

CAPE COD COMMUNITY COLLEGE  
**BOARD OF TRUSTEES MEETING**  
October 17, 2023  
Zoom and In-person Meeting, 4:00 p.m.

Trustees Present: Tammy Saben, Laura Newstead, Alisha Marshall, Joe McGrail, Alex Rodolakis

Trustees Remote: Judy Quinn, George Vasvatekis

Trustees Absent: Judy Barrigas, Dave Bushy, John Flores, Alex Gomes

FACULTY, STAFF, STUDENTS AND OTHER VISITORS Present: J. Cox, President; T. Allen, Professor; R. Bancroft, Assoc. Professor; A. Camilo, Staff Assistant; C. Clark, VP; Keith Goldie, Auditor; J. Graney, Executive Assistant; F. Hughes, CIO; Dean Kosow, Auditor; B. Latigo, Dean; J. MacKinnon, Director; C. McCarey, Dean; C. McCarron, Dean; K. Monteiro, Events Asst.; P. Preston, AVP/CHRO; A. Quitadamo, Dean; M. Stoltzfus, Comptroller; P. Stone, Director; M. Targino-Van Beber, Dean; K. Vranos, VP; M. Weir, Director; H. Woo, A/V Tech.; S. Wu, Director

Others Remote: T. Jacobsen, Director; K. McNamara, Foundation CEO

**CALL TO ORDER**

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

**MINUTES**

Approval of September 12, 2023 Board of Trustees Meeting Minutes (Exhibit A)

Chair Saben requested approval of the minutes from the September 12, 2023, Board of Trustees meeting.

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

**BOARD REPORTS**

**Chair's Report**

Chair Saben welcomed everyone and introduced the new Student Trustee, Alisha Marshall.

Student Trustee Marshall conveyed that she is a first-generation college student who recently arrived from Jamaica. She is eagerly pursuing a degree in business administration. Trustee Marshall is committed to advocating for the student body. She is honored to serve as Student Trustee and thanked the Board for the opportunity.

Chair Saben reported on the ACCT Leadership Congress held last week in Las Vegas. Chair Saben attended along with President Cox, Trustees Barrigas, Vasvatekis, CIO Frank Hughes, and Compass IT affiliate, Jesse Roberts. The group presented on the College's cyber theft experience. The presentation was well-received and helpful to other institutions working on strategies to strengthen cybersecurity. Trustees took advantage of the many workshops offered and networked

and learned from trustees from other institutions. Chair Saben thanked the staff and said that 4Cs can feel proud that we are ahead of other colleges in many areas such as community involvement, workforce development, partnerships, and student services.

Chair Saben acknowledged the gift of an aircraft recently donated to the AMT Program by Cape Air. In addition, Senator Susan Moran was recently on campus to unveil the College's new minibus donated by Cape Cod Regional Transit that will transport students between Plymouth and Bridgewater and, eventually, West Barnstable.

Chair Saben, Trustee Newstead, former trustee, Will Shain, and members of the Administration attended the Blue Future Conference, hosted by the Plymouth Regional Economic Development Foundation. Lt. Governor presented 4Cs with the only award for being an anchor institution in support of the Blue Economy/Blue Future.

Chair Saben said she would update the Board about a possible State Trustee Conference coming up in November. She will share dates and detail as soon as arrangements are confirmed.

## MINUTES

### Approval of September 12, 2023 Finance and Personnel Committee Meeting Minutes (Exhibit B)

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

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

VP Clark was recognized to report on the Finance Report. He began by introducing Kim Monteiro, the new Events Assistant in Tilden, who will be assisting with livestreaming at BOT meetings.

## Finance & Personnel Report

### Procurements over \$100k – Compass IT (Exhibit C)

VP Clark explained that the College has contracted with private firm, Compass IT, to monitor all IT activity on campus and respond to cyber threats. The company does risk assessment, vulnerability management, develops policy and procedure, and provides extensive security protection and training. The college would like to continue this service and renew the contract for the next 3 years at \$60,000/year.

**Motion:** *On the motion of Trustee Saben, seconded by Trustee Rodolakis, and by roll call vote, the Committee unanimously approved the President's recommendation to execute a contract with Compass IT for three years at \$60,000 per year as outlined in Exhibit C.*

### Procurements over \$100k – Building Envelope & Structural Integrity Study (Exhibit D)

VP Clark explained that the College is engaged in doing a Building Envelope and Structural Integrity Study of our 50+ year old buildings. BIA Studios are State-approved consultants who have been selected to evaluate the condition of roofs, overhangs, windows, and doors around campus. The study will cost \$250,000 and will be paid for with DCAMM 5-year maintenance funds.

Trustee McGrail asked if the \$250,000 might be better spent on repairs and projects. Director MacKinnon explained that the State law requires a feasibility study be conducted for any project over \$350,000. Director MacKinnon suggested that the College will spend in excess of this amount. The results of the feasibility study and the structural integrity study will be considered to build a list of priority projects around campus.

**Motion:** *On the motion of Trustee Quinn, seconded by Trustee McGrail, and by roll call vote, the Committee unanimously approved the President's recommendation to contract with BIA Studios for \$250,000 to complete the feasibility study to support the identification of priorities for building envelope and structural repair at the West Barnstable Campus as detailed in Exhibit D.*

Budget Report YTD – September 30, 2023 (Exhibit E)

VP Clark highlighted the increase in tuition and fee revenue due to growth in enrollment. Interest revenue continues to increase due to the increased rates on investments. We anticipate exceeding last year's total of \$450,000 in interest income. On the expenditure side, we are approximately \$500,000 above salary and benefits due to contracted services and the union contract salary adjustments through 2023. The 2024 contracts are still pending. Contract services for adjunct faculty is above budget due to the increase in enrollment. There has been a decrease in the cost of utilities and technology spending. Currently, we have a net gain of \$5.2 million as compared with \$4.9 million in the previous year. The College's financial outlook is positive.

DOT to DCAMM/CCCC Land Transfer Finalized (Exhibit F)

VP Clark explained that, at the end of a 2-year process, documents have been officially filed with Barnstable County giving CCCC control of 21.24 acres of land originally allocated to MA DOT.

AVP & CHRO Preston was recognized for the Personnel Report.

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

AVP Preston reported that Steven Connor has been selected as the successful candidate for Chief of Public Safety. Mr. Connor comes highly recommended and has over 30 years of multi-state safety, security, and law enforcement experience, most recently with MA College of Art and Design. He believes that a commitment to education is an important aspect to public safety.

AVP Preston also reported that Alex Russo is the successful candidate for the position of Director of Recruitment and Enrollment Strategy. Alex has worked at 4Cs for 13 years, holding positions as career counselor, and most recently as Admissions Coordinator. Alex's experience and depth of knowledge of recruitment activities and enrollment trends make him well qualified for the Director position.

AVP Preston reported on the multiple reappointment recommendations and one retirement.

**Motion:** *On the motion of Trustee McGrail, seconded by Trustee Rodolakis, and by roll call vote, the Committee unanimously approved the President's recommendation to approve the two appointments and list of reappointments as outlined in Exhibit G.*

Trustee Newstead recognized VP Clark for the Audit Report.

### **Audit Committee Report**

#### Financial Audit FY2023 Narrative and Report (Exhibit H1-2)

VP Clark explained that each year the College goes through an independent financial audit of our operations. Withum, formerly O'Connor & Drew, is the College's independent auditor.

VP Clark introduced the College's Comptroller, Matt Stoltzfus, along with Withum Auditors, Dean Kosow and Keith Goldie, for an overview of the audit.

Auditor, Keith Goldie highlighted key items for the Board. CCCC's audit is conducted using GAAS – governmental auditing standards which are the highest threshold. The auditors work closely with Comptroller Stoltzfus, and in coordination with the State, to obtain the financial documents for review. Footnotes on the financial statement found in Exhibit H2 contain the unmodified, clean audit opinion. An audit was also done on internal controls -- there were no findings here, indicating that the College's audit control environment is strong. Auditor Kosow highlighted some changes as compared with the previous fiscal year as referenced in Exhibit H2 - the Independent Auditor's Report. No deficiencies were found.

**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 two appointments and list of reappointments as outlined in Exhibit G.*

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

### **Presidential Evaluation Committee Report**

#### Presidential Evaluation and Resolution (Exhibit I1-3)

Committee Chair McGrail outlined the presidential evaluation process. Exhibit I1 is the summary and findings of the 2023 Presidential Evaluation. Meetings began in public session last April. The President submitted a self-evaluation. A 2023 Leadership survey was distributed to the campus community. The Board had 100% participation using the evaluation tool that evaluated the President against statewide priorities, long-term College priorities, and Board-assigned goals. Findings were presented to Dr. Cox last month. These findings concluded that President Cox meets or exceeds all performance parameters evaluated. It is the recommendation of the Evaluation Committee that the Chair accepts this presentation and presents it to the DHE Commissioner based on the President's highly successful performance in FY 2023. Board goals for the President in FY 2024 center on critical program execution of the Nursing, Aviation Maintenance Technology, and Dental Hygiene programs, enrollment growth, and program review and assessment.

Trustee McGrail explained that the DHE salary retention adjustment now has a new requirement that the Evaluation Committee perform a 5-year evaluation on the President's performance. The Executive Summary found in Exhibit I2 lists the statewide priorities, Board goals, and long-term goals. These align with College goals and include growing enrollment, deferred maintenance, increasing the size of the Nursing program, and Improve diversity to fuel growth.

Trustee McGrail explained that Exhibit I3 is the Presidential Compensation Resolution. It is the Committee's recommendation that the Board accept and approve the 2023 Annual Evaluation and 5-Year Comprehensive Evaluation and present same for approval to the DHE Commissioner.

**Motion:** *On the motion of Trustee Newstead, seconded by Trustee Rodolakis, and by roll call vote, the Board unanimously approved the Committee's Annual Presidential Evaluation for FY2023 as detailed in Exhibit I1.*

**Motion:** *On the motion of Trustee Newstead, seconded by Trustee Rodolakis, and by roll call vote, the Board unanimously approved the Committee's 5-Year Comprehensive Evaluation for FY2019-FY2023 as detailed in Exhibit I2.*

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

### **Student Report**

Student Trustee Marshall acknowledged that since her arrival on campus last January, she has felt welcomed, appreciated, and valued. Trustee Marshall feels, for the first time, like she has a voice, and she is committed to using it to represent the student body. It has been great to see the students socializing at two recent events hosted by the Wellness office. Trustee Marshall highlighted the Advantage Program. As a first-year student this program was a big help in orienting her and her peers to the College. Peer mentoring and tutoring have also been a big help. She will be working with the SGA to improve communications on campus among students, faculty, and staff.

Chair Saben thanked Student Trustee Marshall for her report. The Board looks forward to learning more about student needs and activities through more such student reporting.

In answer to inquiry by Chair Saben, President Cox gave information on some important upcoming events. PTK - The Induction Ceremony will be held on October 18<sup>th</sup>, from 5-7PM in the Tilden Arts Center. The CCCC Educational Foundation's Fall Fundraiser is October 19<sup>th</sup> at 5:30PM. Fall Harvest Feast will be held at the Barnstable campus on November 8<sup>th</sup> & 9<sup>th</sup> from 11:30AM – 1:30PM, and from 4-6PM. The Fall Harvest Feast for Funeral Service students at Bridgewater will be held on November 16<sup>th</sup> from 1:45PM – 2:30PM, and in Plymouth for AMT students on November 20<sup>th</sup> from 11:15AM – 12:45PM and again from 5:15PM – 6:45PM. Trustee McGrail commented that Harvest Feast is one of his favorite events. There is always a great turnout from the student body who appreciate and enjoy a holiday dinner. Based on budget availability, he would like to see similar events held on campus more often. VP Clark indicated that he regularly meets with Epicurean Food Services and that free lunch has typically been offered once or twice a month. Recent events included a Caribbean-themed lunch, a Bavarian Oktoberfest, and a Brazilian lunch is coming up in December. Chair Saben said to let the Board know if/when servers were needed as they would be happy to help. She enjoyed getting to know students during a meet and greet at last year's Harvest Feast.

Before recognizing CEO Kathy McNamara for the Foundation Report, Chair Saben mentioned recent ongoing meetings with CEO McNamara, President Cox and a 4Cs alum with interest in bringing back athletics at 4Cs. The alum played hockey at 4Cs and is now taking an active role in the early stages

of planning the return of athletics to the College. This may attract more high school students. Chair Saben turned things over to CEO McNamara to elaborate.

### **Foundation Report**

Foundation CEO McNamara mentioned that the aforementioned alum has the enthusiasm and the means to invest in revitalizing a 4Cs athletic program. Planning is in the very early stages, but he has already reached out to the USTA, New England. Some campus athletic facilities would need to be upgraded. CEO McNamara has been in touch with area high school athletic directors who have expressed interest. Updates will be provided as this initiative progresses.

CEO McNamara reminded everyone of the Foundations Fall fundraising event on October 19 at the Seaview in Dennisport. The Seaview is owned and operated by Paul McCormick who teaches culinary arts at 4Cs. Culinary students will be on hand, assisting in this fundraiser. Thanks to Trustee McGrail who tapped his contacts who donated Sam Adams beer for the event. Faculty and staff received a reduced ticket price, and we are expecting a good turnout.

CEO McNamara also highlighted the Celebration of Wreaths fundraiser coming up from December 4-7 in the Tilden Arts Center. Wreaths created by members of the community will be available to bid on. Proceeds will go to the Foundation to support the College.

Chair Saben recognized President Cox for the College Reports.

### **COLLEGE REPORTS**

President Cox recognized Director S. Wu for a Fall enrollment update.

#### Fall Enrollment Update (Exhibit J)

Director Wu presented the Enrollment Trends chart which showed a Fall 2023 enrollment increase of 14% over the same time last year. This positive trend is attributed to an aggressive enrollment campaign, increase in new student population (first-time student, readmit, transfer), and the Reconnect program. We are encouraged that the positive trend will continue. Trustee Rodolakis asked Director Wu to elaborate on retention rate. Spring to Fall pre-pandemic rate was 65%. Director Wu said we are now around 68%. Trustee McGrail asked what the enrollment trend was in other MA community colleges. Director Wu stated that all statewide community college enrollments are up. VP Clark stated that 4Cs is in the top 5 for double-digit growth. President Cox confirmed that our enrollment numbers were up even prior to the rollout of MA Reconnect.

Professor T. Allen and Associate Professor R. Bancroft were recognized for a presentation on Generative AI/ChatGPT.

#### Generative AI/ChatGPT (Exhibit K)

Professor Allen acknowledged that AI has the power to change humanity. She conducted a class experiment in which AI was asked to craft an elaborate sonnet using very specific input from the class. Instantaneously, the AI program wrote a very high-level Shakespearean sonnet. Professor Allen then played a video that, with her input on the AI site, *Hour One*, an AI avatar who introduced the Teaching and Learning Center. She then showed how AI was easily and quickly able

to find elaborate solutions to life's common and complex problems using different AI tools such as *Perplexity, Claude.ai, and Bard.*

Software programs used to detect AI-generated content are only 80% effective. Humans created AI so it, therefore, reflects the content we give it access to. What is unknown and unnerving is what AI will teach itself – it has already taught itself how to translate languages. Management consulting firm, McKinsey & Company has predicted that 1.9 million jobs will be lost to AI in 7 years. Professor Allen encourages us and her students to embrace the potential of AI rather than fearing it. She asked us to consider the possibility and benefit of AI providing a platform for all viewpoints to be considered, and of solving some of the world's worst crises. Associate Professor Bancroft added that the technology can be an equalizer for students with a language barrier or for students with disabilities or communication difficulties. When language is no longer a barrier, we can focus on ideas. Faculty can use AI tools to improve their teaching by asking it to create course material that is more universally designed, or tailored to appeal to a specific audience.

Student Trustee Marshall asked how students can best use AI tools and avoid the pitfalls such as plagiarism. Professors Allen and Bancroft emphasized the importance of knowing and following your instructor's AI policy. Professor Allen asked us to consider how AI might change the value or perception of a liberal arts education and how 4Cs can respond. CIO F. Hughes interjected the importance of understanding how AI effects our personal protection. He stated that AI will increase the number and sophistication of "phishing" scams and, consequently, the need for our increased diligence on our part to recognize these attempts. Professor Allen encouraged everyone to try AI/ChatGPT to familiarize themselves with the technology.

President Cox recognized VP K. Vranos and Dean M. Targino-Van Beber for the update on Medical Assisting Accreditation.

Medical Assisting Accreditation Update (Exhibit L)

VP Vranos stated that the Medical Assisting Education Review Board (MAERB), which oversees accreditation, put our 4Cs program on probation in mid-September due to the questioning of the program director's credentials and the timing of hiring a new program director after the retirement of Gwenn Dyson in 2022. There were four failed searches prior to hiring Linda Waitkus. Because of the late hire, documentation verifying Linda Waitkus' credentials did not make it to MAERB in time to avoid probation of our accreditation. Dean Targino-Van Beber stated that we have since submitted all required credentials and documentation to MAERB, and we have now satisfied all the requirements. An update will be filed with NECHE by the end of October.

Chair Saben asked for any other business. President Cox formally introduced Dr. Ben Latigo, our new Dean of STEM who started on September 18, 2023.

**Motion:** *On the motion of Trustee McGrail, seconded by Trustee Rodolakis, and by roll call vote, the meeting adjournment was unanimously approved at 5:39 p.m.*

Respectfully submitted by:  
Joan Graney, Recording Secretary  
Board of Trustees  
October 17, 2023