

CAPE COD COMMUNITY COLLEGE  
**BOARD OF TRUSTEES MEETING**  
February 13, 2024  
Zoom and In-person Meeting, 4:00 PM

Trustees Present: All meeting participants were remote due to inclement weather.

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

Trustees Absent: Alex Gomes, Judy Quinn

FACULTY, STAFF, STUDENTS AND OTHER VISITORS Present: J. Cox, President; A. Camilo, Staff Asst.; C. Clark, VP; J. Graney, Exec. Asst; F. Hughes, CIO; T. Jacobsen, Director; J. MacKinnon, Director; C. McCarron, Dean; K. McNamara, Foundation CEO; K. Monteiro, Events Asst.; G. Nelson, Title IX Coordinator; P. Preston, AVP/CHRO; A. Quitadamo, Dean; A. Russo, Director; D. Shea, Program Coordinator; G. Silva, Faculty; P. Stone, Director; M. Targino-VanBeber, Dean; K. Vranos, VP; S. Wu, Director

**CALL TO ORDER**

Acting Chair Rodolakis called the meeting to order at 4:00 PM as Trustee Saben's internet connection was interrupted.

**MINUTES**

Approval of January 9, 2024 Board of Trustees Meeting Minutes (Exhibit A)

Acting Chair Rodolakis requested approval of the minutes of the January 9, 2024 Board of Trustees Meeting with the edit that his name be added to the remote attendance list as he attended part of the meeting.

***Motion:** On the motion of Trustee Bushy, seconded by Trustee Barrigas, and by roll call vote, the Board unanimously approved the amended minutes of the January 9, 2024 Board of Trustees Meeting.*

**BOARD REPORTS**

**Chair's Report**

Chair Saben reported that she attended Opening Day on January 18. Faculty and staff boarded buses to tour the Funeral Service Program at Bridgewater State University and the Aviation Maintenance Technology Program in Plymouth.

Chair Saben recognized Trustee Barrigas to report on the ACCT 2024 National Legislative Congress.

Trustee Barrigas reported that she, along with Dr. Cox, Trustees Flores, Vasvatekis, and Student Trustee Marshall, attended the ACCT National Legislative Congress from February 4-7 in Washington, DC. Presentations were given by Bill McBride, Executive Director of the National Governor's Association, who stressed the importance of state-level advocacy, and Jennifer Granholm, US Energy Secretary, who spoke on clean energy jobs and campuses. Amy Walter, Publisher and Editor-in-Chief of the Cook Political Report gave a presentation on the legislative issues, discussed dynamics of the election year, and bipartisan efforts for short-term workforce Pell Grants and reauthorization of the Workforce Innovation and Opportunity Act (WIOA).

The group met with Senator Markey's staff, Congressman Keating, and Senator Warren. Topics of discussion with legislators focused on advocating for Workforce Pell Grants/short-term programs, strengthening the Workforce Innovation & Opportunity Act, supporting student access and success, strengthening under-resourced institutions, and bolstering job training, and career and technical education. U.S. House of Representative's Education and Workforce Committee Chair, Virginia Foxx presented on workforce development, Pell Grants, and the Strengthening Community College Training Grants Program.

Trustees Flores and Vasvatekis emphasized the importance of having Student Trustee, Alisha Marshall on the trip. Legislators relish hearing concerns and advocacy directly from the students, and Trustee Marshall did a great job.

President Cox reported on a legislative effort to hold colleges responsible for paying back defaulted student loans. This would put the college in financial risk and would also burden the next generation of college students as colleges incur potential additional costs.

Chair Saben mentioned that the next ACCT Conference will be held in October in Seattle. We will provide details once they become available.

Chair Saben recognized Acting Chair Rodolakis for the Finance & Personnel Report as Trustee Newstead was having audio difficulties.

### **Finance & Personnel Report**

#### Approval of January 9, 2023, Finance and Personnel Committee Meeting Minutes (Exhibit B)

Acting Chair Rodolakis requested approval of the minutes from the January 9, 2024 Finance and Personnel Committee meeting.

**Motion:** *On the motion of Trustee McGrail, seconded by Trustee Saben, and by roll call vote, the Committee unanimously approved the minutes of the January 9, 2024 Finance and Personnel Committee meeting.*

VP Clark was recognized for the Finance Report.

Budget Report YTD – January 9, 2024 (Exhibit C)

VP Clark reported that State revenue increased significantly due to receipt of anticipated one-time funding of approximately \$1.5 million to fund MCCC retroactive salary increases paid out in FY2023. We have exceeded our tuition and fee revenue projection for the year. Interest revenue continues to increase. Salary and Benefits have seen an increase due to retroactive NUP and AFSCME salary increases. The MCCC contract for FY2024 has not yet been settled but we have built a 6% increase into the budget. Contracted Services has increased due to the need for additional adjunct faculty to manage the increase in enrollment. We anticipate some 9C cuts to our operating budget due to a shortfall in State revenues.

AVP & CHRO Preston was recognized for the Personnel Report.

Personnel Report – Reappointments, Reclassifications, Resignations, Retirements (Exhibit D)

AVP Preston reported on three appointments for consideration by the Board.

- Miguel Garcia as Manager, IT Client Services and Educational Technology
- Lisa Malcolm as Associate Director, Wellness Mental Health and Crisis Care
- Jennette Veras-Gil as Dental Hygiene Operations Coordinator

**Motion:** *On the motion of Trustee Saben, seconded by Trustee McGrail, and by roll call vote, the Committee unanimously approved the President's recommendation to approve the three appointments as outlined in Exhibit D.*

AVP Preston also reported on two recent hires.

- Siobhan Cavacco as Administrative Assistant II in Aviation Maintenance Technology
- Meghan Boudreau as Administrative Assistant II in the Nursing Program

AVP Preston reported on one resignation.

- Ashley Carey as Laboratory Technician in STEM

AVP Preston also reported on turnover rates as requested by Trustee Barrigas at the last Board meeting. As of February 2, 2024, there were 229 full-time faculty and staff employed by the College, 200 of whom were retained. This represents a 92% retention rate.

Student Trustee A. Marshall was recognized for the Student Report.

**Student Report**

Student Trustee Marshall expressed appreciation for being able to attend and represent the College at the ACCT Legislative Congress in Washington, DC. She gave special thanks to President Cox and Trustees Barrigas, Vasvatekis, and Flores and said she was grateful for the honor to meet with the Members of Congress.

Student Trustee Marshall expressed interest in an SGA student survey to better understand and address student needs and challenges. She also proposed the implementation of financial literacy strategies to support students who lack sufficient financial guidance. President Cox will meet with Student Trustee Marshall to discuss.

Foundation CEO Kathy McNamara was recognized for the Foundation Report.

### **Foundation Report**

CEO McNamara reported that the Foundation's scholarship process opens online on Friday, February 16, and students will have three weeks to complete the application. This year the Foundation has \$300,000 available for scholarships. Two \$1,000 scholarships will be given away at the upcoming Big Love event. The Foundation is currently planning their 2<sup>nd</sup> Annual Casino Night to be held at Wequassett on April 5. Trustees are invited and encouraged to attend with guests. The 4Cs Jazz Band will perform and room discounts are available for anyone wanting to stay overnight at the Wequassett. The Foundation Board has approved the \$50,000 Compass Fund available for faculty, staff, and student travel in 2024. Application deadline is March 15, 2024.

Trustee Saben recognized President Cox for the College Reports.

### **COLLEGE REPORTS**

President Cox recognized Program Coordinator, Dan Shea and Instructor, Gretchen Silva for an update on the Funeral Service Program.

#### Funeral Service Update (Exhibit E)

Program Coordinator Shea reported that over the past 6 years, enrollment and retention have both increased in the Funeral Service Program. The Program is expanding its program area and practical application for a continued growth trajectory.

Instructor Silva highlighted changes to an industry comprised of 90% white males in the 1950s to one now represented by 72% female, 69% white, 17% African American, and 11% Hispanic, Native, and Asian Americans.

Coordinator Shea reported that students advised to complete both first semester courses, Survey of A&P and Social Foundations, have a higher retention rate. These are prerequisite courses for both the science and art sides of the Program. He also gave an update on the new, enhanced space the Program will use at BSU in the fall.

Trustee Saben asked for the anticipated completion date for the new space. Coordinator Shea said that construction should begin in March and last through August.

Trustee Flores asked about student demographics and about funeral service operations on Nantucket and Martha's Vineyard. Coordinator Shea explained that most students are from

Massachusetts, but marketing efforts are underway to expand the program's reach. He added that there is a clinical site on Martha's Vineyard that the program collaborates with, but none on Nantucket. There are 58 institutions nationwide. Most are distance ed, with 2 others in Massachusetts that have limited curriculum.

Trustee Bushy asked about job fairs and how employers are reaching out to students. Coordinator Shea indicated that they conduct job and resource fairs and routinely receive inquiries from employers looking for skilled workers. A student graduate of the program can expect a starting salary of \$65,000, on average.

President Cox recognized Dr. Angela Quitadamo and Dr. Gretchen Nelson, Title IX/ADA Coordinator, Affirmative Action Officer, for an update on the Title IX Sexual Misconduct Climate Survey.

#### Title IX – Sexual Misconduct Climate Survey Update (Exhibit F)

Dr. Nelson explained that the State requires colleges and universities to conduct sexual misconduct climate surveys at least once every four years and to publish on our website, policy, procedures, and institutional efforts to identify, prevent and respond to sexual misconduct. The survey will begin on March 18 and run through April 23. Compliance officers from the 15 community colleges found that many questions on the State's survey were geared toward 4-year institutions and not applicable to community colleges. Therefore, a State-approved, modified version of the survey was developed for use by the community colleges. All students over the age of 18 will receive the voluntary, confidential survey which will take approximately 15 minutes to complete. Dr. Quitadamo added that support services have been coordinated with the Wellness Center and will be offered to students during the survey window. Responses will be analyzed and reported to 4Cs by outside vendor, Grand River Solutions. Results will be disseminated on the 4Cs website.

President Cox recognized Patrick Stone, Director of Strategic Communications & Marketing and Alex Russo, Director of Recruitment & Enrollment Strategy for a Marketing and Recruitment update.

#### Marketing & Recruitment Update (Exhibit G)

Director Stone explained that marketing strategies for the Spring began early with a look at what campaigns worked or didn't work in the Fall Semester. Spring 2024 advertising focus areas include: Free College (adult learners), Parents of Prospective Students, Nursing, Funeral Service, Small Business Certification, CCAPE, AMT, "Brand Campaigning."

Director Russo highlighted recruitment efforts and enrollment strategies. Recruitment efforts included developing a 5-minute "Fast App" for students already accepted but who never registered for classes. Admissions partnered with EdAmerica to re-engage students who previously enrolled at 4Cs but have since stopped attending, as well as targeting the 25+ community's MassReconnect inquiries. Enrollment strategies included developing and maintaining a Strategic Communication Plan. This entailed reducing barriers and improving

communications through targeted text, email and phone messaging, nudging students through next steps, targeted outreach for FAFSA completion, and providing a warm transfer for the student to Advising.

Director Stone added that these targeted advertising efforts through digital/social media, radio and tv ads, resulted in the following increases compared with Spring 2023: a 132%+ increase in applications, a 30%+ increase in credit hours, a 28%+ increase in headcount, and a 109%+ increase in enrollment of new degree seeking students.

Trustees Bushy and Flores gave high praise to Directors Stone and Russo for an informative presentation and to the efforts of the entire faculty, staff, and administration for working hard to overcome difficult challenges.

Trustee McGrail asked about tactics in dealing with specific social media platforms used by Marketing & Communications and about streamlining the application process. Director Stone pointed out the convenience of being able to easily duplicate campaigns across social media platforms such as Meta and Instagram. Tik Tok is used for brand building. Links to the College or Admissions websites are included in all social media advertising. Director Russo added that it takes 10-15 minutes to complete the 4Cs application. Much of the data captured on the application is required by the State. Admissions is always looking for ways to streamline and improve the application process, and the "Fast App" is a new development in that effort.

**President's Minute**

President Cox reminded all that the Big Love event starts tomorrow.

Chair Saben asked for any other business for the Board. There was none.

**Motion:** *On the motion of Trustee Rodolakis, seconded by Trustee Bushy, and by roll call vote, the meeting adjournment was unanimously approved at 5:53 PM.*

Respectfully submitted by:  
Joan Graney, Recording Secretary  
Board of Trustees  
March 12, 2024