

CAPE COD COMMUNITY COLLEGE  
**BOARD OF TRUSTEES MEETING**  
January 09, 2024  
Zoom and In-person Meeting, 4:00 PM

Trustees Present: Tammy Saben; Laura Newstead; Judy Barrigas

Trustees Remote: Dave Bushy; John Flores; Alex Gomes; Joe McGrail; Judy Quinn; Alex Rodolakis,  
George Vasvatekis

Trustees Absent: Alisha Marshall

FACULTY, STAFF, STUDENTS AND OTHER VISITORS Present: J. Cox, President; A. Camilo, Staff Asst.; C. Clark, VP; M. Constantino, Manager; J. Graney, Exec. Asst; F. Hughes, CIO; T. Jacobsen, Director; B. Latigo, Dean; N. McIver, Coordinator; K. McNamara, Foundation CEO; K. Monteiro, Events Asst.; P. Preston, AVP/CHRO; A. Quitadamo, Dean; P. Stone, Director; M. Targino-Van Beber, Dean; V. Trudeau, Coordinator; S. Vaughn, Director; K. Vranos, VP; M. Weir, Chief Wellness Officer; S. Wu, Director

**CALL TO ORDER**

Chair Saben called the meeting to order at 4:04 PM.

**MINUTES (EXHIBIT A)**

Chair Saben requested approval of the minutes of the December 12, 2023 Board of Trustees Meeting.

**Motion:** *On the motion of Trustee Newstead, seconded by Trustee McGrail, and by roll call vote, the Board unanimously approved the minutes of the December 12, 2023 Board of Trustees Meeting.*

**BOARD REPORTS**

**Chair's Report**

Chair Saben welcomed everyone back and wished all a Happy New Year. She reminded the group that Opening Day is Thursday, January 18 and encouraged all to attend. President Cox added that Opening Day would be different this year and would include tours of the Funeral Service and AMT programs. For all those who cannot attend, another trip is planned for later this semester. Chair Saben reported that a group of Trustees and the President attend the 2024 ACCT National Legislative Summit in February.

Chair Saben recognized Vice Chair Newstead.

**Finance & Personnel Report**

**Approval of December 12, 2023, Finance and Personnel Committee Meeting Minutes (Exhibit B)**

Committee Chair Newstead requested acknowledgement of the fact that there was no December meeting of the Finance and Personnel Committee and, therefore, no minutes to approve.

**Motion:** *On the motion of Trustee Saben, seconded by Trustee Barrigas, and by roll call vote, the Committee unanimously acknowledged the absence of any December 12, 2023 minutes of the Finance and Personnel Committee meeting.*

VP Clark was recognized for the Finance Report.

Procurements between \$50,000 - \$100,000 – Training Consultants, Inc. (Exhibit C)

VP Clark reported on the purchase of hydraulic equipment and landing gear system trainer for the AMT program at a cost of \$56,260.00. These were sole source, grant funded items.

Budget Report YTD – December 31, 2023 (Exhibit D)

VP Clark reported that State revenue is the same as was reported last month. We continue to see an increase in tuition and fee revenue, and interest revenue remains strong. We have approximately \$3 million above the same period last year. Expenditures have increased in utilities, technology, scholarships and fellowships. Contracted services has also increased due to the hiring of adjunct Faculty to accommodate the increased number of classes.

State revenue has grown slower than anticipated, so the Governor has made unilateral cuts to cover the shortfall. The proposed cuts would reduce the following: Success Program (23.9%), STEM Starter Academy (48.4%), Dual Enrollment (25%), and Workforce Training (6.2%). In addition, these proposed cuts may be offset by additional revenue (i.e., State Income Tax funds) received by the State later this year.

DCAMM Land Transfer Update (Exhibit E)

VP Clark updated the group on the College's parcel of land (21 acres) bordering the Route 6 offramp and the College's Parking Lot 4. Coastal Engineering surveyed the land and determined that, prior to any development of the land, studies must be completed to determine what is possible based on existing infrastructure, traffic patterns, land use regulations, and subsequent review by State and local regulatory agencies. Potential options for use include: 1) maintain natural grounds to support student learning and recreation; 2) sports center; 3) accelerator/incubator center; 4) CSO Performing Arts Center with; 5) student housing. Trustee Flores cautioned that the idea of creating a multi-use sports center in the area was already entertained twice and failed. Chair Saben asked for volunteers from the Board to create a task force to review options. Trustees Flores and Vasvatekis expressed interest in joining the task force. Trustee Gomes asked if any of the proposals to develop the land are revenue-generating. VP Clark said that we would state in an RFP that the site use be of benefit to the College. Trustee Flores said that wastewater will be a major concern in developing the land. Trustee Saben added that she and President Cox sit on advisory boards for the Mass Housing and Climate Innovation Center. An initiative was put forward inviting 8 "all-stars" to come to the Cape and work on innovative solutions to Climate Change. The College will be sponsoring one of those candidates.

AVP & CHRO (Chief Human Resources Officer) Preston was recognized for the Personnel Report.

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

AVP Preston reported on four recommended hires for consideration by the Board.

- Calixberto Fuentes as Financial Aid Coordinator

- Carolyn Bailey as Financial Aid Coordinator
- Alicia Simonds as Assistant Director, Title III – Project POWERS grant
- Gregory Andrews as Assistant Director, Adult Education Center

**Motion:** *On the motion of Trustee Bushy, seconded by Trustee Quinn, and by roll call vote, the Committee unanimously approved – but without Trustee Rodolakis who had tech issues on Zoom -- the President’s recommendation to hire the four recommended candidates as outlined in Exhibit F.*

AVP Preston also reported on the change in status of Michael DeStefano from part-time to full-time Institution Security Officer, and on the retirement of Paul Bruce Riley, Associate Professor of Language and Literature.

AVP Preston reported on key highlights of the Human Resources & Affirmative Action Report. Over the past 3 months, there has been an uptick in applications in positions of every level to 687 as compared with the previous 2-month report of 257. The average number of candidates put forward is 3. The number of search committees managed in the past 3 months is 19. The number of advertised positions over the last 3 months was 22 while in the previous 2-month period it was 7. Total benefitted positions filled during the past 3 months total 9 and was 10 for the previous 2 months. There were 40 part-time positions filled in the past three months compared with 10 in the previous 2 months. There have been 11 reappointments and 7 resignations/terminations.

In terms of compliance, AVP Preston reported that Title IX/ADA/Affirmative Action Policy training is currently underway, and a Campus Climate Sexual Misconduct Survey is set to launch in Spring 2024. Employees were notified about open enrollment for the dental plan and were given the opportunity to meet with a financial advisor. For Case Management, there are currently no union grievances to report.

Student Trustee A. Marshall was absent and so there was no Student Report.

Foundation CEO Kathy McNamara was recognized for the Foundation Report.

### **Foundation Report**

Foundation CEO McNamara passed out copies of the Foundation’s Annual Report of Giving. The scholarship process for students opens on February 16 and the Foundation will work with Strategic Communications and Marketing to get the word out. CEO McNamara mentioned a \$1 million “Survival Fund” which has been around since the 1980s. Since its terms are no longer relevant, the Foundation wants to donate up to \$50,000/year to student and faculty travel. An application process will be developed once the Foundation finalizes approval of the fund.

CEO McNamara, President Cox, and VP Clark met with regional members of the USTA for a tour of the College’s tennis courts which are in poor condition. The USTA is enthusiastic about the College as a potential venue for tournaments. The Foundation sees this as a fundraising opportunity and the USTA would also provide funding.

CEO McNamara reminded the group that the Casino Night fundraiser will be held on Friday, April 5<sup>th</sup> at the Wequassett Resort.

## **COLLEGE REPORTS**

### **Retention Rate & Student Success Rate Update (EXHIBIT G)**

Dr. Shuqi Wu reviewed 3 key performance indicators to determine student retention and student success. The first, looking at the 4-year completion rate of the 237 students who entered 4Cs as new transfers in 2019, 33% received a degree or certificate in 4 years. This is a 5% increase from the previous year. The completion rate for the 2019 cohort (first-time degree-seeking students) was 21%.

The second key performance indicator is the 4-year/6-year success rate. This measures students who earn a 4Cs degree, transfer to a 4-year institution without earning a degree or certificate, and students remained enrolled at 4Cs after 4 or 6 years without earning a degree or certificate. The 4-year success rate in 2019 was 39%. The 6-year success rate in 2017 was 41%. The difference is just 2% meaning that most students achieved those milestones in 4 years.

The third key performance indicator, Fall-to-Fall Retention, represents the percentage of first-time degree-seeking students who return to 4Cs one year later following their initial fall entry. As of Fall 2022, the findings of this indicator show that the retention rate is higher for full-time students compared with part-time students. 4Cs student body is currently 67% part-time students. There is a consistent pattern of lower retention among male students in comparison to female students. Over the past three years, the difference in retention rate between white students and students of color is approximately 2%.

Trustee Barrigas asked if the assumption that almost half of students do not obtain a degree or certificate at all, and is that standard among all community colleges? Dr. Wu confirmed that these students did not receive a degree, certificate, nor did they transfer. There is room for improvement from all community colleges. One of the drivers for MassReconnect was to bring back older students who started their education pre-pandemic.

Trustee Saben asked if the Board still had access to Tableau. Dr. Wu said she would send updated links to Tableau so the Board has access to this data.

VP Vranos indicated that the numbers may suggest failure for more than half of our students. However, when you look at 4C's largest major – health sciences – most students in the health sciences are required to register for the major, while all they are really doing is pursuing prerequisites to apply to nursing or other programs. These students would be categorized as not having completed a degree or certificate. The College has therefore developed a certificate for students upon completion of the prerequisites to nursing for example. These students are earning a credential rather than being calculated as a failure. VP Vranos suggested that you will not see above 50% success rate for the top 5% of community colleges. Discussion ensued that there is a false assumption that everyone has the goal portrayed by the 4-year college model.

Dr. Maura Weir, Chief Wellness Officer was recognized for a Wellness Update.

Wellness Update (EXHIBIT H)

Dr. Weir reminded everyone that wellness is not just for students and should be integrated into everything we do at the College. The workplace wellness initiative will expand compassionate student support to include support for faculty and staff. Dr. Weir acknowledged the need to transform the campus into a place where wellbeing is as high a priority as academic success. Dr. Weir presented the wellness wheel which depicts wellness in a range of categories such as academic, environmental, emotional, social, financial, physical, and spiritual. For example, 200 students used the gym last semester. Physical fitness is being made a priority with the opening of the gym. Balancing wellness in all these categories and promoting care, welfare, safety, and security across campus is the goal.

Since 2017, Cape Cod Community College has received many accolades, grants, and other awards as a “health-promoting campus.” 4Cs is a leader of student wellness among community colleges. Dr. Weir is working with Human Resources and Public Safety to incorporate more wellness trainings, workshops, and professional development opportunities for faculty and staff. The Wellness Office will work to integrate wellness and DEI initiatives. Wellness has partnered with CCape and outside institutions are starting to ask the College to do their wellness trainings. Developing a culture of wellness on campus helps people to be more efficient, productive, and feel more personally and professionally fulfilled.

The Wellness Office now has 4 full-time staff, a Chief Wellness Officer, 2 mental health clinicians and soon to be Associate Director. 600 students participated in wellness programming last semester. 400 students took home food bags. 385 had personal appointments with a wellness coach. 227 referrals were made outside the campus. 15% of our students have accessed our wellness services whereas the average for any college is about 8-10%. Dr. Weir thanked President Cox and the Board for supporting the Wellness Office and said that everyone, not just the Wellness Office, needs to be responsible for wellness. This includes delivering wellness in all our programs and services, doing outreach, and updating policies.

Wellbeing is defined as an “optimal and dynamic state that allows people to achieve their full potential.” Wellness is the steps taken toward wellbeing. If we are proactive about wellness rather than reactive, our campus will flourish and thrive.

Trustee Barrigas asked if wellness was being incorporated into onboarding or orientation. VP Vranos answered that our recent professional development day was dedicated to employee wellness. This promoted the cultural environment for individuals to take a minute for self-care. VP Vranos reported that many faculty are overloading by teaching multiple classes, teaching during summer and intercession, and at other institutions, all to make ends meet.

Director Sheila Vaughn praised and thanked AVP Preston and Assistant Director Houlihan for always reaching out and for all the professional development opportunities that she has taken advantage of and benefitted from.

Trustee Gomes complimented Dr. Weir on her energy and positivity, and for a great presentation. As wellness collaboration grows on campus, how will we measure our progress? Dr.

Weir said that data will be captured from a health promotion/evaluation perspective. Dr. Cox added that retention of faculty and staff is tracked, and wellness is certainly related. The more effort we put into working on our approaches to wellness, the benefits will show up in terms of retention, completion, and by the average time a person stays in the college. Exit interviews can also be a valuable tool in measuring our success in the wellness effort. VP Vranos added that 4Cs did a powerful thing in recognizing a crisis we had with nursing faculty compensation. Once we addressed the compensation issue, other colleges followed suit.

Trustee Saben suggested that we can all promote wellness by advocating this to our legislators. The upcoming Legislative Summit will be hosting a workshop on advocating for all participants. Trustee Saben went on to say that wellness and mental health in the workplace is critical. She asked Dr. Weir what specifically the Board can do to help. Dr. Weir said that people like to feel valued and supported and it does not always have to be monetary. Employee Appreciation Day is great and creating a comfortable workspace helps. Visibility and thanking employees go a long way. Chair Saben offered sincere thanks to all the faculty and staff on behalf of the whole Board, saying they really value everything we do.

#### **President's Minute**

President Cox reminded all that Sunday, January 14 at 3:00 PM is the MLK Remembrance Service at the First Baptist Church of Hyannis. 4Cs is a co-sponsor of this event.

The Aviation Pinning Ceremony for the latest cohort is January 23 from 5:00-6:00 PM.

The U.S. Attorney from the Southern District of New York made a request that the College provide another victim's impact statement in the US v. Jasur Rahmatis. This is regarding our cybersecurity breach from 2018. The President will provide this to the court for the trial.

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

**Motion:** *On the motion of Trustee Newstead, seconded by Trustee Barrigas, and by roll call vote, the meeting adjournment was unanimously approved at 5:52 PM.*

Respectfully submitted by:  
Joan Graney, Recording Secretary  
Board of Trustees  
February 13, 2024