging class schedules. These students are less prepared - without textbooks or necessary work schedule adjustments in place. Plus, administrators are challenged to find qualified instructors at the last minute for newly created classes.

The key issue here is the grossly inadequate funding for state colleges. Without a predictable flow of revenues to support public higher education, the cash flow generated from DCE classes is deemed necessary for community colleges to keep the admission doors open. Ironically, faculty, librarians, and counselors are expected to retain and graduate students, but they do not have a seat at the table when key operational and revenue usage decisions are made.

Such funds are not being used to invest in more full-time instruction or more full-time professional staff. Nor do these revenues support any benefits to adjuncts who are being called on to fill these teaching demands. Increased enrollment does not correlate with adequate support for advising, library, tutoring, custodial, or security services at our colleges or on our satellite campuses which enroll these students. Hiring trends and advisement practices must change if students are to be retained and colleges to succeed in serving the community.

Those at the helm have no trouble selling community college education. Our many past successes have highlighted the multiple ways that these institutions can transform community. The problem, however, is that inadequate and inconsistent funding at our colleges promotes practices that threaten the quality of education and the success of our students on every campus. If we expect community colleges to provide a safety net in the direst of times and want these institutions to transform our Commonwealth, we must re-invest in them today to transform these troubling community college narratives. ■



MCCC members at the MTA dinner where they had an opportunity to share their ideas with Gov. Deval Patrick. Front row, from left: Rosemarie Freeland, GCC; Paulette Howarth, BrCC; Tiffany Magnolia, NSCC; Donnie McGee, MCCC VP; Margaret Wong, QCC. Back row: Claudine Barnes, CCCC; Cathy Boudreau, MaCC; Jim McDonagh, RCC; Diana Yohe, BrCC; Joe LeBlanc, MCCC Pres.; Bob Gillies, QCC; and Robert Rogers, STCC.

(photo by Laura Barrett)

Visit The MCCC Online!

<http://mccc-union.org>

Toll Free Phone:
877-442-MCCC

The MCCC website is the best and most up-to-date source for late breaking developments. Additional documents of interest and import to Day and DCE unit members have been added. The MCCC Webpage is a valuable resource for MCCC updates, job opportunities and linkage to the NEA and MTA resources available to MCCC unit members. Calendars of MCCC meetings, and committee assignments may be found there. Additionally, MCCC events and news are available, as well as "old news" in the form of archived newsletters. Bookmark the site for frequent referral.

Looking for Long-term Thinking in A Recession



Joe LeBlanc,
MCCC President

We've lived through this nonsense before. In tough economic times the Governor and Legislature cut public higher education budgets. Next, college presidents cut spending, freeze new full-time hiring, increase average class sizes and hire adjuncts to teach the hundreds of new course sections that run during a recession. Legislators and our college presidents react with short-term, crisis-driven thinking when visionary thinking and action are needed.

In these tough economic times, City University of New York Chancellor Matthew Goldstein is looking at a new approach to community college, one with the following features:

- Mandatory full-time enrollment
- Free tuition, books and MetroCards
- Required interviews for admission
- Limited enrollment

- Smaller classes
- Block scheduling with preferred registration
- Pre-college summer orientation program
- Regular mandatory academic and career counseling

CUNY's Accelerated Study in Associate Programs (ASAP) is off to a strong start. In 2007, a cohort of 1,132 qualified students enrolled. According to the program's website, "Each of these students is expected to graduate with an Associate's degree and move on to a challenging career of study by 2010." To date, 77 percent of the students remain in the program compared with an expected fall-to-fall retention rate of 59 percent.

The New York Times reports that ASAP students "outperform their peers, earning a higher grade point average, 2.61 compared with 2.43 for students not in the program, while taking more credit hours, 11 versus 9.6." System wide, about 30 percent of CUNY's students earn a degree or transfer after three years. Fifty-one percent of CUNY's students are immigrants and 80 percent of its students fail one of three basic skills exams.

ASAP works to remove barriers to

student success, and students speak eloquently about the program's impact. LaGuardia CC student E.J. Lee dropped out of high school and earned his GED. He credits the program's intense academic advising for making a difference. "ASAP really does work for students. It works to the point where your entire life changes," he writes.

Bronx CC student Luis Fuentes admits that he lacked focus before college and credits ASAP's small class sizes and access to his professors for his success. He now plans to contribute to the foundation of a "great society" by becoming a history teacher. "It is ASAP and its many helping hands that will allow others like me to get through college," he writes.

Borough of Manhattan CC student Nathaniel Wheeler says he has "benefitted greatly" from the program. As a working student – the New York Times reports that 60 percent of CUNY's students "come from households earning less than \$30,000 per year, and 66 percent of them work at least part-time while taking classes" – the book and travel vouchers have relieved some of his financial pressures. Before ASAP, he took classes in the morning and evening, worked during the day and had little time

for study. Last semester, his "days were actually just as long, [but] they went much smoother and I feel like I came out with a much richer educational experience."

In these tough economic times, Goldstein is seeking funding for a new 5,000 student campus in Manhattan. "We need bold and new approaches in the way we envisage initial engagement, support services and curriculum," he said to the State Assembly's Committee on Higher Education. "Our students will face increasingly competitive pressures in an unforgiving economy, and getting a degree matters. It is therefore in their interest to attend community colleges where the focus is on high standards and degree completion."

This community college of the future must change the revolving door approach to higher education where too many of our students enroll for a semester or two when the economy worsens and quit school or take a semester or two or a year or two off when they return to the full-time workforce.

It's time to engage in bold, long-term thinking. In a lousy economic environment, traditional short-term, crisis-driven budgeting and management shortchanges our students and imperils us all. ■

Members Speak Up

The Future of Adjunct Faculty

Claudine Barnes, our chapter president and MCCC director at Cape Cod CC, sent us the AFT report entitled "Reversing the Course" [available at www.aft.org/pubs-reports/higher_ed/ReversingCourse.pdf].

For those who may not have seen it, I urge you to read it and reflect on its recommendations. In the light of the high percentage of courses taught by contingent faculty, attaining a goal of 75 percent full-time/25 percent contingent seems unrealistic at best and impossible in the short term, especially without putting the majority of contingent faculty out of work. Most of the other recommendations, reminiscent of the Vancouver model, could be implemented much more easily and equitably.

Basically, what happens in Vancouver is that, after a probationary period, part-time faculty become "regularized." This means that they not only teach, but they perform a proportional load of the duties of full-time faculty, be that holding office hours, advising, doing committee work, etc. while receiving a proportional salary and benefits for both teaching and performing these extra duties.

The advantages of having more full-time faculty – being available to students at a regularly scheduled time and spreading the load of non-teaching responsibilities – are thus met without displacing part-time faculty in favor of new, outside full-time hires.

The establishment of a strict seniority list is essential in offering new or additional courses to current contingent faculty, opening a pathway to full-time employment for those who want a full-time position while protecting those who, for whatever reason, prefer to teach a limited number of courses. The hiring process for contingent faculty needs to be consistent with the hiring process for full-time faculty.

There are those who say that some contingent faculty prefer not to hold office hours, advise students, or serve on committees. I say that those individuals should be tutors, not instructors. Those activities are part of the job description of what college faculty do.

We short-change everyone on campus when we do not have equal expectations for all faculty. We abuse contingent faculty when we deny them equal work for equal pay, benefits, and the ability to move along clearly delineated pathways to full-time positions. I hope that all of us, but especially the MCCC Board members, will find ways to implement this kind of fairness to all in our academic staffing.

Best,

Betsy Smith
Adjunct Professor of ESL
Cape Cod Community College

To the Editor:

Grateful Retiree Thanks the Union

I found myself sitting in the office of a retirement counselor at the State Retirement Board. With me were the assistant human resources director from MassBay and Peter Tsaffaras, head of personnel for higher ed. We were discussing whether I was getting what I was entitled to for my almost 18 years in the system, eleven of them at MassBay. This meeting would never have happened without the intervention of the statewide MCCC union officers.

My first contact with the SRB was frustrating: one retirement counselor complained that I'd received *so many* raises! (And for all those raises and retro payments, I thank you, MCCC!) I was trying to understand the mysteries of the HRCMS system, the total of the many raises and retroactive payments I'd received, and my reclassification from a grade 5 to a grade 6 librarian.

I brought a bulging canvas bag with all my pay advices, salary explanation worksheets, and notes from the last three years. We exchanged facts, views, and interpretations. The outcome of this discussion and some additional research on the part of my human resources department showed that those many raises and retro payments had in fact been incorporated into my record there.

My advice: keep your own records! Ask questions of your union and your human resources department! Question everything! Don't give up!

Get involved in your union, even if in a small way, and get to know your colleagues from other campuses. (Peter Tsaffaras would never have known who I was had I not served on the Classification Appeals Committee.)

Simply stated, you never know when you may need the expertise and legal advice of the union. Thank you, MCCC, for what you have personally helped me with and what you continue to do for members.

And the best to all of you who continue to serve community college students in an era of extreme economic difficulties.

Sincerely yours,

Linda Stern
Formerly, Coordinator of Library Services, MassBay
(Now a retiree seeking a life of peace and quiet)



Write Us

The MCCC News
welcomes
contributions.

Letters to the Editor

Only submissions by MCCC unit members will be accepted. Letters should be no more than 200 words in length. The author must include name and chapter affiliation, which will be published with the letter. Authors must provide the editor with contact information in the form of either email address, mailing address or telephone number. Letters will be published on a space available basis and may be edited for length and appropriateness. Not all submissions can be published.

Guest Columns

Guest Columns should be no more than 400 words in length. Columns by authors who are not MCCC members may be accepted. The author's name and affiliation will be published with the column.

Mail to:

Donald Williams
North Shore
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One Ferncroft Road
Danvers, MA 01923

Or email:

Communications
mccc-union.org

DIRECTORS NOTES

At the January 23 meeting of the MCCC Board of Directors the following actions were taken.

- The Board voted to accept the auditor's report.
- The Board voted to thank Treasurer Phil Mahler for all his work preparing for the audit.
- The Board approved a revision to the Finance Committee's Purchasing Approval policy to raise the amount needed for committee approval from \$100 to \$200.
- The Board voted to recommend a bylaw change to the MCCC Delegate Assembly that nomination papers for at-large part-time/adjunct directors will require ten signatures (unlike the 50 signatures for statewide officers).
- The Board voted to recommend a bylaw change to the MCCC Delegate Assembly for membership in the Professional Staff Committee that would make any MCCC Director who is a professional staff member an ex officio member of the committee and that chapters may select an alternate to attend meetings when the member cannot attend.
- The Board voted to recommend a bylaw change to the MCCC Delegate Assembly that would dissolve the Campus Classification Resource Committee.
- The Board voted to recommend a bylaw change to the MCCC Delegate Assembly that would allow substitutes to the Board of Directors to vote.
- The Board voted to approve the Conflict of Interest policy.
- The Board voted to approve the Ethics and Whistleblower policy.
- The Board voted to approve the Document Storage and Destruction policy.
- The Board voted to approve the Disaster Recovery policy.
- The Board voted to endorse the findings and recommendations of "Reversing the Course" study and the AFT campaign.
- The Board voted to make a contribution from reserves of \$3500 to PHENOM. ■

Know Your Day Contract

February 2009

- Feb. 15** First year professional staff evaluation conference p.42
Feb. 20 Course materials returned p.40
Feb. 28 New full and part-time hire list due MCCC

March 2009

- March 1** Faculty in their first three years receive reappointment letters (p. 37)
March 5 Request leave of absence recommendations due (p.26)
March 15 Dean's recommendations for Title change due (p.59)
March 15 Unit Personnel Practices recommendations for tenure due (p.38)
March 17 First Evacuation Day Holiday (p. 22)
March 30 Department Chair evaluations (p.70)
March 31 Department chair vacancies announced (p.55)

N.B. Dates may vary depending on the first day of classes. Most of these dates are "last date" standards ■

Candidates for MTA Annual Meeting

The following members have been certified as candidates for the MTA Annual Meeting. The MCCC is allowed 80 delegates and as list below shows there are vacancies that may be filled by write-in candidates. Please consider writing in yourself when ballots come out in March. Be sure to include an email address on the ballot write-in area.

Kenneth Anania	Massasoit	Joseph LeBlanc	Northern Essex
Claudine Barnes	Cape Cod	Aaron Levin	Holyoke
Catherine Boudreau	Massasoit	Tiffany Magnolia	North Shore
Henry Camillo	Massasoit	Philip Mahler	Middlesex
John Cipora	Holyoke	Lois Martin	Massasoit
Martin Comack	Massachusetts Bay	George McDermott	Quinsigamond
Palma Cortese	Massasoit	Diana (Donnie) McGee	Bristol
Richard Devine	Quinsigamond	James Morgan	Holyoke
Susan Dole	Bunker Hill	Joseph O'Neill	Massachusetts Bay
Pamela Donahue	Northern Essex	Esther Palermo	Northern Essex
Richard Doud	Middlesex	Mark Palermo	Northern Essex
Carole Dupont	Springfield Technical	James Rice	Quinsigamond
Patrick Faiella	Massasoit	Joseph Rizzo	Northern Essex
Dennis Fitzgerald	Massasoit	Thomas Salvo	Northern Essex
Rosemarie Freeland	Greenfield	Sara Satham	Bunker Hill
Robert Gillies	Quinsigamond	Caroline Schwarzwaldner	North Shore
Sharron Gillies	Quinsigamond	Andria Schwartz	Quinsigamond
Clark Grain	Roxbury	Candace Shivers	Mount Wachusett
Gail Guarino	Cape Cod	Jason St. Pierre	Middlesex
Christopher Hoeth	Bristol	Kenneth Takvorian	Mount Wachusett
N T Izuchi	Quinsigamond	Donald Williams	North Shore
Dale LaBonte	Quinsigamond	Margaret Wong	Quinsigamond
		Diana Yohe	Bristol

Candidates for NEA-RA

Kenneth Anania	Massasoit	Aaron Levin	Holyoke
Claudine Barnes	Cape Cod	Tiffany Magnolia	North Shore
Catherine Boudreau	Massasoit	George McDermott	Quinsigamond
Henry Camillo	Select College	Diana (Donnie) McGee	Bristol
Susan Dole	Bunker Hill	Joseph O'Neill	Massachusetts Bay
Pamela Donahue	Northern Essex	Mark Palermo	Northern Essex
Peter Flynn	Northern Essex	Ralph Parente, Jr.	Quinsigamond
Rosemarie Freeland	Greenfield	James Rice	Quinsigamond
Robert Gillies	Quinsigamond	Thomas Salvo	Northern Essex
Sharron Gillies	Quinsigamond	Caroline Schwarzwaldner	North Shore
Clark Grain	Roxbury	Andria Schwartz	Quinsigamond
Gail Guarino	Cape Cod	Kenneth Takvorian	Mount Wachusett
Christopher Hoeth	Bristol	Margaret Wong	Quinsigamond
Ntohm Izuchi	Quinsigamond	Diana Yohe	Bristol ■

Questions? / Problems?

If you have union questions or problems your chapter president and officers are the first people you should contact. The MCCC website mccc-union.org has a link that lists all 15 chapters and their officers.

Other sources of help and information:

Day Contract issues

Dennis Fitzgerald	Grievance Coordinator	508-746-2533
	Grievance-Day@mccc-union.org	
Katie D'Urso	MTA Consultant	800-392-6175
	kdurso@massteacher.org	

DCE Contract issues

Joe Rizzo	Grievance Coordinator	603-898-6309
	Grievance-DCE@mccc-union.org	
Miles Stern	MTA Consultant	800-392-6175
	mstern@massteacher.org	



MCCC News

<http://mccc-union.org>

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The MCCC News is a publication of the Massachusetts Community College Council. The Newsletter is intended to be an information source for the members of the MCCC and for other interested parties. Members' letters up to 200 words and guest columns up to 400 words will be accepted and published on a space-available basis. The material in this publication may be reprinted with the acknowledgment of its source. For further information on issues discussed in this publication, contact Donald Williams, North Shore Community College, One Ferncroft Road, Danvers, MA 01923. e-mail: Communications@mccc-union.org

ANNUAL MCCC DELEGATE ASSEMBLY APRIL 25, 2009

Crowne Plaza Worcester
 10 Lincoln Square
 Worcester, MA 01608
 Phone: (508) 791-1600

Delegates will also receive a Delegate Packet, with reports and the proposed budget at least one week before the meeting.

Chapters are allotted one delegate for every 10 members. The MCCC By-laws state that "each chapter shall elect its own delegates." Chapters should begin recruiting members to ensure full representation of the membership.

DIRECTIONS: From Mass Pike take Exit 10 to Route 290E, take Exit 17-Rt9. Take a left at top of exit. At 2nd set of lights at bottom of the hill, go left onto Worcester Center Blvd. Hotel is on the right. **From Route 495** take Exit 25B, Route 290W. Take Exit 18-Rt9. Turn right at Lincoln Square/Worcester Center Blvd. Hotel is on the right.

MOVING?



Please make sure the MCCC has your correct mailing address. This affects receiving the newsletter, elections, important mailings and notices.

Call the office at 1-877-442-MCCC toll free or go online at <http://mccc-union.org/ChangeMyAddress/>