

CAPE COD COMMUNITY COLLEGE
BOARD OF TRUSTEES
December 13, 2022

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

Trustees Present: Judy Barrigas, Laura Newstead, Tammy Saben, Livvy Williams

Trustees Remote: Dave Bushy, John Flores, Joe McGrail, Judy Quinn, Alex Rodolakis, Will Shain

Trustees Absent: Alex Gomes

Others Present: J. Cox, President; P. Alexander, AVP; E. Bonilla, Student; A. Camilo, Staff Assistant; C. Clark, VP; D. Crampton, Dean; L. Crawley, Interim Executive Assistant; A. Fairly, SGA Treasurer; J. Graney, Executive Assistant; A. Hamilton, Coordinator; F. Hughes, CIO; T. Jacobsen, Director; J. MacKinnon, Director; K. McCarron, Dean; P. Preston, Dean; A. Quitadamo, Dean; M. Sasso, Director; P. Stone, Director; K. Vranos, VP; O. H. Woo, AV Tech; S. Wu, Director

Others Remote: K. McNamara, CEO

CALL TO ORDER

Chair Saben called the Board of Trustees meeting to order at 4:00 p.m. A. Camilo conducted the roll call.

Minutes (EXHIBIT A)

Chair Saben if there were any comments or questions regarding the November minutes. There were none.

Motion: *Motion was requested by Chair Saben to approve the minutes of the November 8, 2022 meeting. This was so moved by Vice Chair Newstead, seconded by J. McGrail and approved unanimously by roll call vote.*

BOARD REPORTS

Chair Report:

Chair Saben thanked everyone who helped with the Autumn Feast. She participated with several of the trustees and said it was fun and nice to interact with students, faculty, and staff in a casual setting. The food was delicious. Chair Saben said the Foundation Event was wonderful, with great food and was well attended. The new STEM center made for a great gathering space. Chair Saben mentioned that L. Newstead attended the recent Honors Students Presentation and T. Saben attended the College's first white coats ceremony when new nursing students were given their lab coats. They were robed by faculty. It was a special and emotional event. Chair

Saben announced the last call for any trustee interested in attending the National Legislative Summit in Washington DC. Confirmed are L. Newstead, J. Barrigas, and Chair Saben. Please confirm with President Cox tomorrow for early registration.

Chair Saben recognized Vice Chair Newstead for the Finance and Personnel Report. Vice Chair Newstead asked if there were any comments on the minutes of the Nov. 8th Finance & Personnel Committee. There were none.

Finance & Personnel Report

Motion: *Motion was requested by Vice Chair Newstead to approve the minutes of the November 8, 2022 Finance and Personnel Committee Meeting Minutes; this was so moved by Trustee Barrigas, seconded by Chair Saben and passed unanimously by roll call vote.*

Vice Chair Newstead recognized VP Clark to report on Procurement.

Procurement over \$100,000 – Airbus ACT Software (Exhibit C)

VP Clark announced the procurement recommendation for Airbus Competence Training (ACT) for Academy Software in the amount of \$102,500 over five years, funded primarily from the \$1.95 million Congressionally directed grant received last year. Director Sasso explained that the software is a virtual simulator of the A320 aircraft which is presently the most popular commercial aircraft in the world. The software includes 12 simulation stations in our current computer lab. Twelve of the 24 stations in the computer lab will be converted, simulating sitting in the cockpit virtually operating the aircraft, completing the maintenance training – the same training programs used by Delta, American Airlines, and other airlines to train their mechanics. These computer stations will be upgraded with dual screens and graphic processors. The 60 licenses cover the number of students that would rotate through on an annual basis. C. Clark confirmed that 3 of the 5 years would be paid from the grant, with 2 additional years potentially paid for with the Federal grant or provided through the AMT operating budget. This upgrade opens the potential to train students on the most current and effective aircraft in the world, getting them ready for hiring at the major airlines who all use the same aircraft. This also opens the opportunity for industry training through CCAPE as airlines are looking for educators regionally with lab space to do this training.

D. Bushy asked if Airbus developed the software, or did someone else write the software and then Airbus buy it and put their name on it? Director Sasso indicated that this is Airbus's proprietary software that was developed by their engineering department. It is currently in place in 3 countries in Europe, India, and the United States. There are only 2 other schools in the entire United States that have this program. D. Bushy complimented Director Sasso for finding and recommending the software supporting the popular Airbus aircraft and said mechanics are sitting at screens troubleshooting airplanes' problems because of all the associated software.

J. Barrigas asked about possible utilization of the lab space, what does that mean for future revenue? M. Sasso discussed using lab space and/or developing training for adult education in the future. Currently, the model for airlines is to hire technicians regionally and

then send them to Dallas, Houston, or Atlanta for this training, but if they can accomplish this locally, it puts us on the map for possibly gaining a portion of that business. J. Barrigas asked do we have an assessment of how much money that could be? M. Sasso did not know the revenue projection, and said his focus was on putting our students in line for advanced hiring and for job placement, but that there is a potential revenue component. J. Barrigas asked where the other two programs in the country are located. M. Sasso indicated that the programs were available at Broward College in Florida and the other one is at Wichita State University-Tech in Kansas.

L. Newstead asked if there were a marketing plan associated with this course offering. P. Stone indicated that some strategy was needed with a unique sales point for the program itself. M. Sasso agreed that having branding for this program elevates our program. We are looking to become one of the top 5 aviation programs in the country.

L. Newstead asked if there were other questions. There were none.

Motion: *A request was made by Vice Chair Newstead to move to accept the President's recommendation to acquire the Airbus for Americas Customer Service Software; this motion was so moved by Trustee Shain, seconded by Trustee Bushy, and passed unanimously by roll call.*

L. Newstead asked VP Clark to walk through the budget.

Budget Report YTD – November 30, 2022 (Exhibit D)

VP Clark mentioned the College has recovered additional tuition and fee revenue as compared with last month. Spring enrollment started earlier and that has yielded some positive benefits. Revenue in the "Other" category increased and is now on target with where we were last year. We are earning higher returns on CDs with the Federal Reserve raising interest rates. We are at \$85,000, well above the targeted \$20,000 originally budgeted.

On the expenditure side, salary and benefits is \$1.1 million above last year. Last year's number was lower due in part to the number of people in transition. This year's figures reflect decreasing turnover and vacancies. In addition, a collective bargaining agreement was settled with a 2-year retroactive pay impact. The MCCC is in negotiation, but the State is projected to fund a substantial portion of that once the contract is settled. The contracted services number is relatively flat with where we were last year. VP Clark indicated overall we are currently \$1.2 million less than where we would like to be, recognizing that revenues did indicate a higher level of enrollment activity for Spring Semester. The Foundation's reimbursement to the College on the FMWSEC will help offset the anticipated shortfall.

Following the close-out and audit of FY2022, Unrestricted Net Assets as of November 8, 2022, show the stabilization fund increased by \$90,000, at \$6,293,000.

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

VP Clark reported on two procurement items: One was Snap-On Industries -- \$64,830.09, and Amtek Company -- \$68,400.00. Both contracts are for equipment related to AMT instruction funded through the \$1.95 million Congressionally directed grant.

Director Sasso explained that the Snap-On expenditure was for 2 toolboxes that require special sheet metal certification and electrical avionics crimping certification for our proposed avionic program in the Fall. The Amtek expenditure is for virtual welding hoods, moving into technology with individual virtual welding hoods versus the outdated virtual welding machines.

L. Newstead introduced AVP P. Alexander for a brief HR report.

HR Report Summary (Exhibit F)

AVP Alexander reported that the faculty and professional staff union has voted to a work-to-rule position, Commonwealth-wide as collective bargaining has continued. This may impact on retention activities; however, things are not as polarized on our campus as compared with others. The relationship seems to be positive despite the Commonwealth's position on this matter.

AVP Alexander reported that the College has turned the corner the opportunities and vacancies related to the "Great Resignation/Retirement." We have no appointments and no actions on the part of the Committee for the Board to approve. There is only one notice of information only of one retirement. Staffing activities have stabilized.

Chair Saben recognized Olivia Williams for the Student Trustee report.

Student Trustee Report:

O. Williams reported on the "awesome" Autumn Feast and thanked everyone who came. The students appreciated this fun event right before the Thanksgiving holiday. Native Americans were honored leading up to the holiday in an exhibit, Wampum: Stories from the Shells of Native America and a screening of the Dawnland documentary. Students were grateful for all who attended the Commonwealth Honors Poster Presentation. Forty students presented from a variety of classes. A successful STEM advising week also took place, as did the performance: *Five Play*, as well as the Nursing White Coat ceremony. Students are currently working through finals week and appreciate the support they received from the Stress Less event which included ice cream, therapy dogs, and robots. Project Forward put on an exciting holiday market and students enjoyed the faculty art exhibit. The food pantry is open and helping provide food for finals week. O. Williams expressed her personal appreciation for a warm welcome, support of the students, and for an awesome semester. She wished everyone happy holidays and is looking forward to Spring semester.

Chair Saben recognized Kathy McNamara for her Foundation Report.

Foundation Report:

K. McNamara thanked Chair Saben for her kind words about the Foundation party and thanked all who attended. K. McNamara indicated the Kelly Foundation will give an additional \$100,000 in support of our Science and Engineering Center. Requests went out to TD Bank Foundation and the Eastern Bank Foundation among others for the year-end appeal. Generosity

was requested in year-end appeal letters distributed into staff mailboxes. K. McNamara said that the Math Learning Center will be named for the New England Patriots Foundation recognizing their \$100,000 donation. Also, a generous donor is providing \$10,000 to clear lingering student debt so they may register for a new semester. K. McNamara said that Dean McCarey expressed support. W. Shain complimented K. McNamara on this effort. K. McNamara expressed gratitude to the Board. Chair Saben expressed gratitude to Kathy and the Foundation Board.

Chair Saben recognized President Cox for the College Reports.

College Reports:

Community College Student Leadership

President Cox introduced Dean Quitadamo and Coordinator Hamilton to report on the recent Community College Student Leadership Conference. Dean Quitadamo reported a new interest in student clubs and events. Student Engagement is creating experiences for students. For the students who attended the CCSL conference, it was their first conference away from home, and first networking opportunity for students with members of all the Commonwealth's 15 community colleges. New student orientation coupled with Convocation for faculty and staff created a sense of belonging and was a success. The turnout was great and was broadcast over YouTube. Friendships were started and faculty and staff created great energy.

Dean Quitadamo invited Coordinator Hamilton and student attendees to speak on the recent Community College Leadership Association Conference. Students displayed leadership skills, attended workshops, gave presentations, and networked. Conference and club activities foster belonging and engagement, commitment, relationship building, diversity and inclusion. The College currently has 22 active clubs in 3 campus locations, with 425 participating students. Spring is expected to bring 30+ clubs.

Student Erikson Bonilla described his work in the 3-D printing lab. As for the CCSL conference, he learned that leaders are not born but shaped by experience and emphasized the importance of asserting one's voice. In the workshop, and from the presenters represented, he learned online branding which he is using in his school projects. Dean Quitadamo anticipates the entire SGA will participate in next year's conference. She mentioned the LGBTQ+ club is working on a statewide in-person meeting for all the community colleges' LGBTQ+ clubs at 4Cs this spring, which was born out of the conference. She gave updates on Welcome Week which happened just after Convocation, and thanked Communications and Marketing for PR, a large social media presence, and energetic engagement as annual events are planned and enjoyed by the students.

Austin Fairly, SGA treasurer & student veteran was introduced. He said that leadership is not born but created. Military experience helped him develop leadership skills. Coming to 4Cs was a difficult adjustment but faculty and staff were a tremendous help. SGA enhanced his leadership skills. Events helped with connection, especially after COVID. Austin thanked the Administration and Board for the opportunity to attend events, clubs, and find his voice through SGA and student engagement. Dean Quitadamo thanked Joe MacKinnon and his crew for preparing club rooms. Coordinator Hamilton highlighted the trip to Boston's MFA to view the

President Obama portrait and said the bus ride fostered student connectivity. College clubs and events provide leadership opportunities that go well beyond 4Cs. Chair Saben agreed on their importance in addition to academics.

Trustee McGrail asked how the Board can help the important work of SGA, clubs, student participation. Chair Saben said several board members have been asked to speak at student clubs and gatherings. Student Austin Fairly stated the importance of timely communication and marketing and broadcasting of student events and opportunities. President Cox said there is opportunity for the Administration and the Board to be involved with student engagement. The spoke of recent history when students were involved in legislation to change eligibility requirements for the student trustee position. He envisions other opportunities to engage students in visiting Boston or Washington. Chair Saben wished the students good luck with finals.

Joan Graney Introduction

President Cox recognized and welcomed Joan Graney, the new Executive Assistant in the President's Office. Joan is a community college graduate, coming to 4Cs most recently from the UMass Amherst Chancellor's Office.

Enrollment Comparison Snapshot

President Cox mentioned the interest from last month's meeting in getting the latest Fall enrollment comparison data from all the community colleges. He gave an update with data from the DHE October meeting. The slide showed the 20-year trend for all undergraduate activity peaking in 2013 with 200,000 students and trending down in 2022 to 148,000. There's been a 40% overall loss in enrollment since 2013 among community colleges. 4Cs data shows a parallel trend.

VP Clark thanked Dr. Wu for compiling data on the next 2 slides with information from Fall of 2020-2021. Data from Fall of 2022 came from CFO group. 4Cs has managed well, comparatively speaking, avoiding some of the spikes that other schools have had. Only Greenfield had a slight enrollment increase of 1%. 4Cs must be nimble in addressing demographic challenges. We are off to a good start for Spring enrollment thanks to VP Vranos' team and their retention efforts with current students & Dean McCarey's team with admissions.

President Cox highlighted a daily enrollment chart showing activity 100 days out and said we're trending ahead of where we were same time last year as far as credit hours and head-count. Momentum is good for the Spring semester, working to continue and meet budget projections.

President Cox recognized Director Stone for the Strategic Communications and Marketing Update

Enrollment Marketing Update.

Director Stone said lessons had been learned as we navigated the pandemic into Fall of 2022 about enrollment from a marketing and enrollment standpoint. Conversations were had with the admissions and enrollment teams. Pre-pandemic sales pitch, value propositions, and

what worked across all higher ed were alumni stories, return on investment, education into a career, quick outcomes. The pandemic changed that, and the message shifted to a new audience of Gen Zs. Marketing worked with enrollment and admissions and divided high school students in to 2 groups: 1) for the low GPA students looking for liberal arts and general studies the message became “explore and find yourself;” 2) for higher GPA high school students who are geared more toward career, the message became “save money & transfer.” For adult learners age 25-45, who are interested in improving their lives and a pathway to the middle class, the message became, “get credentialed, provide a better life for yourself and your family.” For Transfer students to 4Cs, the message became, “you’re paying too much for your degree.” For students off-Cape, the message became, “destination programs you can’t get anywhere else.” There’s growth happening in the Off Cape’s group with the idea that 4Cs is a destination college offering Hyflex, quick term, and unique, individual programs.

Director Stone indicated what is working in Fall 2022: Google ads, search advertising, and especially YouTube videos. Higher quality students/higher quality leads are appearing from these sources. Facebook /Instagram and digital advertising are driving traffic to the website. Digital videos are working well with a special focus on “authenticity.” Gen Z wants authenticity – self-made video shots showing a “day in the life.” Sample ads, Instagram stories, advertising for specific programming, digital billboards, transit ads are all working. Applications are up for Spring. Priority is being placed on high school seniors and their parents – targeting them now for Fall 2023. Daily monitoring of Spring enrollment is being conducted with the Admissions team – monitoring student feedback and what they want. The Blue economy and Cape Cod Pathways campaigns are underway. We are updating marketing materials including welcome books.

Chair Saben asked if other colleges are borrowing our ideas. P. Stone said he is on the board of National Council for Marketing & PR with hundreds of professionals sharing ideas. He thinks 4Cs is becoming a model college. Director Stone encouraged everyone to “like” and share our social media campaign links.

President’s Updates

President Cox shared that the BHE met today and endorsed 5 key design elements for higher ed financing:

1. Increase financial aid for our students by at least doubling the current annual budgetary financial aid level to make college truly accessible for our lowest income students
2. Bolster institutional support - \$130 million would be the potential cost; critical to get students to complete FAFSA which determines Pell eligibility. Pell eligibility is a big determinant of future funding.
3. Significantly expand DHE funding capacity to catalyze innovation and collaboration in partnership with other institutions through the higher ed innovation grant.
4. Codify commitment to fund all 3 years of salary increases for each new collective bargaining agreement and develop a fair and workable plan to better align incentives and cost sharing between the Commonwealth & public higher ed institutions on fringe benefits.

5. Provide more transparency, predictability, and balance guardrails on total charges to students by allowing all campuses to retain all tuition and fees, making tuition the primary component of student charges.

This is a framework in terms of what we are looking at as we plan for future funding. It is proactive in terms of preparing for Question 1 revenue increases that are projected beginning in FY2025, hopefully placing community colleges in a better position in terms of what we see as support coming in from the State. We still must go through the legislative process and through the new Governor's budget process, but there's reason to be optimistic.

President Cox highlighted last week's recognition at the State House by the Commonwealth's Leading by Example program, highlighting the work of Joe MacKinnon, our facilities team, and the College community in becoming a more sustainable institution. 4Cs is being cited for many of our projects in a good way. Director MacKinnon said, "we're just getting started."

President Cox presented the College's holiday card, an audio/visual presentation.

Chair Saben wished everyone happy holidays.

Motion: *Chair Saben requested a motion to adjourn the meeting; this was so moved by Vice Chair Newstead, seconded by J. Barrigas, and passed unanimously by roll call.*

The meeting was adjourned at 5:32 pm.

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