

CAPE COD COMMUNITY COLLEGE  
**BOARD OF TRUSTEES MEETING**  
November 14, 2023  
Zoom and In-person Meeting, 4:00 p.m.

Trustees Present: Laura Newstead, Judy Barrigas, John Flores, Alisha Marshall, Alex Rodolakis, George Vasvatekis

Trustees Remote: Dave Bushy, Joe McGrail, Judy Quinn

Trustees Absent: Tammy Saben, Alex Gomes

FACULTY, STAFF, STUDENTS AND OTHER VISITORS Present: J. Cox, President; A. Camilo, Staff Assistant; C. Clark, VP; J. Graney, Exec. Asst; F. Hughes, CIO; T. Jacobsen, Director; B. Latigo, Dean; C. McCarey, Dean; C. McCarron, Dean; K. McNamara, Foundation CEO; K. Monteiro, Events Asst.; P. Preston, AVP/CHRO; A. Quitadamo, Dean; P. Stone, Director; M. Targino-Van Beber, Dean; K. Vranos, VP; H. Woo, A/V Tech; S. Wu, Director

**CALL TO ORDER**

Vice Chair Newstead called the meeting to order at 4:00 p.m.

**MINUTES**

**Request Approval of October 12, 2023 Board of Trustees Meeting Minutes (Exhibit A)**

Vice Chair Newstead requested approval of the minutes of the October 12, 2023 Board of Trustees Meeting.

***Motion:*** *On the motion of Trustee Barrigas, seconded by Trustee Vasvatekis, and by roll call vote, the Board unanimously approved (with the abstention of Trustee Flores) the minutes of the October 12, 2023 Board of Trustees Meeting.*

**BOARD REPORTS**

**Chair's Report**

Vice Chair Newstead mentioned that she was filling in for Chair Saben who is travelling. She announced that the State Trustee Conference has been canceled. Trustee Newstead thanked all who participated in serving at the Harvest Feast. The students were thrilled with the event and 950 meals were served. Lastly, a production of "Nothing Is the End of the World" directed by Vana Trudeau with performances by members of the Administration, will be held in Tilden Arts Center on November 16-18 at 7:30 PM with a 2:00 PM matinee on Saturday, November 18

**Finance & Personnel Report**

**Approval of October 12, 2023, Finance & Personnel Committee Meeting Minutes (Exhibit B)**

Committee Chair Newstead requested approval of the minutes from the October 12, 2023, Finance and Personnel Committee meeting.

**Motion:** *On the motion of Trustee Rodolakis, seconded by Trustee Barrigas, and by roll call vote, the Committee unanimously approved the minutes of the October 12, 2023, Finance and Personnel Committee meeting.*

VP Clark was recognized for the Finance Report.

Procurements over \$100k – Midwest Turbines, LLC -- PT-6 Engines & Engine Stands (Exhibit C)

VP Clark reported the College placed a request for bids to purchase three used airplane engines with engine stands for use by the 4Cs Aircraft Maintenance and Technology Program. The successful bidder was Midwest Turbines LLC. The cost will be covered by the \$1.95 million Congressionally-directed grant funds to the AMT program obtained in September 2022. The breakdown of costs is approximately \$38,000/engine, \$9,000/stand, with a freight charge of \$2,000, for a total of \$147,000. In answer to Trustee Bushy's question, VP Clark stated that the engines are not operational and do not come with propellers. The engines will be used as an instructional tool for students in assembly and disassembly.

**Motion:** *On the motion of Trustee Bushy, seconded by Trustee Flores, and by roll call vote, the Committee unanimously approved the President's recommendation to enter a contract with Midwest Turbines, LLC for the purchase of three refurbished PT-6 engines with stands at a cost of \$147,000 as outlined in Exhibit C.*

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

VP Clark reported that State revenue, tuition and fee revenue, other revenue, and interest earnings have increased collectively \$1.6 million above the same period last year. The 14% increase in Fall enrollment translates to \$830,000 additional revenue. Salary and benefit expenditures have also increased by approximately \$500,000 due to the need for additional adjunct faculty because of increased enrollment. The College expects to receive approximately \$1.1 million in State Supplemental funding covering in part recently approved collective bargaining contracts. Overall spending is up \$527,000 from this time last year. VP Clark highlighted the allocations per the Board policy on deferred maintenance, instructional and information technology, academic equipment and materials, and the stabilization fund.

VP Clark added an update on enrollment. Enrollment for Spring 2024 is off to an exceptionally strong start. Our Spring 2024 enrollment numbers exceed those of the last three years by 14%. Dean McCarey added that just over 500 students received Mass Reconnect funds in Fall 2023. VP Vranos added that registration of current students is up by 10% per day since Spring 2024 enrollment started a week ago.

VP Clark introduced Steve Connor, the College's new Chief of Public Safety. The Board welcomed Chief Connor who comes from the Massachusetts College of Art and Design where he was Deputy Chief of Police. Steve thanked President Cox and the leadership team for their warm welcome, and he looks forward to serving the campus community.

Finally, VP Clark wished Vana Trudeau well in her new role as Performing Arts Faculty Coordinator. As her supervisor, VP Clark publicly expressed gratitude for all Vana's hard work. He said he was sad to see her leave his department but complimented Vana as a tremendous asset to the College.

AVP & CHRO Preston was recognized for the Personnel Report.

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

AVP Preston reported that the first three appointment recommendations are internal promotions. Vana Trudeau has worked at the College since 2010 as Performing Arts adjunct instructor, Performing Arts Coordinator, and in 2016 as the Tilden Arts Center and College Events Coordinator. Vana is a tremendous resource in promoting programming growth and community engagement. She brought the Kennedy Center American College Theater Festival to 4Cs. We are delighted that Vana is growing her career with us at 4Cs and present her appointment to the Board as the Performing Arts Faculty Coordinator.

After serving in a part-time advising role since August 2022, Chris LeBeau stepped in to serve as Interim Academic Advisor last summer when the department faced some staffing challenges with 2 staff out on leave. Mr. LeBeau is an education professional, with experience in teaching and advising, who has demonstrated a true commitment to helping students achieve success. We are delighted to present him to the Board for appointment as Academic Counselor/Advisor.

Rebecca “Becky” Milburn is being presented to the Board for appointment as Enrollment Specialist. She began her 4Cs career as part-time Office Assistant for the SUCCESS Program in October 2022. In August 2023 she joined the Admissions Office as Interim Enrollment Specialist. Becky possesses excellent critical thinking and communication skills, with advanced interpersonal skills which allow her to connect meaningfully with prospective students.

Gretchen Lynch is being presented to the Board for appointment as Enrollment Specialist. Ms. Lynch has a B.A. in Human Services and Rehabilitation Studies from Assumption College, M.Ed. in Inclusive Education, DEI from Stonehill College, and has been employed by the Riverview School since June 2019. She has experience as an Admissions Ambassador and is skilled at prospective student presentations, conducting engaging campus tours, attending leadership conferences, and hosting admissions events.

**Motion:** *On the motion of Trustee Rodolakis, seconded by Trustee McGrail, and by roll call vote, the Committee unanimously approved the President’s recommendation to approve the four appointments as outlined in Exhibit E.*

AVP Preston also reported on appointments of Kovin Sherrod as Technical Assistant in IT, and resignations of Art Esposito, Director of Advising/Student Readiness; Leslie Mitrano, Director in Health Sciences and Professional Studies; and David McGraw, Interim Police Chief.

Trustee McGrail was recognized for the Presidential Evaluation Committee.

**Presidential Evaluation Committee**

Approval of October 12, 2023 Presidential Evaluation Committee Meeting Minutes (Exhibit F)

Committee Chair McGrail requested approval of the minutes from the October 12, 2023, Presidential Evaluation Committee meeting.

**Motion:** *On the motion of Trustee Newstead, seconded by Trustee Quinn, and by roll call vote, the Committee unanimously approved the minutes of the October 12, 2023, Presidential Evaluation Committee meeting.*

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

### **Student Report**

Student Trustee Marshall reported that 4 students attended the Community College Student Leadership Association (CCSLA) at Springfield Technical Community College. The SGA is working on updating their constitution. SGA is working with Wellness on combatting food insecurity. Students all enjoyed Harvest Feast. Students are meeting with advisors to plan the next semester. The Creative Writing Club visited the Edward Gorey House in Yarmouth and are also sponsoring an open mic event on November 15. Student Trustee Marshall put in a plug for the play, *Nothing Is The End of The World*. The Halloween Bash was a huge success with sponsorship from 6 clubs and over 200 people in attendance. There is a transfer trip to Bridgewater sponsored by the Advantage Program which Trustee Marshall will attend on November 17<sup>th</sup>.

Foundation CEO Kathy McNamara was recognized for the Foundation Report.

### **Foundation Report**

Foundation CEO McNamara updated the group on efforts to reinstitute the 4Cs athletic program. Meetings with the US Tennis Association, New England continue and have been promising. An exploratory committee is convening and DCAMM will be involved.

The Foundation has recently received two new scholarships. Donation of a \$50,000 scholarship from the VFW Outer Cape will be given to veterans in the name of Manny Matta, an 18-year-old from Provincetown who died in the Korean War. This scholarship and the College will honor Manny's name in perpetuity. The second new scholarship is from the organization "Yes She Will" for female students in the AMT program. The dollar amount is still being determined.

CEO McNamara reported on the October 19th Foundation fundraising party at the Seaview in Dennisport. The event was a great success and with many faculty and staff in attendance.

CEO McNamara reminded everyone about the upcoming Celebration of Wreaths fundraiser coming up December 4-7<sup>th</sup> in the Tilden Arts Center. This is a new event in which wreaths made by the College community and broader community will be available for bidding. Proceeds will go to the Foundation in support of the College.

Wednesday, November 15<sup>th</sup> is Annual Philanthropy Day. Craig Murong of the Foundation Board who has done great work for the College will be honored as outstanding philanthropist of the year. President Cox and CEO McNamara will be in attendance.

The Foundation Annual end-of-the-year appeal letter will be going out soon. Please consider a gift to the Foundation.

### **COLLEGE REPORTS**

VP Vranos was recognized for the Title III Report.

**Title III Report (Exhibit G)**

VP Vranos reported that in September 2023, the College was awarded U.S. Dept. of Education Title III funding of \$450,000 per year over five years for a total of \$2,250,000. This funding will be used to pursue “Project POWERS” (Powering Work Teams for Equitable Retention and Success) to increase: 1) enrollment in HyFlex and Online courses, 2) success rates in HyFlex and Online courses among low-income students, 3) retention for first-time students, 4) percentage of low-income and part-time students who complete an AA/AS degree or certificate, and 5) decrease time to AA/AS degree attainment. Activity components of the project include integrating student services and strengthening accessible learning opportunities with HyFlex and Online courses.

VP Vranos will serve as Project Director, and a position for Assistant Director/Title III Coordinator has been posted.

The grant features an external evaluation plan, ensuring continuous assessment and improvement of the interventions. 4Cs will also allocate its own resources to support the proposed interventions and will commit to supporting two positions beyond the funding period. High quality data collection post-enrollment will be conducted, student services that integrate evidence-based interventions, and high-quality HyFlex and Online learning opportunities will be supported by this funding. The hope is to develop a unique branded career readiness program evidencing positive outcomes for students. VP Vranos will update the Board on the progress of this project as data is gathered.

Trustee Flores congratulated VP Vranos and her team on this grant award. He asked what the indirect rate to the College was of the \$2,250,000. VP Clark stated that the rate was 8%. Trustee Barrigas asked if the College would need to purchase new software for the project. VP Vranos said that Institutional Research already has the capacity to collect the data proposed.

Director Patrick Stone and Digital Marketing Specialist Jon Fonseca were recognized for Social Media Strategies & Outcomes.

**Social Media Strategies & Outcomes (Exhibit H)**

Director Stone explained what the Strategic Communications and Marketing Department does to build public relations, branding, and convey a story to the public. Important to note is that everything goes through the lens of social media. The strategy of public relations is that no one tells our story better than our students. Students and prospective students are spotlighted on Instagram and other social media channels. Local media is shrinking, and people consume content differently. It is necessary to understand how audiences are using social media and how to leverage social media in authentic ways as a public relations tool.

Digital Marketing Specialist Fonseca said his priority is to get every potential student in our area to view 4Cs as the first choice. We must understand our channels to do this. Facebook is for faculty, staff, alumni, and non-traditional age students and mostly serves as a newsfeed with daily news about the College. LinkedIn is used for job postings and promoting 4Cs as a great place to

work. Instagram is where current and potential students reside. Instagram takeovers, profile stories, fun engaging content to draw students in – these are all strategies used to compel students to our website to learn more. TikTok is used to make people laugh and want to check out the College. That is our content strategy knowing the audience and where to find them.

Authenticity is critical. Marketing and Communications takes authentic photos using the iPhone. People also send in content to post. For example, Trustee Barrigas sent in a photo of herself having an EKG done in a health center by one of our student interns. Such photos are more effective than staged photos from a classroom.

Soliciting students or prospective students to come to an event or to register for classes reads like an ad and is a turn-off. Marketing does employ paid ads but uses social media for fun and to post memes to get students to go to our website to learn more. SMUG: Social Media Users Group – this group is comprised of faculty and staff who meet regularly to discuss ideas and what is happening in the various departments. Specialist Fonseca talks with students often, gauging what we are doing right and what we need to improve. This strategy is working since 4Cs has the highest community college social media “engagement score” (i.e., likes, comments, reposts,) in New England.

Director Stone said we continue engaging and supporting our local media by sending press releases, keeping media lists fresh, and pitching ideas. The Strategic Communications and Marketing Department staff are members of the Northeast Region of the National Council on Marketing & Public Relations – this is the biggest national professional development agency for marketing and communications for community colleges. The department won 4 awards last week, and Digital Marketing Specialist Jon Fonseca won “Communicator of the Year.” The team tries to be leaders in the field because it is good for enrollment, retention and for the institution because others then want to model us.

### **President’s Minute**

President Cox provided updates and some authentic photos on recent College activities. Students enjoyed attending Halloween celebrations on campus last month. There was food, music, games, and costume contests. These celebrations had strong attendance. Our Autumn Harvest Feast continues this week and next at Funeral Service at Bridgewater State and AMT in Plymouth. We already served 950 meals on our Barnstable campus last week!

At a recent *Gathering of Peace and Reflection* our campus community had a chance to contemplate the idea of peace in our tumultuous world and to foster harmony and wellbeing across our global community. There were also a series of remembrances and Veteran’s Day ceremonies on campus directed by our Military and Veterans Services Navigator, Dr. Paula Smith. These were a great opportunity to recognize and honor our military and veteran students and their families.

Professor Scott Anderson’s Bartlett Award-winning Art Installation is on display in the Frank and Maureen Wilkens Science and Engineering Center. Professor Anderson energized one of the plain walls in Frank and Maureen Wilkens Science and Engineering Center to life with his art installation made with glass rods from the old science building.

President Cox reminded the group to attend the play, *Nothing is the End of the World (except the end of the world)*. There are just three more days to enjoy the show at the Tilden Arts Center. Additionally, the Commonwealth Honors Program Reception will take place on Wednesday, November 29<sup>th</sup> from 12-2 PM in the Wilkens Library. Honors students will showcase projects they have worked on during the semester.

Finally, President Cox recognized the Montford Point Marines. These Marines fought in WWII and were the first African American soldiers to serve in the U.S. Marine Corps since the U.S. Revolution. They broke color barriers and served in Iwo Jima and Okinawa. Many went on to serve in the Korean and Vietnam Wars. Seven of those Marines were recognized posthumously this week with the Congressional Medal of Honor. Granville Alexander was one of these honored Marines and the uncle of our beloved former CHRO, Paul Alexander. Paul was on hand to proudly represent the family and to claim his uncle's award.

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

**Motion:** *On the motion of Trustee Barrigas, seconded by Trustee Flores, and by roll call vote, the meeting adjournment was unanimously approved at 5:22 p.m.*

Respectfully submitted by:  
Joan Graney, Recording Secretary  
Board of Trustees  
December 12, 2023