



The Commonwealth of Massachusetts

Massachusetts Gaming Commission

NOTICE OF MEETING and AGENDA

May 1, 2012 Meeting

Pursuant to the Massachusetts Open Meeting Law, G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Massachusetts Gaming Commission. The meeting will take place:

Tuesday, May 1, 2012
1:00 p.m.
Boston Convention & Exhibition Center
Meeting Room 101
415 Summer Street
Boston, Massachusetts

PUBLIC MEETING

1. Call to order
2. Approval of minutes of April 24, 2012 Meeting
3. Administration
 - a. Search for executive director
 - b. Public information officer
 - c. Other hiring needs
 - d. Gaming consultants – status
 - e. Outside counsel – status
 - f. Permanent meeting date and location
4. Finance / Budget Update
5. Procurement Update
6. Public Education and Information
 - a. May 3 Forum
 - b. Economic Development Forum
 - c. Discussion of other Forums
7. Racing commission
 - a. Status
8. Interagency relations
 - a. Internet gaming
 - b. Tribal gaming
9. Strategic considerations
 - a. Discussion of RFQ process and other ways to expedite the licensing process
10. Other business – reserved for matters the Chair did not reasonably anticipate at the time of posting

I certify that on this date, this Notice was posted as “Gaming Commission Meeting” at www.mass.gov/gaming/meetings, and emailed to: regs@sec.state.ma.us, melissa.andrade@state.ma.us, brian.gosselin@state.ma.us and copies were mailed, postage prepaid, to:

Secretary of State, Regulations Division
One Ashburton Place, Room 2A
Boston, MA 02108

Executive Office of Administration and Finance
The State House, Room 373
Boston, MA 02133

(date)

4/27/12

Stephen P. Crosby, Chairman

Date Posted to Website: April 27, 2012 at 1:00 p.m.

Elaine B. Driscoll

A highly motivated, experienced Public Relations Professional with skills in crisis communication, reputation management, strategic planning, community relations and relationship-building

SUMMARY OF QUALIFICATIONS

- Extensive experience in reputation management, community relations and publicity campaigns
- Possess wide-ranging experience with crisis communications, media training, social media and new business development
- Skilled at handling multiple tasks and projects simultaneously
- Able to relate to people at any level of business or management
- Excellent communications skills, both written and oral
- Effective problem solver. Organized. Team Player

WORK HISTORY

Boston Police Department Boston, MA January 2006 –Present

Director of Communications

- Develop and implement policies and strategies related to internal and external communications, public relations, marketing, community relations and public information
- Lead the effort to create, execute and maintain the department's social media network and primary mode of external communication, BPDNews.com
- Produce and disseminate accurate and timely information designated to educate the public on department-related activities, programs and newsworthy events that impact the community
- Create and execute strategic communication campaigns to publicize and brand significant department initiatives, i.e. Boston Police Recruitment Initiative, relaunch of CrimeStoppers, Safe Street Teams
- Develop key messaging and media strategy for crisis situations
- Promote positive news stories, feature angles to secure positive media coverage
- Maintain effective relationships and contacts with all media outlets

SBE Entertainment Group, LLC Los Angeles, CA January 2005 –December 2005

Vice President of Corporate Communications

- Created a comprehensive communications and marketing plan for SBE and its affiliates
- Wrote, edited and pitched press releases on story angles to print, broadcast and electronic outlets
- Coordinated advertising campaign for SBE hospitality properties
- Coordinated and supervised communication initiatives with various SBE partnerships
- Planned and executed private events

The Delahunt for Congress Committee Quincy, MA May 2004- November 2004

Public Relations Consultant

- Coordinated and managed the execution of a large-scale special event for the 2004 Democratic National Convention
- Developed and executed a series of civic and fundraising events to increase awareness of Congressman Bill Delahunt's re-election campaign throughout the 10th Congressional District
- Coordinated a public relations strategy for a unique tourism marketing partnership among five eastern Massachusetts coastal destinations

Regan Communications Group, Inc. Boston, MA August 1998- March 2004

Senior Vice President (2001-2004)

- Coordinated, executed and managed strategic public relations initiatives for clients including Chef Todd English, New England Patriots, New Balance Athletic Shoe, Inc., Infinity Radio, Major League Lacrosse, Legal Sea Foods Inc., and the Boston Herald
- Wrote, edited and pitched press releases and story angles to broadcast, print and electronic media outlets
- Formulated corporate messaging and product positioning statements
- Led brainstorming sessions to generate creative media campaigns and communications plans
- Developed collateral materials, media kits, company profiles, fact sheets and executive bios
- Created new business presentations and participated in new business pitches
- Communicated daily with clients and account members
- Directed an entire account team and supervised all account activity
- Managed monthly budgets and maintained a monthly revenue stream of over \$50,000

AWARDS

‘In-house PR Team of the Year’ from the 2011 PR Week Awards

EDUCATION

Bachelor of Science in Communication, Arizona State University, Tempe, AZ

Studied Communications abroad in London, Scotland and Ireland during summer of 1997

Public Relations and Crisis Communication Extended Education Courses at UCLA, Los Angeles, CA 2005

SPEAKING ENGAGEMENTS

Frequently appear as guest speaker in journalism and communications classes at local colleges and universities including Emerson College and Suffolk University

C. STANLEY MCGEE

EXPERIENCE

ASSISTANT SECRETARY FOR POLICY AND PLANNING
EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT
Boston, MA

February 2007 – present

Worked in a senior leadership position within the Patrick-Murray Administration, supporting the Governor and Housing and Economic Development Secretary to shape and advance strategic economic development initiatives and to coordinate various agencies and departments within the secretariat on overall policy direction. Primary responsibilities and achievements include:

- Serving as among the chief architects of Governor Deval Patrick's 2007 destination resort casinos initiative, and continuing to serve as the Governor's primary lead within the Administration and with the Legislature and external stakeholders on all matters related to expanded gaming in Massachusetts, through and including the development and enactment of *An Act Establishing Expanded Gaming in the Commonwealth*, codified at Chapter 194 of the Acts of 2011;
- Developing and implementing the Governor's \$40 million broadband initiative, including developing and securing passage of its enabling legislation, "standing up" the newly-created Massachusetts Broadband Institute (MBI), serving as the Chair of its Board of Directors and serving as the Commonwealth's Director of Broadband Affairs;
- Coordinating the Commonwealth's successful competitive grant application for \$45.4 million in federal funding for *MassBroadband 123*, a \$71.6 million Internet backbone network to expand broadband connectivity in western and north-central Massachusetts, and leading the project team (consisting of the MBI and several state agencies) on the project's on-going implementation; and
- Developing and working to implement the Governor's 10-year, \$1 billion life sciences initiative, including day-to-day management of the Massachusetts Life Sciences Center until a new leadership team was in place in late 2007, and working with the Secretary on a variety of other economic development strategic priorities.

DIRECTOR OF BUSINESS AND CIVIC OUTREACH
MASSEQUALITY.ORG
Boston, MA

February 2006 – January 2007

Worked at a non-profit created by a coalition of local and national organizations dedicated to ensuring that the November 2003 Massachusetts Supreme Judicial Court decision on marriage equality was upheld and that any anti-gay constitutional amendment or legislation was defeated. Primary achievements at MassEquality included:

- Creating, leading and implementing a strategic plan (since identified as a nationally-pioneering model and now being replicated in other states) to build a broad-based coalition of support for marriage equality among influential Massachusetts business and civic leaders. This initiative required strategically identifying and successfully enrolling business and civic leaders representing sectors vital to the Massachusetts economy, including higher education, health care, financial services and tourism.

- Preparing business leaders for targeted advocacy efforts with State Senate and House leadership.
- Exporting this successful model nationally by representing MassEquality at conferences of equality advocates to demonstrate how coalition-building strategies among business and civic leaders could be used in other states and campaigns.
- Enrolling and cultivating major donors – both individually and through the conception and execution of MassEquality’s single most successful fundraising event (then to date), with well over \$100,000 raised in one evening.

JUNIOR PARTNER

WILMER CUTLER PICKERING HALE AND DORR LLP

Boston, MA

October 1998 – February 2006

Worked as a corporate and securities law attorney, including management of project teams on complex and time-sensitive transactions, in the Boston office of an international law firm. Substantive focus included:

- Advising public and private companies in the areas of corporate governance, NYSE, NASDAQ and SEC regulatory matters, general corporate and securities law and business and corporate planning;
- Representing issuers and underwriters in initial and follow-on public offerings;
- Representing early-stage technology companies and venture capital investors in equity and debt financings; and
- Representing both acquirer and target companies in numerous asset, merger and stock purchase transactions.

Honors: Named a “Massachusetts Super Lawyers Rising Star” in business and securities law in the May 2006 and 2007 editions of *Boston Magazine*.

EDUCATION

HARVARD LAW SCHOOL, J.D., June 1998

UNIVERSITY OF OXFORD, England, B.A. in History, July 1994

Honors: Rhodes Scholarship, 1992-1995

Activities: President, Hertford College Middle Common Room, 1993-95

UNIVERSITY OF ALABAMA, B.A. with Special Honors in History and French, May 1992

Honors: Phi Beta Kappa

magna cum laude

All-USA Academic Team (selected by *USA Today* as one of the top twenty undergraduates in the nation), 1992

Harry S. Truman Foundation Scholarship, 1989

Rotary Foundation Scholarship – Aix-en-Provence, France, 1989-90

Numerous additional awards in recognition of academic and leadership abilities, including Dean’s Award of Merit (1992), Algernon Sydney Sullivan Award (1992), John Fraser Ramsey Award (1991) and Most Outstanding Student Award (1988, 1989, 1991 and 1992)

Ennis, Jamie (MGC)

Subject: FW: Division of Labor

Attachments: Gaming Commisison Division of Labor.docx; Gaming Commission Workplan.xlsx

From: Kathleen OToole [kathleen@otooleassociates.com]

Sent: Monday, April 30, 2012 11:14 PM

To: Crosby, Steve (MGC)

Subject: Division of Labor

Chairman,

Attached, please find a simple chart that outlines the agreed division of labor between the two consulting groups. Also, just FYI, I am attaching the basic project management spreadsheet that we plan to populate and update from commencement to completion of the project. I don't want to be presumptuous, so we have yet to populate it with specific tasks. Again, thanks.

Best,

Kathy

Mission and Goals of the Commission	Already Completed
Table of Organization	Primary: Spectrum Secondary: M & C, except that M&C shall take the lead on MOU's
Budget	Primary: Spectrum Secondary: M&C
Regulations	Primary: M&C with focus on those rules needed right away Secondary: Spectrum
MOU's	Primary: M&C Secondary: Spectrum
Scope of Licensing	Primary: Spectrum Secondary: M&C
RFP Process	Jointly
Selection Process	Jointly
Hearing and Appeal	Primary: M&C Secondary: Spectrum
Ongoing Operations	Primary: Spectrum Secondary: M&C
Timeline	Primary: Spectrum Secondary: M&C

The chart above has been agreed in discussions between Michael & Carroll and Spectrum. While, for most work items, there are designations of Primary and Secondary responsibility, it was agreed that everything will be submitted jointly and that all parties are equally responsible for the final work product

Strategic Plan and Short Term Deliverables
Gaming Commission 16 Week Plan

[illegible]

Strategic Plan and Short Term Deliverables
Gaming Commission 16 Week Plan

[illegible]

Strategic Plan and Short Term Deliverables
Gaming Commission 16 Week Plan

Activity	Owner	Others Involved	April	May					June					July					August
			WB 4/23	WB 4/30	WB 5/7	WB 5/14	WB 5/21	WB 5/28	WB 6/4	WB 6/11	WB 6/18	WB 6/25	WB 7/2	WB 7/9	WB 7/16	WB 7/23	WB 7/30	WB 8/6	
Short Term Activities																			
Consultant Comments on Statute																			
Activity 1																			
Activity 1																			
Activity 2																			
Activity 3																			
Activity 4																			
Activity 5																			
Coordination with Anderson & Krieger																			
Activity 1																			
Activity 2																			
Activity 3																			
Activity 4																			
Activity 5																			
RFQ Planning																			
Activity 1																			
Activity 2																			
Activity 3																			
Activity 4																			
Activity 5																			
Preliminary Regulations																			
Activity 1																			
Activity 2																			
Activity 3																			
Activity 4																			
Activity 5																			
MOUs with Agencies																			
Activity 1																			
Activity 2																			
Activity 3																			
Activity 4																			
Activity 5																			
Near-Term Hires																			
Activity 1																			
Activity 2																			
Activity 3																			
Activity 4																			
Activity 5																			
Assistance with Indian Gaming Related Issues																			
Activity 1																			
Activity 2																			
Activity 3																			
Activity 4																			
Activity 5																			

SUMMARY OF RFQ/RFP PROCESS

1. A two-step process is more efficient and expedient. The first step is an RFQ. The second step is the full RFP.
2. The statute presently contemplates such a process at Section 12(c): *"If the bureau has determined that an applicant is suitable to receive a gaming license, the bureau shall recommend that the commission commence a review of the entire application."*
3. The RFQ process begins with the development of a comprehensive application addressing the background qualifications of any parties that choose to apply for casino licenses. The form should be consistent with the standard form produced by the International Association of Gaming Advisors and now used on an international basis.
4. The RFQ will be filed by all applicants and relevant parties associated with them whose qualifications will be a necessary pre-condition to the issuance of a license. The associated parties are typically called "Qualifiers."
5. Qualifiers usually include: (a) the entity that is seeking the license; (b) its relevant holding, intermediary and subsidiary companies; (c) the necessary officers, directors and controlling shareholders of each of the entities; and (4) material financial sources of the project
6. The Gaming Consultants are now working to identify the scope of Qualifiers that should be required for a Massachusetts RFQ.
7. Once a completed RFQ is submitted, background investigations will be conducted. At this point, it would be best to subcontract such investigations to experienced third parties in order to expedite the process and to train Commission and State Police personnel to handle such inquiries in the future.
8. It is estimated that background investigations will take approximately six (6) months. The duration of an investigation will depend on the complexity of the application – for example, the number of holding companies, their locations and the scope of their businesses.
9. Applicants who successfully pass through the RFQ process may then proceed to the local approval process.
10. Applicants who are deemed qualified and do not present any integrity concerns will then be passed through to the RFP process.
11. The RFP will be a separate application that will address the developmental aspects of the proposed gaming project. It should include, but not be limited

to: (a) the nature of the project; (b) an economic analysis of the project; (c) employment projections; (d) financial projections; (e) environmental issues; and (f) methods of dealing with surrounding community impacts.

12. The Commission will consider the entirety of the RFP in selecting the best-qualified applicants.

ADVANTAGES OF THE TWO-STEP PROCESS

1. It expedites the selection of the ultimate licensees by weeding out those applicants at the first stage who do not meet the necessary integrity standards.
2. It avoids having a host community vote on a proposed project only to have the proponent of that project later deemed unqualified.
3. It allows the process to begin sooner. An RFQ will not require a complete project description that takes significantly more time to prepare.
4. It saves applicants and relevant government agencies the time and expense of reviewing developmental plans that many never proceed past the RFQ review.

Educational Forum on Casino Gaming

Best Practices and Lessons Learned

Thursday, May 3, 2012

Boston Convention and Exhibition Center
415 Summer St., Boston - Room 102 A and B

8:30	<u>Doors open; sign in</u>
9:00 - 9:15	<u>Opening Remarks</u> Gayle Cameron - Massachusetts Gaming Commission
9:15 - 9:45	<u>The State of the Gaming Industry</u> Frank Fahrenkopf - President, American Gaming Association
9:45 - 10:45	<u>Launching a New Commission: Determining Priorities</u> Moderator: Guy S. Michael, Principal, Michael and Carroll PC Steven Perskie - former Chairman, NJ Casino Control Commission Kevin O'Toole - Executive Director, PA Gaming Control Board Cathy Walker - President and CEO, Seneca Gaming Corporation
10:45 - 11:00	<u>Break</u>
11:00 - 12:00	<u>Launching a New Commission: Lessons Learned</u> Moderator: Michael Epps - former Vice Chair, NJ Casino Control Commission Guy S. Michael - former Deputy Director, NJ Division of Gaming Enforcement Diane Legriede - former NJ Casino Control Commissioner Steven Perskie - former Chairman, NJ Casino Control Commission
12:00 - 1:00	<u>Lunch</u>
1:00 - 2:00	<u>Before the Doors Open: Bidding Process, Background Checks, Financial Oversight, and Smart Regulations</u> Moderator: Robert Carroll - Principal, Michael and Carroll PC Susan Yocum - Assistant Chief Counsel, PA Gaming Control Board Kevin O'Toole - Executive Director, PA Gaming Control Board Cathy Walker - CEO, Seneca Gaming Corporation
2:00 - 3:00	<u>Full Scale Operations: Co-Enforcement, Investigations and Compliance</u> Moderator: Andrea Cabral - Sheriff of Suffolk County Jerry Stoll - Director of Compliance, PA Gaming Control Board Rick Lindsay - former NJ State Police Casino Gaming Bureau Chief Robert Carroll - former Chief of Compliance, Foxwoods Gaming Resort

MEMORANDUM OF AGREEMENT

Massachusetts Community College System Casino Careers Training Institute

The Massachusetts Community Colleges ("Colleges") desire to form the *Massachusetts Community College System Casino Careers Training Institute* ("Institute"). Through this effort, the Institute will provide education and training to the workforce (job seekers and incumbent workers) of the Massachusetts casino industry for casino gaming and hospitality industry positions. Through the Institute, individuals will have access to high-quality, job-specific education and training, which will enable them to follow a career path and, through skills enhancement and employment in the industry, improve their and their families' quality of life. Therefore, the Colleges enter into this Memorandum of Agreement ("Agreement") on this 13th day of April, 2012.

I. Background

On November 22, 2011, Governor Deval Patrick signed legislation enabling the establishment of casino gaming in the Commonwealth of Massachusetts (*Chapter 194 – An Act Establishing Expanded Gaming in the Commonwealth* and *Chapter 29, Section 2WWW - Workforce Competitiveness Trust Fund relative to community colleges & workforce development opportunities*) (the "ACT"). Within the Act a commission is established to promulgate regulations for the implementation, administration and enforcement of Chapter 194. It is noted that employees will be required to be properly educated and trained in their respective professions and that the commission will establish minimum education and training requirements for employees and vendors. In addition, the commission may establish certification procedures for any training schools. The legislation clearly states that the underlining purpose of the Act is to create employment opportunities throughout the Commonwealth for its residents as well as to stimulate private investment and increase state and local tax revenue.

The fifteen Community Colleges of Massachusetts have been established to provide education and training to citizens of the Commonwealth which will enable them to pursue their educational and career goals. The Colleges have a long history of providing quality workforce training and career education to Massachusetts' residents and workers, and are well positioned to ensure the transportability of education and training throughout the Commonwealth. The Colleges provide education and training for workers and job seekers in virtually all industries currently represented in Massachusetts, with at least one Community College being within thirty (30) minutes from any resident.

II. Regions

According to the Act, there will be an approved casino in the Boston area, in Southeastern Massachusetts, and in Western Massachusetts ("regions").

- One or more Massachusetts Community College is situated within each of the regions

based on pre-establish service area designations (Please see Attachment A) and interim lead Colleges within each region have volunteered to begin program development discussions amongst the Community Colleges within their region.

- The interim-lead Colleges, as well as other Colleges who have self-selected, have begun conversations amongst the community colleges' staffs and faculty within their respective region relative to establishing regional collaborations that address workforce supply, education and training issues and various specific regional workforce priorities in the context of statewide workforce concerns. Workforce Investment Boards (WIBs), One-Stop Career Centers, educational and training vendors, economic development agencies and other potential workforce development partners will be included in these conversations.

III. Gaming (Casino) Industry Training

The intent of the Act is to stimulate job creation in the Commonwealth for its residents. It is understood that Massachusetts residents will need specific education and training related to gaming and related professions in order to become eligible, and where required, licensed, to qualify for jobs in the Massachusetts gaming industry.

- The gaming industry is a new Massachusetts industry sector, and education and training for the industry requires specific education and training curriculum to address the skills and competencies required by employers in the gaming industry.
- Training and Workforce Options ("TWO") is a workforce collaboration between Holyoke Community College and Springfield Technical Community College intending to serve as the platform to begin conversations amongst the community colleges toward the development of three regional collaborations that will form the statewide system (i.e., the Institute).
- Atlantic Cape Community College ("ACCC") of New Jersey, through its Casino Careers Institute, which has approximately 30 years of experience providing training and education for the gaming industry, will provide curriculum, train-the-trainer services, and technical assistance to the Massachusetts Community College System under an exclusive agreement. (Please see Attachment B).

IV. Mutual Obligations and Responsibilities

Therefore, the Colleges agree to form the Massachusetts Community College Casino Careers Training Institute. The undersigned Massachusetts Community College Presidents agree to the following obligations and responsibilities and the proposed implementation steps:

- Upon execution of this Agreement, TWO will be in contact with all potential casino applicants to provide them with information on the benefits of adopting the Community College statewide system and incorporating the Institute as their education and training

provider in their casino operator application to the Commonwealth.

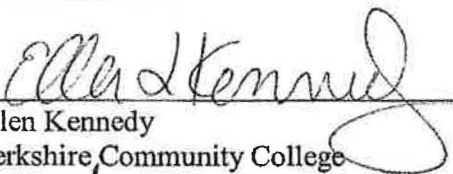
- Representative from TWO will meet with the Gaming Commissioner, Governor, Secretary of Labor and Workforce Development, and others to inform them of the Community College statewide collaborative, and to affect wording within the gaming regulations to identify the Massachusetts Community College System's Casino Careers Training Institute as the provider of choice for casino careers education and training.
- One permanent lead Community College will be identified for each of the three regions, based upon the state's (Commission) final selection of the casino operators for each region within the Commonwealth.
- The Community College in whose service area the casino will be sited will have right of first refusal to become the permanent lead College within that region. In the event that College does not wish to be the lead College then the lead College will be selected based upon the mutual agreement of the region's Community College Presidents.
- The Community Colleges agree to utilize the ACCC curriculum and services. A separate agreement by and between the lead Colleges and ACCC will be executed. The three permanent lead Colleges will jointly execute a three-year agreement for a total of no more than \$210,000 to be paid over a 3-year period, after which the Institute shall have perpetual use of the curriculum.
- The agreement with ACCC will commit each lead College to pay one-third of the total cost of the agreement (\$70,000 to be paid over three years), establish appropriate education and training (lab and classroom) facilities and operate the Casino Careers Training Center within its region.
- The three lead Community Colleges will work collaboratively to ensure the establishment of a high quality, comprehensive and efficient statewide education and training program that complies with gaming commission regulations, the needs of the three casino operators, and the needs of residents seeking to obtain gainful employment.
- Each region's Community Colleges, through mutual agreement, will agree upon their roles and responsibilities relative to the Casino Careers Training Institute within their region. This will include the process for student referrals to the program, offering courses at other Community Colleges in the region, compensation and other operational matters.
- The Community Colleges will also work collaboratively to provide information and services to the casino operators and their incumbent or prospective employees in a broad range of careers and jobs in order to assist those employees in obtaining access to career and education pathways that will help them advance in their careers.

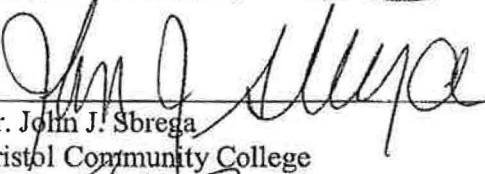
➤ As accredited educational institutions, the Community Colleges are best

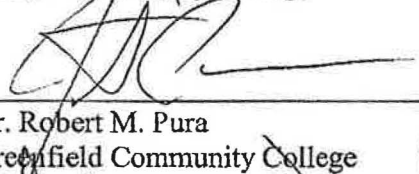
positioned to provide educational and training ladders aligned to industry career ladders, through a combination of non-credit and credit courses, programs and degree options.

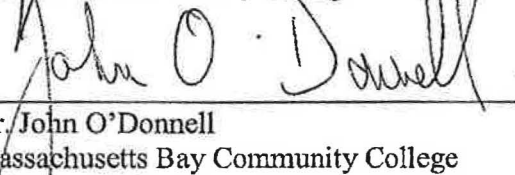
- Each region's Community Colleges, using occupational information provided by the casinos, will develop a regional inventory of each College's courses, programs and degrees related to those occupations.
 - Each lead College will facilitate the development of an educational ladder matrix aligned to those occupations, and the three lead Colleges will work together to design a statewide ladder in order to meet the occupational needs of the three casino operators.
- Lead Colleges will meet on a regular basis to share best practices, discuss and resolve potential disputes, and share resources. Each lead College will share this information with the Colleges in its region. The lead Colleges will produce an annual report for the Community College Presidents.
 - Annually the College Presidents will review this Agreement.
 - The Community College Presidents will review the annual report of the lead Colleges and assess the outcomes of the Institute, including but not limited to enrollments, contracts, program completion, and job placement.
 - This Agreement governs the establishment of the Institute and identifies all obligations and responsibilities by and between the participating Community Colleges.

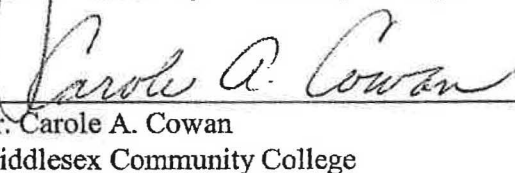
For the Colleges

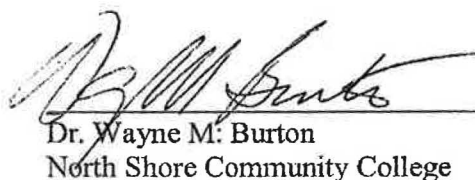

Ellen Kennedy
Berkshire Community College

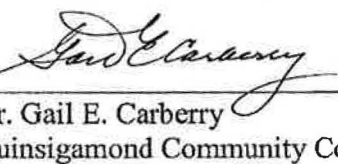

Dr. John J. Sbrega
Bristol Community College

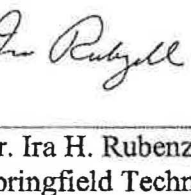

Dr. Robert M. Pura
Greenfield Community College


Dr. John O'Donnell
Massachusetts Bay Community College

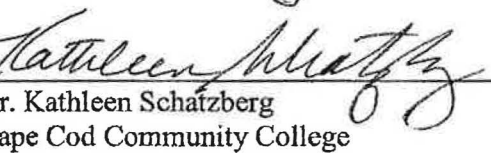

Dr. Carole A. Cowan
Middlesex Community College

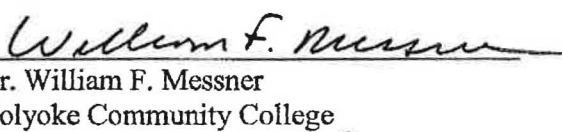

Dr. Wayne M. Burton
North Shore Community College

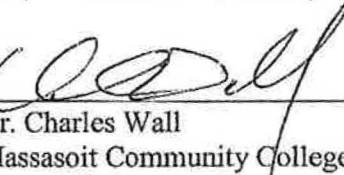

Dr. Gail E. Carberry
Quinsigamond Community College

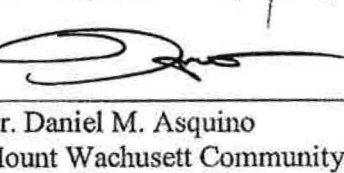

Dr. Ira H. Rubenzahl
Springfield Technical Community College

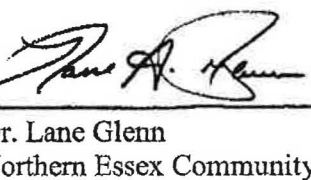

Dr. Mary L. Fifield
Bunker Hill Community College

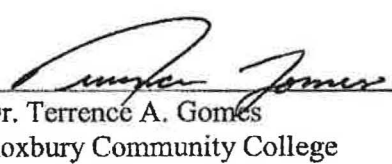

Dr. Kathleen Schatzberg
Cape Cod Community College


Dr. William F. Messner
Holyoke Community College


Dr. Charles Wall
Massasoit Community College


Dr. Daniel M. Asquino
Mount Wachusett Community College


Dr. Lane Glenn
Northern Essex Community College


Dr. Terrence A. Gomes
Roxbury Community College