

**CAPE COD COMMUNITY COLLEGE
BOARD OF TRUSTEES
March 14, 2023**

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

Trustees Present: Tammy Saben

Trustees Remote: Judy Barrigas, Dave Bushy, John Flores, Joe McGrail, Laura Newstead, Alex Rodolakis, George Vasvatekis

Trustees Absent: Alex Gomes, Judy Quinn, Livvy Williams

FACULTY, STAFF, STUDENTS AND OTHER VISITORS Present: J. Cox, President; P. Alexander, AVP; A. Camilo, Staff Assistant; C. Clark, VP; D. Crampton, Dean; J. Graney, Executive Assistant; F. Hughes, CIO; J. MacKinnon, Director; C. McCarey, Dean; C. McCarron, Dean; D. McGraw, Interim Police Chief; P. Preston, Dean; K. Vranos, VP; H. Woo, AV Tech.; S. Wu, Director

Others Remote: T. Jacobsen, Director; K. McNamara, Foundation CEO; A. Quitadamo, Dean; P. Stone, Director

CALL TO ORDER

Trustee Saben called the meeting to order at 4:00 p.m.

MINUTES (Exhibit A)

Trustee Saben requested approval of the minutes from the February 14, 2023 Board of Trustees meeting.

Motion: *On the motion of Trustee Newstead, seconded by Trustee Barrigas, and by roll call vote, the minutes of February 14, 2023, were unanimously approved by all Trustees, with one abstention by John Flores.*

BOARD REPORTS

Chair's Report

Trustee Saben reminded the Trustees of the upcoming Foundation gathering on March 22nd in the Lorusso Solarium and the Legislative event at UMass Dartmouth on March 23rd. Trustee Saben announced that Alex Rodolakis has agreed to become the Board's Secretary (formerly held by retired Trustee, Will Shain) and is now on the Executive Committee. Congratulations went out to Dr. Cox and Maura Weir on their recent Suicide Prevention Award.

Trustee Saben recognized Trustee Newstead for the Finance and Personnel Committee Report.

Finance & Personnel Report

Request Approval of February 14, 2023 Committee Minutes (Exhibit B)

Trustee Newstead asked for any questions or comments on the committee minutes. There were none.

Motion: *On the motion of Trustee Rodolakis, seconded by Trustee Barrigas, and by roll call vote, the February 14, 2023 Finance and Personnel Committee minutes, as submitted in Exhibit B, were unanimously approved by all Trustees, with two abstentions by Trustees Newstead and Flores.*

Trustee Newstead recognized VP Clark to report on Procurement.

Procurement over \$100,000 – Henry Schein for Dental Hygiene (Exhibit C)

VP Clark explained the Cerec dental CAD/CAM digital imaging system in the amount of \$202,890.00, funded through the MA Skills Capital Grant.

Motion: *On the motion of Trustee Saben, seconded by Trustee McGrail, and by roll call vote, the Board unanimously approved the recommendation to enter into an agreement with Henry Schein, Inc. to purchase the Cerec dental CAD/CAM system in the amount of \$202,890.00, funded through the Massachusetts Skills Capital Grant.*

Procurement over \$100,000 – AeroTrain Corp. for AMT (Exhibit D)

VP Clark explained the AeroTrain Corp. product for the AMT Program, funded from the Congressionally-Directed Department of Education grant in the amount of \$184,600.00 in support of the new certificate program for Aviation Electronic Technician. The AeroTrain product includes five aircraft training aids.

Trustee Bushy mentioned having reviewed this initiative in advance with Director Sasso and said the training aids with knowledgeable instructors will advance 4Cs ahead of other schools. Trustee Bushy will inquire with Director Sasso about getting more Garmin 1000 electronic glass cockpit displays.

Motion: *On the motion of Trustee Vasvatekis, seconded by Trustee Bushy, and by roll call vote, the Board unanimously approved the recommendation to enter into an agreement with AeroTrain Corp. to purchase five aircraft training aids for the AMT Program in the amount of \$184,600.00, to be funded through the Congressionally-Directed Department of Education Directed grant.*

Procurement \$50,000 - \$100,000 – Follett Bookstore (Exhibit E)

VP Clark reported on a pass-through of purchases made through the Follett Bookstore for the AMT and Dental Hygiene Programs in the amount of \$85,680.75.

Budget Report YTD – February 28, 2023 (Exhibit F)

VP Clark reported that the trend continues with tuition being down but with an increase in State aid of at least \$387,000.00 over what was originally estimated. Interest on CDs continues to show positive results. On the expenditure side, salary and benefits continue to track

higher due to collective bargaining agreements, and a further increase may occur once the MCCC agreement is settled. Contracted Services and the number of adjuncts has decreased. We anticipate ending the year positive.

VP Clark recognized Interim Police Chief D. McGraw to provide an overview of the 2022 Annual Security Report.

Chief McGraw explained that the Jeanne Clery Act was enacted for all higher education institutions to report on crime statistics. It is a report that is published each October and comprises 3 years of data. Totals for 2021 show 2 incidents reported on the 4Cs campus and 7 incidents reported at Bridgewater State University where 4Cs students are housed, although no 4Cs students were involved. A copy of the report can be found on the College website under Campus Police with hard copies in the President's office.

Trustee Newstead recognized AVP P. Alexander for the HR report.

HR Report of Appointments, Reappointments & Rank Changes (Exhibit H & I)

AVP Alexander reported on the appointment of Sarah Wilkie for a position as Admissions and Recruitment Pathways Coach.

Motion: *On the motion of Trustee McGrail, seconded by Trustee Flores, and by roll call vote, the Board unanimously approved the HR appointments as submitted in Exhibit H.*

AVP Alexander reported on the 35 reappointments of (16) faculty and (19) unit professionals covered by the MCCC contract. Effective date for faculty is September 1, 2023 and July 1, 2023 for unit professionals.

Motion: *On the motion of Trustee Bushy, seconded by Trustee McGrail, and by roll call vote, the Board unanimously approved the HR reappointments as submitted in Exhibit H.*

AVP Alexander reported on the 6 rank changes for faculty, effective August 28, 2023. This category is based on definitions within the collective bargaining agreement having to do with time in prior rank and acquisition of additional academic credentials.

Motion: *On the motion of Trustee Rodolakis, seconded by Trustee Vasvatekis, and by roll call vote, the Board unanimously approved the HR rank changes as submitted in Exhibit H.*

AVP Alexander reported that this month there was only one resignation and no retirements.

Trustee Newstead handed the meeting back to Trustee Saben.

Student Report

Student Trustee O. Williams was not available for the Student Report.

Trustee Saben reported on her visit to Greentown Labs in Somerville with President Cox. The facility was an impressive clean tech innovation center housing 200 green tech startups. Trustee Saben and Dr. Cox have been invited to sit on a task force of leaders on the Cape to look at clean technology and housing. The College will use the STEM building as an example in fostering some of the innovation ideas.

Trustee Saben recognized Foundation CEO, K. McNamara for the Foundation Report.

Foundation Report

CEO McNamara reported that the Foundation is currently in scholarship season. Students have completed the application process. There are 69 commencement scholarship applications which go towards transfers, and 249 applications for scholarships that students will use at 4Cs. There are 150 scholarships to be given out totaling just under \$250,000.00. Next steps include evaluation of the scholarships. New this year are scholarships for students in the Funeral Service Program. Thank you to Board Members who are serving on the Scholarship Evaluation Committee.

CEO McNamara reminded all about the 40th Anniversary Gala event/Casino Night at the Wequassett Resort coming up on April 14th. She thanked the many annual sponsors for this year's event, including the companies headed by Trustees Saben and Vasvatekis.

CEO McNamara also mentioned the upcoming golf tournament at the Club at New Seabury on June 12th. The annual scholarship event, Evening of Excellence, is scheduled for May 18th. Planning for a Fall event is in the works. On March 22nd, the Foundation Board looks forward to hosting a gathering for the Board of Trustees in the Lorusso Solarium.

Chair Saben recognized President Cox for the College Reports.

COLLEGE REPORTS

President Cox recognized VP Clark for a COVID Policy update.

COVID Policy Update (Exhibit J)

VP Clark reported that President Biden, with guidance from the CDC, is terminating the national emergency status of the COVID-19 Pandemic on May 11, 2023. 4Cs will continue to monitor local health guidance and data. Effective May 17, 2023, new employees and students will no longer be required to show proof of vaccination; however, clinical or external placements may require COVID-19 vaccinations. As part of the collective bargaining agreement, impact bargaining is anticipated with the Community Colleges' statewide unions. The President recommends that the Board of Trustees authorize this policy update.

Motion: *On the motion of Trustee Barrigas, seconded by Trustee Newstead, and by roll call vote, the Board unanimously approved the authorization of the COVID Policy update as submitted in Exhibit J.*

President Cox recognized VP Vranos for an update on Enrollment Trends.

Enrollment Trends (Exhibit K)

VP Vranos shared data that was recently presented at a College Forum. Faculty and staff were invited to engage in an innovation process to help 4Cs become more efficient and integrated, and to look at the unique challenges currently facing higher education.

Data shows that community college enrollments are down by 46% nationwide over the last 12 years. 4Cs is 2nd in the State for investment in instructional student support. Health science, general studies, liberal arts, business administration, psychology, nursing, AMT, funeral services, and dental hygiene are the top enrollments. A.S. degrees and certificate programs are trending up while A.A. degrees are trending down.

A new strategic enrollment management plan and retention plan with a focus on strengthening yields are being prepared and will be rolled out in the coming weeks. An annual program review process, done through governance, was implemented last year to understand what programs need to be reviewed, rejuvenated, or retired, and what opportunities there are to create new programs. Research into market conditions is done to pinpoint in-demand jobs and growth categories.

Retention trends currently show an uptick in part-time students and full-time students holding steady. The most important predictor of retention is GPA. Thanks to the Board approving navigate software last year, we can track students' progress, communicate on an individualized basis, and provide support services where needed. Benchmarks for effective educational practices are above average for 4Cs.

The Student Equity Matrix indicates student success rate on a 3-year rolling basis and allows us to direct interventions to drive equitable student success. We have developed Core Values as part of the Strategic Plan to stay focused in areas like developing and sustaining collaborative and innovative work environments, student centeredness, responding to the Cape's unique educational and workforce needs, sustainability, and equity and inclusion. The Student Engagement, Wellness, Facilities, Information Technology, and CCAPE teams are all sending the message that 4Cs fosters a culture of innovation and student success. We are looking at curriculum-to-career innovations and interventions, and pathways for first generation students and MA ReConnect students. We are branding our Hyflex programs which are unique to 4Cs, tapping new markets, and adding incremental enrollment to the popular Marine Technology Program. We are challenging the campus community to bring new ideas as we move into a challenging environment.

2024 Budget Priorities (Exhibit L)

President Cox reminded the Board that April 3, 2023 at 9:00 a.m. we will host a breakfast for our legislative delegation to bring them up to date with our priorities and give them a tour of campus improvements. Priorities include: funding for collective bargaining agreements and associated salary increases; a State-funded general consolidated fee, facilities fee, and technology fee; the MA ReConnect Program – the first iteration of free community college which the Governor launched, highlighting a student from 4Cs. Other priorities include: the Early College Program; Education and Training funding; Workforce Training; STEM Starter

Academy; and Early Education and Care; and funding for the SUCCESS Program which provides case management to increase retention, and funding from the Millionaire's tax.

Trustee Flores asked if Dennis-Yarmouth was the only participant in the Early College Program. VP Vranos indicated that 4Cs has other high schools that want to work with us, including Martha's Vineyard. Faculty and Administration want to develop the best, most sustainable program with one school before opening the opportunity more broadly. Trustee Flores would like to see the Early College Program opened to other "feeder" schools.

Trustee Saben asked how Early College is different from Dual Enrollment. VP Vranos explained that Dual Enrollment targets students who already see themselves as college-bound, while Early College is for students who do not see themselves as college-bound and are historically first generation, underrepresented students, so the Early College recruitment process is meant to change the mindset of students, and giving them milestones they must achieve, such as acquiring 12 credits upon graduation. Also, both high school and college unions must agree on the criteria.

President Cox recognized VP C. Clark to discuss student fees and building rental/usage fees.

Student Fees (Exhibit M)

VP Clark explained that some of the fees were driven by the Governor's budget. The overview indicated that 4Cs' revenue and expenditures have been consistent for the last two fiscal years. Inflation presents a challenge. Last year, 4Cs did increase its general education, facilities, and tech fees. If we plan to raise these by an additional \$10.00 each, we are eligible for a 5% reimbursement that the State would pay on behalf of students. 4Cs is considering raising fees for the AMT, EMT, Funeral Services, Nursing, Dental, Paramedic, and Phlebotomy fees. To offset some of our costs, 4Cs is considering increasing Project Forward Tuition and require a comprehensive fee, internship fee and on-line science course materials fee to cover costs associated with programs such as food services and certain online courses.

Trustee Saben raised concern about raising fees for a second year in a row. VP Clark said that if the Governor's stabilization funding initiative passes, we would use those monies to offset inflation rather than raising fees. Planning is necessary, however, if State funding is unavailable. Determination of the Governor's budget should come in June or July.

Trustee Flores said that he is in favor of not raising student fees, if possible, while understanding that it may be unavoidable if State funding is not available.

Trustee Saben suggested that it would be advantageous for all to approach our legislators in support of the new budget. She asked for an overview of the budget before any voting occurs in April.

President Cox said that historically fees are voted on in April and the budget is voted on in May. He said that we will roll out the first iteration of the budget proposal in April, and we hope to have some feedback from the legislative breakfast on April 3rd.

Trustee Flores asked if we have plans to target an audience if the ReConnect proposal passes since student fees will be covered then. Director P. Stone indicated 4Cs is preparing for legislation to pass but are not in a position yet to run a public relations, marketing, or advertising campaign. When the news hits, we will be ready to go with a marketing campaign.

President Cox explained that if the ReConnect legislation passes, only the general fee, facility and technical fees would be covered, but not specific program fees. 4Cs estimates that the free community college initiative could cost \$1 million and that we have been assured support from the State if the statewide cost exceeds the \$20 million budget. President Cox said it is a balance determining whether to move ahead with a budget or wait for more clarity from the State.

Building Rental/Usage Fees (Exhibit N)

VP Clark indicated that the last adjustment in this area took place in July 2018. Research conducted by our facilities team shows that our rates are competitive. Therefore, we do not recommend many adjustments. However, we did not have the Frank and Maureen Wilkins Science Engineering Center in 2018 and would like to maximize its rental potential.

The President's recommendation is that the Board of Trustees authorize the President to adjust Building Use Fees as proposed in Table 1 of Exhibit N, effective May 1, 2023. For future adjustments, the Board of Trustees delegates authority to the President to adjust the Facilities Use Fees as needed to maintain competitive structure and to comply with applicable wage structures. Such changes in fees will be reported to the Board as information items.

VP Clark explained that because we have a unionized environment, if someone is needed to staff Tilden, for example, their wage may be determined by HR or a union contract. Rather than bringing those numbers to the Board each year, we thought it more practical to allow the President to have some functionality to be able to adjust these fees as needed.

Trustee Saben requested a motion to approve the President's recommendation.

Motion: *On the motion of Trustee Flores, seconded by Trustee Newstead, by roll call vote, the Board unanimously approved the recommendation to authorize the President to adjust the facilities use rate as written.*

President Cox shared that the sentencing hearing of the Federal case, U.S. v. Rahmankulov – the cyber thief who stole over \$800,000.00 from 4Cs' students – is scheduled for March 17, 2023. The College has filed a victim impact statement with the court and a restitution claim for \$129,536.31 -- the remaining amount of the theft not previously recovered.

President Cox shared that the FAA awarded the AMT Program a \$463,304.00 Aviation Maintenance Technical Workforce Development Grant. Monies from this grant will be used to build pathways from regional high schools into the AMT Program.

The President and Dr. Maura Weir of the 4Cs' Student Wellness accepted a "Leadership

in Suicide Prevention Award” last week from the MA Coalition at the State House. A takeaway of the event was the respect that 4Cs commands, much through the commitment of Dr. Weir, to the area of mental health awareness and suicide prevention. The President sees an opportunity to create an institute around these issues, and to engage behavioral healthcare awareness and training. There is a market need in this area that can be addressed through CCAPE.

The President thanked Paul Alexander for his service in Human Resources since 2016 and said the College has been blessed to have Paul’s service and leadership in directing our HR efforts.

Chair Saben thanked Paul Alexander for his guidance during challenging times. She asked if there was any other business. Trustee Flores mentioned that Zoom meetings are scheduled to end on April 1, 2023. The President indicated there was legislative movement to extend the deadline to continue to use remote access to board meetings. Trustee Saben asked for a motion to adjourn the meeting.

Motion: *On the motion of Trustee Newstead, seconded by Trustee Flores, and by roll call, the meeting adjournment was unanimously approved at 5:37 p.m.*

Respectfully submitted by:
Joan Graney, Recording Secretary
Board of Trustees