

**CAPE COD COMMUNITY COLLEGE
BOARD OF TRUSTEES**

Zoom and In-person Meeting Minutes, 4:00 PM... September 13, 2022

Trustees Present:	Judy Barrigas Alex Rodolakis	Tammy Saben Olivia Williams
Trustees Remote:	John Flores Alex Gomes Laura Newstead	Joe McGrail Will Shain
Trustees Absent:	Dave Bushy	Judy Quinn

FACULTY, STAFF, STUDENTS AND OTHER VISITORS Present: J. Cox, President; M. Kotb-van Hogeand, Executive Assistant; K. Vranos, VP; C. Clark, VP; P. Alexander, Associate VP; C. Phelan, Interim CITO; J. MacKinnon, Director; S. Wu, C. McCarey, Dean; Director; C. McCarron, Dean; P. Preston, Dean; A. Quitadamo, Dean; A. Kilcoyne, Director; H. Woo, AV Tech

FACULTY, STAFF, STUDENTS AND OTHER VISITORS Remote: K. McNamara, CEO; P. Stone, Director; T. Jacobsen, Director;

CALL TO ORDER:

Chair Saben called the meeting to order at 4:12 PM and announced the Trustees who were attending in person, attending remotely and absent.

MINUTES:

On the motion of Trustee Newstead, seconded by Trustee Shain and by roll call, the Board, approved the June 14, 2022 meeting minutes as submitted in Exhibit A.

On the motion of Trustee Shain, seconded by Trustee Newstead and by roll call, the Board, approved the July 13, 2022 Board Retreat meeting minutes as submitted in Exhibit B.

BOARD REPORTS:

Chair's Report

Chair Saben thanked the Trustees for attending Convocation and noted the turnout of faculty and staff. She acknowledged the reappointment of Trustee Flores for another 5-year term. The Association of Community College Trustees (ACCT) conference was scheduled for October in New York City and the Legislative Conference in February 2023. Chair Saben asked for Trustees to notify the Executive Assistant of their plans to attend either of the conferences.

For the start of the academic year, Chair Saben read the Cape Cod Community College Land Acknowledgement.

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

Finance & Personnel

MINUTES:

On the motion of Chair Saben, seconded by Trustee Rodolakis and by roll call, the Board approved the Committee meeting minutes of June 14, 2022, as submitted in Exhibit C.

Vice-Chair Newstead recognized VP Clark for the Summary of Summer Procurements and Budget Report YTD.

Summary of Summer Procurements (Exhibit D)

VP Clark reviewed the non-recurring payments including the moving services to relocate faculty, staff, and classrooms to the Frank and Maureen Wilkens Science and Engineering Center (FMWSEC) and the new cafeteria and catering services of Epicurean Feast. He stated that Pfeufer Richardson Architects provided design services for the DCAMM-funded Parking Lot 12 project to also include a solar canopy. Items above \$100,000 included the purchase of approximately 18 DTEN units to be distributed throughout the campus.

Budget Report YTD – August 31, 2022 (Exhibit E)

VP Clark stated that tuition was down approximately \$195,000 from this point last year. The fee increase kept the percentage down to 3% as the College continues to address economic and financial changes. The full year of interest was budgeted at \$31,000 while \$23,337 was already reached in the first two months due to the interest rate increases.

Salaries and Benefits were higher due to increases in the AFSCME contracts including a retroactive increase. There were significant payouts of vacation and sick time for retirements, and compensation costs for training.

Vice-Chair Newstead recognized AVP Alexander for the HR Report Summary of Summer Appointments, Retirements and Resignations and HR Quarterly Report.

HR Report Summary of Summer Appointments, Retirements and Resignations (Exhibit F)

AVP Alexander stated that the follow up of the Great Resignation was the Great Retirement which increased activity twofold and more over the summer period when the Board delegated authority to the President; 10 appointments versus 3, 6 resignations versus 3, 8 retirements versus 3. While the numbers were small, the HR activity was significant over the summer months.

AVP Alexander reviewed the appointments, resignations and retirements as listed in Exhibit F as information to the Board.

HR Quarterly Report (Exhibit G)

AVP Alexander stated that this Report included numbers that realistically represented changes from FY2021 to FY2022. While there was a drop in overall applications, there were increases in the multiples for scheduling, search committees, interviews, and background checks.

The 46% increases in resignations was not atypical of other institutions. The number of vacancies provided more opportunities to develop internal staff. All vacancies are posted both internally and externally. If an internal candidate was hired, they were the best candidate for the job.

AVP Alexander reviewed Employee Engagement which included how to respond to emergencies and Affirmative Action Committee's recognition of monthly dedications to groups such as LGBTQIA Pride and PTSD Awareness month for June and Native Americans in July. Hispanic Heritage and Suicide Awareness were recognized in September.

He reviewed the increase in case management numbers correlated to the return to work and the change in terms and conditions of employment after the pandemic. Grievances went from 1 in FY2020 to 5 in FY2021 representing the challenges of returning to work on campus. Chair Saben asked if all 5 cases were related to returning to work and AVP Alexander responded that some were related to changes in the collective bargaining agreement, supervision, and communication. Trustee Gomes asked if mental health awareness was being considered. AVP Alexander stated that it would be addressed during Suicide Awareness events and workshops happening on campus. HR works closely with the Wellness Department.

Chair Saben recognized Evaluation Committee Chair McGrail for the Evaluation Committee Report.

Committee Chair McGrail provided an update on the evaluation process. The Committee will share the findings with President Cox the first week of October and will seek approval at the October 11 Board meeting.

On the motion of Trustee Newstead, seconded by Trustee Rodolakis and by roll call, the Board approved the Evaluation Committee meeting minutes of June 14, 2022, as submitted in Exhibit H.

On the motion of Trustee Barrigas, seconded by Chair Saben and by roll call, the Board approved the Evaluation Committee meeting minutes of August 30, 2022, as submitted in Exhibit I.

Chair Saben recognized Student Trustee Williams for the Student Trustee Report.

Student Trustee Report

Student Trustee Williams stated that it was an honor to be selected for the role. She was an English major with the ultimate dream of becoming an author, and hoped to transfer to a four year institution. In addition to her role as Student Trustee, she tutored in the Reading and Writing Center and was one of the editors of the *Main Sheet*. Her main goal for carrying out the role was to streamline student and faculty communication. She was the Parliamentarian of the Student Government during the previous semester and noted there were several SGA areas to be improved upon. She also planned to advocate for mental health and stated that there would be an event posted about relationships to be hosted by the Independence House.

Student Government served to foster a sense of community among students especially through clubs and events. She reviewed events that were scheduled for Welcome Week which included a seminar about post-COVID learning. Auditions were scheduled for a play. Student Trustee Williams stated that the orchard was producing pears and peaches. Everyone she spoke to was very enthusiastic about the new FMWSEC and STEM events have already taken place there.

Chair Saben asked about the play. Student Trustee Williams stated that the play was *Fiveplay*, written by Erica Smith and was about polyamory.

Chair Saben recognized CEO McNamara for the Foundation Report.

Foundation Report

CEO McNamara stated that it was the norm to have multi-year pledges and that the Foundation had several five-year pledges that are paid out each year. For example, Cape Cod Five supported a number of their projects and had three more years remaining on their pledge. The pledges are based on when the pledge was made and the subsequent five years. Many pay them off in advance. The Foundation will be paying the College several years moving forward.

She spoke with VPFO Clark about a matching opportunity from the Commonwealth of Massachusetts that the College will be eligible for once a certain amount of gifts has been received. The Kelley Foundation will hold its Annual Meeting in the FMWSEC later in the month and she would pursue them for a larger gift in addition to what they donated a few years ago and felt positive about it. She reassured the Foundation would reimburse the College, if not in the next year, then over the next few years. CEO McNamara reminded everyone of the Ribbon-Cutting Ceremony on September 29 at 4 PM and to please send an RSVP to foundation@capecod.edu. CEO McNamara stated that Mrs. Wilkens visited the building and was enthusiastic about all that she saw during the tour of the building. Her four sons would accompany her at the ceremony.

The Foundation's audit would be completed by O'Connor and Drew and would be presented to the Finance Committee at the end of the week. The Fall Fundraiser would be November 4th and take place in the FMWSEC from 5:30-7:30 PM. The Foundation Board will hold a Retreat on October 1.

Trustee Barrigas asked about the potential for the match and CEO McNamara responded \$660,000 and she felt confident that number would be reached. VP Clark stated that the State has \$330,000 for the College and would use some of the ARPA funds to match that.

Chair Saben recognized President Cox for the College Reports.

College Reports

FY2021 Gifts to the College (Exhibit J)

President Cox reviewed the FY2021 Gifts to the College for approval of the Board. From the total of \$9,312,109, \$470,000 is direct student aid for various purposes as indicated on the spreadsheet.

On the motion of Trustee Barrigas, seconded by Trustee Shain and by roll call, the Board unanimously approved the FY2021 Gifts to the College, as submitted in Exhibit J.

President Cox recognized VP Vranos for a Reorganization Plan.

Reorganization Plan (Exhibit K1-K2)

VP Vranos followed up on remarks from VP Clark regarding symmetrics. The average class size was increased from 14 to 16 and the total number of sections was at 370, down from approximately 450 in 2018. The College was getting more efficient with the schedule while ensuring students have access to the courses they need in their programs, being selective of what is offered and what is canceled and the reasoning behind that.

VP Vranos reviewed the proposed reorganization in Academic and Student Affairs to include a more evenly distributed weight of divisions as well as a change in the physical location. She recommended that Project Forward be moved organizationally from Student Retention and Completion over to the Academic Division, specifically the Division of Arts, Humanities, Social Sciences and Teaching and Learning, and the Adult Education Center, under Dean McCarron. The reorganization will assist Project Forward in adopting scheduling, assessment, rooming, and contractual practices that are consistent with the mainstream programs of the College and increase access and equity in the utilization of institutional resources. The move will strengthen inclusion across the campus community.

Chair Saben asked if Project Forward was the only program moving to which VP Vranos responded affirmatively and added that Project Forward doubled in population over the summer, up to 67 students in house.

President Cox recognized Director Wu for the Community College Survey of Student Engagement

(Exhibit L) which dovetails some of the topics discussed at the June Board of Trustees meeting and at the Board Retreat.

Community College Survey of Student Engagement [CCSSE (Exhibit L)]

Director Wu stated that the survey is conducted every 4 years and this one was conducted in Spring 2022, and contains over 120 items that assess student behavior and institutional practices. Approximately 604 students completed the survey and the response rate was approximately 28%. CCSSE provided a report of benchmark scores and another regarding student responses to individual items.

Director Wu reviewed the benchmarks which included Active and Collaborative Learning, Student Effort and Academic Challenges, Student-Faculty Interaction and Support for Learners. The scores were based on an average of 50 and indicated that the College was doing better than 50% of all the institutions. Eight schools in Massachusetts participated in the survey. The lowest score of 49.7 was for the Support for Learners category.

She reviewed the College's results compared to 2018. High performance in 3 areas was attained in 2022 compared to 2018. The majority of courses in Spring 2022 were offered online and remote during which time the College did a tremendous job; however, and understandably with the pandemic, Active and Collaborative Learning and Student Effort resulted in a slight decrease to 49.7.

Director Wu reviewed the individual student responses and focused on two items: Reasons/Goals for Attending CCCC and Barriers to Resistance. There was a large overlap between students looking to obtain a degree and update their job-related skills as reasons to attend CCCC. Barriers were consistent with faculty and staff observations including lack of finances, working full-time, caring for dependents and being academically unprepared. The top two reasons for a student to withdraw from a class or from the College were lack of finances and working a full-time job. The Care for dependents also came in at a high percentage of 49% and 29% for Not Likely and Somewhat Likely, respectively, to withdraw from class or the College.

Director Wu concluded that many factors affect the students' decisions regarding whether or not they return and how it impacts both their lives and their studies. Much more information is available and she is happy to provide that. Trustee Barrigas asked about the participation. Director Wu stated that 2,500 is the target population of students who took at least one credit course. 604 completed the survey resulting in a 28% response rate. For reference, Director Wu stated that from the 430 schools, the average response rate is 30% and for smaller colleges, it's 16%. Trustee McGrail asked if there would be another opportunity sooner than four years to complete the survey again; however, that was not available. He noted the one category that was below that national average was the Support for Learners and wondered how the Board could put something in place to drive improvement in that particular area. Director Wu stated that 7 items make up that benchmark and she would take a closer look at those items to determine what was happening.

VP Vranos stated that the EAB Navigate platform which was brought up at the June 2022 Board of Trustees meeting, would enable the College to perform case management in response to faculty raising early alerts on students at earlier and more frequent times during the semester. Currently, the challenge is the manual triage of over 600 alerts from the Spring semester. The integration of EAB is currently underway and the soft launch is expected in December. This will increase speed and frequency of student support services.

Director Wu added that the Divisions also have the intake surveys to capture the individual students' experiences such as with the STEM Starter Academy and the Nursing Program, which result in targeted intervention. Trustee Gomes asked if demographics were captured. Race, ethnicity and gender were captured as well as first generation students and enrollment status. The student's email address helps to desegregate the information.

President Cox recognized Dean McCarey for the Enrollment Update

Enrollment Update (Exhibit M)

Dean McCarey reviewed the enrollment strategies for recruitment and marketing plans. The five largest degree or concentrations have been consistent throughout the years and were Health Science, General Studies, Business Administration, Nursing and Liberal Arts, and has seen a draw from the south coast region for the specialized programs. Online and Hyflex expanded the opportunities to branch out further into and beyond the Greater Plymouth area. Dean McCarey reviewed the Student Profile including the number of students enrolled in the 5 largest degree programs included race and ethnicity data. Students of color represented 27.2% of students who received a degree or certificate in Academic Year 2021-2022. She reviewed the credit hour distribution indicating an increase in face-to-face courses. Hyflex was at 18% and with 80 options she anticipated an increase. Remote and Hybrid came in 16% and 4%, respectively.

Trustee Rodolakis asked what the difference in Remote and Online courses were. She explained that Online was completed on the computer at a time convenient for the student's individual schedule while Remote was a course followed on the computer at a specified day and time. Hyflex was a combination of remote and in person.

Dean McCarey reviewed the current enrollment numbers in both credit hours and headcount comparing to last year. The College was approximately 3% down in headcount indicating that students were taking less credits. The Fall Projection was 21,250 and the numbers were at 19,944. She felt the College was at 94% of the goal and within striking distance of reaching the projection. Trustee Barrigas asked about how the categories were determined for ethnicity because at the Scholarship event she noticed so many Brazilian and Russian students and it would be interesting to know that for the sole purpose of outreach. Dean McCarey stated that the data was collected at admissions applications and at point of registration as two ways to capture the information.

Trustee Barrigas asked if marketing material was distributed in other languages. Director Stone responded that, depending on the specific program materials and the outreach, translation was completed in Creole, Brazilian Portuguese, and Spanish. The College ensures that when there is a call back that there is someone who can respond in the preferred language. He gave one example of the Early Childhood Education program with recruitment material in Brazilian Portuguese. Trustee Gomes asked if the vaccination policy was still in effect to which Dean McCarey responded affirmatively and added that a student is not able to enroll in a class on campus until the vaccination is verified and they are through the inoculation period.

A video was displayed showing Professor Tom Schaeffer explaining the Hyflex course offerings and how it works for students at the College.

President Cox recognized Dean Preston and Director Kilcoyne for the Nursing Update.

Nursing Update (Exhibit N)

Dean Preston stated that 172 students were enrolled among 3 cohorts and explained how the numbers were reached. He reviewed the running totals kept by the Admissions Department which consisted of two rounds for day and evening. The second round helps to fill seats that were not filled in the first round and has proven successful.

There was a market for LPN to RN program; however, space and moreover staffing challenges kept that to a minimum. Through collaboration efforts across teams, four full-time Nursing faculty were hired and clinical placements were filled.

Director Kilcoyne thanked all who joined the task force meeting in June when the Nursing

Program was down four full-time faculty and several part-time faculty. Ultimately, the goal was achieved and everyone has a clinical group and a clinical instructor. She spoke about student engagement. A Nursing Program Orientation Day was planned for the freshmen of which the overwhelming majority attended voluntarily. The day focused on the transition from a traditional CCCC student to a Nursing student.

Director Kilcoyne stated that free of charge mentoring was offered to the Nursing Program students and graduates. They are tutored through the summer on a one-to-one basis. 58 Students passed the exam, 7 failed and 9 have not yet taken the exam. The Program had an 89% pass rate. Chair Saben asked if the 9 students who did not take the exam are withdrawn from the calculation. Director Kilcoyne responded that as soon as they pass or fail the exam, they will be calculated into the College's pass rate. Chair Saben asked if it was common to have a high percentage of students not taking the test. Director Kilcoyne responded that most students use the summer to study and it is recommended to take the exam mid to end of July. There were various reasons that the 9 students did not take the exam.

President Cox recognized Interim CITO Phelan for the IT Update.

IT Update (Exhibit O)

Interim CITO Phelan reviewed the cost savings of approximately \$18,000 annually through the College being qualified as a member of the Center for Internet Security, one of the top recommended organizations by the Department for Homeland Security, at no cost. The Center provides enhanced cyber security support. Interim CITO Phelan was grateful for the Northern Essex Community College's CITO Ribeiro to share the information about the collaboration and no cost security services

President Cox announced the conviction of Djonibek Rhamankulov who laundered millions of dollars of proceeds through fraudulent manners including College funds involved in the 2018 cybercrime, and he will be sentenced on January 5th. The College has been asked to provide an Impact Statement. There is a remote possibility that there may be some recovery of funds at some point in the future. President Cox stated that the College recorded a \$129,536 loss from that crime.

President Cox stated that, as a follow up to an inquiry at the June Board of Trustees meeting, there are 3 students enrolled at Champlain College. The students may take the courses at CCCC and do not have to travel to Vermont. There is a page on our website <https://www.capecod.edu/transferto Champlain> that provides more details.

He congratulated Dean Christine McCarey who defended her dissertation proposal that morning for her doctorate, about understanding the change process during periods of institutional transformation.

Lastly, he announced the departure of Executive Assistant Kotb-van Hogezaand. She thanked the Trustees for the opportunity to serve as the Executive Assistant and Recording Secretary and was impressed by their commitment to the success of the students and the wealth of knowledge, experience and their insights that made a difference. She felt privileged to work alongside hard-working co-workers as they formed teams to reach goals and find solutions.

On the motion of Trustee Newstead, seconded by Trustee Barrigas and by roll call, the meeting was adjourned at 5:51 PM.

Respectfully Submitted by:

Maureen Kotb-van Hogezaand, Recording Secretary, Board of Trustees