

**CAPE COD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
November 8, 2022**

**Zoom and In-person Meeting Minutes, 4:00 p.m.**

Trustees Present: Dave Bushy, Joe McGrail, Laura Newstead, Judy Quinn, Alex Rodolakis, Tammy Saben, Olivia Williams

Trustees Remote: Judy Barrigas, John Flores

Trustees Absent: Alexande Gomes, Will Shain

Others Present: J. Cox, President; L. Crawley, Interim Executive Assistant; C. Clark, VP; P. Alexander, Associate VP; C. Phelan, Interim CIO; J. MacKinnon, Director; S. Wu, Director; D. Crampton, Dean; C. McCarey, Dean; C. McCarron, Dean; P. Preston, Dean; P. Stone, Director; T. Jacobsen, Director; A. Camilo, Staff Assistant; K. Vranos, VP; K. Bent, Faculty; K. St. Onge, Faculty; B. Ericson, Christina Silva, Alumni

Others Remote: K. McNamara, Chief Executive Officer

CALL TO ORDER

Chair Saben called the Board of Trustees meeting to order at 4:01 p.m.

Minutes: (EXHIBIT A)

Chair Saben asked if everyone read the October minutes, and if there were any comments/corrections. L. Newstead gave the following suggestion:

1. Exhibit A, page 3, paragraph 2, second sentence to change the word “grooming” to “educating.”

**Motion:** *Motion was moved by L. Newstead to approve the minutes of the October 11, 2022 meeting as amended. Seconded by A. Rodolakis and approved unanimously by roll call vote.*

BOARD REPORTS

Chair Report:

Chair Saben reported Judy Quinn and Laura Newstead have been reappointed by the Governor for another term of five years. Congratulations and thank you. Chair Saben reminded the trustees if anyone has interest in attending the National Legislative Conference please notify President Cox. Trustee Barrigas stated she would like to go and will notify Dr. Cox. President Cox noted the conference is February 5-8 and that it would be well worth attending particularly with a new Congress.

Chair Saben recognized Vice Chair Newstead for the Finance and Personnel Report.

Finance & Personnel Report:

Vice Chair Newstead recognized VP Clark to introduce the Restroom Accessibility Project.

Restroom Accessibility Project (Exhibit B)

VP Clark invited J. MacKinnon, Director of Facilities, to provide an overview of the project. On the main campus we completed a study of restroom accessibility, and earlier this year the Board approved the design contract for the project. J. MacKinnon stated each rest room on campus was surveyed, determining what needs to be done to have a set of restrooms in every building that will provide accessibility and are fully ADA compliant. Once the study was completed, there were 14 restrooms, 2 dressing rooms identified. The design was completed and put out to bid. Within that design there were two alternates addressing modifying closet space to increase functional space in two restrooms. This will be included along with the full scope of this work to be completed.

J. MacKinnon informed the Committee the construction will include a phasing plan to minimize the impact on the campus. The project will be fully compliant with Chapter 149 procurement law. The low bidder, APC Development Group, is a certified DCAMM contractor and this work will be funded from the current deferred maintenance five-year plan.

J. McGrail asked beyond the compliance was there also an assessment of the state of some of the other bathrooms. I do not know if there is a need to look more broadly if we are going to be doing this construction project. J. MacKinnon responded there was a broader assessment done and we wish we could do more to the existing restrooms, but this project funding was earmarked from an accessibility perspective. We are going to go further in those restrooms to make them more modern and nicer. J. McGrail's other comment was he noticed there were not any bidders from the Cape. J. MacKinnon responded that the College did reach out to several to let them know about the bid. One of them replied it was just too large for them and they do have to be DCAMM certified. This limits the contractors we work with. J. MacKinnon did recognize that some sub-contractors are local.

**Motion:** *A Motion was made by L. Newstead to authorize the President to enter into an agreement with APC Development Group of Hanover for the Restroom Accessibility Project in the amount of \$2,024,553. The motion was seconded by J. McGrail and approved unanimously by roll call vote.*

Vice-Chair Newstead recognized Vice President Clark for the Investment Policy Update.

Investment Policy Update (Exhibit C)

VP Clark noted the College continues to review policies. VP Clark stated as a governmental agency we are limited to how we can invest. He went through the modifications:

- Basis of College Policy Section: The funds of the college are the local funds as state appropriations are not an option to use for investment.
- Objective 1. - Preservation of Capital and Safety of Principal: Added *stewards of public and student funds*
- Objective 2. - Liquidity: Added *a liquid investment is a security or instrument that can be sold quickly at any time without expectations of any significant loss of principle*. It was also noted the addition of *operating* expenses.
- Objective 3. – Return on Investment: Added *government-backed* bonds and included *or all the above*.

VP Clark noted we have transited in the past year. With interest rates rising, College funds have been placed in different term CDs paying from 4.5 – 4.75% for 6, 9, and 12 month duration that will generate a projected \$210,000 for us over the span of two fiscal years.

L Newstead asked if the highlights were new words and if any words were edited or deleted? VP Clark responded yes, they are new words added to the policy and no words were edited or deleted. J. Flores asked where we hold our CD's and VP Clark responded at TD Bank.

**Motion:** *Motion was made by T. Saben to approve the changes highlighted in Exhibit C to the Investment Policy Update. Seconded by J. Flores and passed unanimously.*

#### Budget Report YTD – October 31, 2022 (EXHIBIT D)

VP Clark noted the state appropriations are higher than originally projected. Tuition and fees are below budget, based on enrollment. Interest revenues have improved. He noted on the expenditure side we have a few contracts that just settled, and we are getting the compounding effect of a two-year contract that is now fully in place. With the reduction in the number of adjuncts and fewer classes reflecting a decrease in enrollment and slightly larger class sizes, that has reduced expenditures in Contracted Service.

VP Clark indicated there are several areas to offset the reduced revenues, including the Interest earnings. Also, with our pre-payment of a portion of the Foundation's capital fundraising for the Science and Engineering Center to DCAMM, we are projecting a portion of that repayment this year. That should offset approximately \$1 million dollars.

VP Clark noted we are anticipating using about \$1.6 million as a budgeted transfer-in utilizing that from the stabilization account. He did note that we have unrestricted net assets increased last year, with almost \$6.3 million in the stabilization fund. The whole idea behind the stabilization fund is to give us some time to make the necessary adjustments coming out of the pandemic.

Dr. Cox mentioned Economic Development bill that has passed the House and the Senate includes a provision that enables the community colleges and state universities to retain their day tuition revenue as you may recall currently the day tuition that we generate is transferred back to the state's general operating fund. We do not keep that money locally. Under the terms of the legislation assuming the Governor signs it between now and next week, we would be able to retain approximately \$310,000. This would be ongoing.

D. Bushy asked VP Clark about the stabilization fund. This was not put in place because of our changing demographics but was put in place for the economic consequences of Covid. He noted we have two competing things happening. Our demographics continue to decline statewide, so at some point what do we see? K. Vranos reminded Trustees of May's presentation, reviewing some of the structural changes that are in process take time quite to have a ramification. VP Clark noted the design behind the stabilization fund when it was set up was to reserve funds to assist with funding for the next few years. D. Bushy indicated we are going to have to make some fundamental changes including programs. VP Clark agreed the environment is changing and we obviously need to continue to be responsible. K. Vranos noted they have retired some programs and are in the process of continuing to retire them. With Director Wu's help last year all our departments received program data showing the last three years of trends on their program enrollment, retention, and numbers of credentials awarded at the program level. We have seen several course retirements and 6 program retirements so far this year. We are looking at our programs, we are looking at our courses, aligning scheduling with enrollment. This semester we are running about 340 courses. Four years ago we were running about 450 courses and that is reflective of the reduction in adjuncts. Also, faculty are conducting advising sessions in various departments. In addition, for the first time, in the schedule our courses are marked for open educational resources. Students can search the schedule and see courses marked as low-cost, ordinary cost of course materials which is about a third of our classes now so that gives them almost like a discount incentive that expires if they do not register in time.

Dr. Cox added our transition to a virtual online platform and Hyflex remains a major shift for us which we did not have pre-pandemic. Also, we initiated a conversation with area hotels for the possibility of establishing clustered rooms to support a student residents life program during the academic year. The intent would be to use excess, off-season hotel capacity to provide a College sponsored residence experience.

D. Bushy indicated an interest in further detail on departmental and program initiatives with cost and revenue implications in keeping with our fiduciary responsibilities. VP Clark suggested waiting until after the spring enrollment and then do an overview as to where we are. T. Saben stated knowing the programs that are being retired would be very helpful. She stated in their last retreat, we talked about having an advisor of one of us be on those advisory committees. K. Vranos stated the programs that have been retired thus far are programs that did not have students matriculated or graduated from them. For the most part we have perhaps one to two students. T. Saben also agreed D. Bushy that we should be looking at some modeling on the *what ifs*.

A. Gomes asked regarding the money that Dr. Cox stated we will be giving less revenue back to the state and because the state has a key part of our funding and helping our organization do we anticipate that there will be less help in the future if we are giving less back to the state? Dr. Cox responded that this issue came up about 6 or 7 years ago and there was a zero-sum gain attached to it that we were going to keep the money, but the state was going to lower the appropriation. This time around that is not part of the discussion. If passed, the institutions will keep the tuition dollars that they raise, and there is no anticipated offset.

#### Procurements \$50,000 - \$100,000 Under Presidential Authority (EXHIBIT E)

VP Clark noted the five items included the city of New Bedford as part of our solar power purchase agreement, the Follett bookstore pass-through, William Lowe & Sons the moving contractors for the Frank and Maureen Wilkens Science and Engineering Center, and Jones Architecture for the Restroom Accessibility project.

#### DCAMM Funded Capital Projects (EXHIBIT F)

Among the capital projects is an energy upgrade campus wide. The bid for this will be going out shortly with bid award anticipated in May 2023. The projects include the micro-grid, currently being looking into with DCAMM. The solar canopy in Lot 12 sees an anticipated completion date of May 2023. The solar installation on the new Frank and Maureen Wilkens science and engineering center should be complete in the next two weeks.

Among the upcoming projects, a new location for the Funeral Services Program at Bridgewater State University campus. BSU is renovating the existing facility where we currently hold our program so this will be an ongoing project and we have been meeting with the BSU about a new location. Regarding the 21 acres of MassDOT land pending transfer or ownership, process is underway from Mass DOT to DCAMM, but they will be asking us for a maintenance agreement that we agree to maintain the land – as we have been doing - once DCAMM is designated owner. Also, prior to the transfer, an environmental assessment will be completed. T Saben asked if we are committed to stay at Bridgewater State University for our Funeral Service Program. VP Clark responded that hearing from the Funeral Service Program Director as we were looking at the space, he stated a strong attraction for the students is the housing and that program is one that has continued to grow in enrollment.

Vice-Chair Newstead recognized Assistant Vice President Alexander for the HR Report of Appointments and Reappointments. (EXHIBIT G)

HR Report of Appointments and Reappointments. (EXHIBIT G)

AVP Alexander noted this is a monthly update and there are four appointments.

**Motion:** *A motion was made by L. Newstead to approve the four appointments as listed in Exhibit G. Seconded by A. Rodolakis and approved unanimously by roll call vote.*

Chair Saben recognized Olivia Williams to give her Student Trustee report.

Student Trustee Report:

O. Williams stated registration is going great for the first week of registration. She noted it is beneficial for students to actually see whether there are low and no cost classes in terms of books and instructional materials. She noted there are 106 classes that are either low or no cost textbooks. O. Williams noted there was a very successful Halloween party; there was an induction ceremony to Phi Theta Kappa. There were almost 40 students who were inducted which also included herself.

O. Williams noted it is great to have a cafeteria back on campus and there have been a couple of mentions that there are not many dietary options available right now and hope they will focus on this. She also noted student engagement is going well on campus and noted the student newspaper, The Main Sheet has put a lot of posters around campus for submission through a QR code. This is the first time that students can submit their articles without having to come on campus, so this is exciting. There is a showcase coming up and there will be a couple of different performances for theatre, creative writing, and the newspaper will be there.

Chair Saben recognized Kathy McNamara to give her Foundation report.

Foundation Report:

K. McNamara noted the recent Foundation Board retreat in the new STEM Center as they define strategic goals. There was discussion on greater collaboration with trustees and the Foundation and she thanked T. Saben and A. Gomes for participating so actively.

K. McNamara reminded everyone of the upcoming November 18<sup>th</sup> party. A. Gomes asked who Karen of the organization was. K. McNamara responded that Karen Bissonette who did the presentation with me about fundraising is a Board member of the Foundation. A. Gomes felt Karen Bissonette, who did the presentation with K. McNamara about fundraising during the retreat, made an important statement that as Trustees we are very influential in our community and the people that we know are also influential.

Chair Saben thanked Kathy and invited others to join her at this November event. She noted also that Kathy, President Cox, and herself are working on a date to have a gathering with the Foundation Board.

BOARD REPORTS:

Chair Saben recognized the President Cox.

Dr. Cox invited Cathy McCarron to present about the Addiction Counselor Certificate Program and educational pathways in human services.

Cathy McCarron indicated the Human Services field, the caring sector, shares a mission to improve the overall quality of life of individuals and families who are among society's most vulnerable. Last year, Human Services joined the Arts and Humanities division strengthening CCCC model in which many of the students begin as recipients of services provided by this caring sector and then becoming educated, prepared to enter the human services field as professionals. C. McCarron introduce T. Jacobsen, Director of CCAPE; B. Ericson, Coordinator of our Human Services Program and a practicing therapist; K. St. Onge a faculty member who teaches both in Human Services and Psychology, and Christine Silva who is alumni of the class of 2022 and she was also our commencement speaker this year.

T. Jacobsen stated they have been working to bridge some non-credit to credit pathways in Human Services. She noted there are three different ways they have been working on doing this which include:

- Faculty instruction of CCAPE courses
- Leveraging funding to foster a comprehensive pathway from non-credit to credit
- Employer engagement

T. Jacobsen reported the College is developing an internal articulation agreements for direct care professional, building a transition and a pathway for students between non-credit and credit education.

K. St. Onge talked about the changing landscape in human services. What we are seeing is a professionalization of the field, earning credentials. This is so they are not only acting ethically but ensuring the safety and needs of the clients they are servicing. Three points of the changing landscape include:

- Complexities of community need
- Professionalization of the helping field
- Improving direct care service providers competencies through education and training

K. St. Onge stated the bridging between programs has been powerful in developing students when they know they want to get into the fields. Many students may not have seen themselves beyond being that direct care service provider. There is something to say about lived experiences and the peer support models that are becoming the staple in the delivery of human service work and how it is being executed.

B. Ericson reported on updating credit programs, responding to students' and employers' needs with: new courses, including: HyFlex HUS101, Q-Term Courses, and Case Management Course; HUS Students as Peer Wellness Mentors; revising Alcohol & Substance Abuse Certificates; and establishing MOU's with Service Providers

C. Silva reported when she started at Cape Cod Community College, she was a scared 35 year old, single Mom of three children and had a goal of helping people being a former foster child. She started with receiving her HiSet (GED) at the Hyannis Center and then enrolled at CCCC and became a part of the Advantage Program. She stated CCCC empowered her to do things that in three years she would have never thought possible from becoming a more patient and confident person and being chosen as the student speaker at commencement and for that she will forever be grateful.

President Cox reminded everyone about the Harvest Feast happening on campus November 16<sup>th</sup> at 11:30 a.m. and again at 4:00 p.m. Also, on November 17<sup>th</sup> it will be held at Bridgewater State University for the Funeral Service students and again on November 21<sup>st</sup> for the Aviation students in Plymouth. If you haven't signed up and would like to we are always happy to have others help to serve our students a Thanksgiving meal.

President Cox mentioned the recent Housing Summit. Reviewing the data, we have the median cost of housing, the wages, income level, and the asking rents. Over the course of the last two years a very severe escalation of housing prices, mortgage rates, with income levels are lagging. The rental costs are still lagging, but the discussion seems to indicate that will eventually pick up as the effect of higher cost and housing can become built into the rental cost moving forward.

Looking at where we are getting our enrollment, we realize that with this cost structure there are many people that choose to leave the Cape and as the conclusion from the Concord Group indicated that the continuation of this trend will cause major displacement for vulnerable sectors, including education and health services. We have already begun to see that and its impact in our ability to hire and retain people, and also the cost of keeping people. Looking specifically at monthly home payments between the cost escalation of housing and the increase in the interest rates you have an increase of 93% over the course of the last two years in monthly housing payment. This is going to be a greater challenge moving forward in terms of some of the bigger demographic influences that we are going to deal with again.

President Cox reported the American Board of Funeral Service Education has approved our substantive change that will allow us to offer distance education through our HyFlex delivery model. This expands the footprint for the funeral service program. We are the only public program in funeral service that offers the distance education in New England so it strengthens our position. Finally, he reported the College hosted the board of the Plymouth Regional Economic Development Foundation at the Aviation Maintenance Center.

**Motion:** *A motion was made by L. Newstead to adjourn the meeting at 5:46 p.m. Seconded by D. Bushy and approved unanimously.*

Respectfully submitted by:

Lori Crawley  
Interim Recording Secretary, Board of Trustees