

**SPRINGFIELD TECHNICAL COMMUNITY COLLEGE  
BOARD OF TRUSTEES**

**RETREAT / REGULAR MEETING**

Friday, September 24, 2021

Zoom/Live Streamed via STCC YouTube Channel  
9:00 a.m.

**Minutes of Meeting**

Present: Marikate Murren, Chair  
Elizabeth Oleksak-Sposito, Secretary  
Maurice Lindsay, Alumni Trustee  
Monique Selden-Riley, Student Trustee  
Vicky Crouse, Trustee (joined at 10:01 a.m.)  
Samalid Hogan, Trustee  
William Johnson, Trustee  
Jeff Sattler, Trustee  
MacArthur Starks, Jr., Trustee (joined at 9:42)

Unable to attend: Jynai McDonald, Vice-Chair

Also Present: Dr. John B. Cook, President  
President's Cabinet Members: Darcy Kemp, VP of Student Affairs;  
Dr. Geraldine de Berly, VP of Academic Affairs; Dr. Shai Butler,  
VP Advancement/External Affairs; Andrea Nathanson, CFO/VP  
Administration and Finance; Dr. K.C. Senie, AVP of Human  
Resources; Gladys Franco, Interim AVP Workforce Development;  
Mary Kaselouskas, CIO/AVP Information Technology  
Nanette Flores, Executive Assistant to the President & Board Clerk

**I. Call to Order & Roll Call**

Trustee Chair Marikate Murren called the meeting to order at 9:03 a.m.

The following Trustees were present at roll call: Trustee Chair Marikate Murren, Trustee Secretary Elizabeth Sposito, Alumni Trustee Maurice Lindsay, Student Trustee Monique Selden-Riley, Trustee Samalid Hogan, Trustee William Johnson, Trustee Norman Roldan, and Trustee Jeff Sattler. Eight present, constituting a quorum.

Trustee MacArthur Starks joined at 9:42 a.m., and Trustee Vicky Crouse joined at 10:01 a.m.

## **II. Approval of Minutes – Board of Trustees Regular Meeting – June 28, 2021**

Trustee Elizabeth moved to approve the minutes from the June 28, 2021 Board of Trustees meeting, seconded by William Johnson and unanimously approved through roll call.

## **III. Welcome and Opening Remarks by Marikate Murren, Chair, STCC Board of Trustees**

Board Chair Marikate Murren welcomed all to the meeting and proceeded to introduce recently appointed Trustees: Student Trustee Monique Selden-Riley, Trustee Samalid Hogan, and Trustee Norman Roldan. Each Trustee briefly shared about their role in the community and their connection with STCC. Chair Murren noted that we (Trustees) all know someone who has graduated from STCC and we understand the importance of STCC in the community.

The current situation with COVID remains agile and fluid and we need remain vigilant of what's ahead. Chair Murren noted that we continue to meet remotely, in accordance with state law, which extended the ability for public bodies to meet remotely until April of 2022. She expressed pride and appreciation that our Board has never had issues with quorum despite the challenges we are all facing. Some of the topics to be discussed at this meeting are Building 20, Governance, NECHE, and Facilities. These in itself are big topics.

## **IV. A Look Ahead: FY 2022 & Strategic Outlook by Dr. John Cook, STCC President.**

Dr. Cook welcomed all and noted with appreciation the great enthusiasm and commitment of our Trustees. As mentioned by Chair Murren, the current situation makes our work fluid. At this retreat Cabinet members will contribute toward providing an outlook of the year ahead. We are also getting ready to work on a Strategic Plan, in a similar way as we did with the NECHE Self-Study. As mentioned by Chair Murren, our work under the current circumstances with COVID, including the concerning Delta variant. Strategic planning is an opportunity to envision our future, transform, and ensure sustainability.

**Accreditation (NECHE)** – Dr. Cook reiterated for the benefit of recently appointed Trustees that the accreditation process happens every ten years. In preparation for the process, we worked two years to develop a comprehensive self-study. Included in the presentation, excerpts from the NECHE evaluation team report: academic quality, need for a culture of assessment, etc.

**Governance and Sustainability** – discussed the NECHE framing of governance, including concerns about the Ad Hoc nature of the current STCC approach. Part of this challenge per NECHE, is that Trustees as the ultimate policy body never formally authorized/endorsed the All-Unit Congress as “the” governance body. Dr. Cook

encouraged the Board to seek the assistance of a consultant to look into different models, and aid the college by formalizing internal governance that recognizing roles/responsibilities. There is a need to have the entity/entities engage with administration, and include student voices; that interface is important.

Questions and discussion including student outcome assessments; the role of faculty; and NECHE expectations as codified in their standards. Also described was the “5<sup>th</sup> Year” Report NECHE requires, and the possibility of other interim reports that likely will focus on governance, assessment, and facilities/deferred maintenance.

**Developing of next STCC Strategic plan (2022-2025):** Dr. Cook noted that the last strategic plan expired in 2020. Aware that STCC was up for accreditation in 2021, we conferred with the Department of Higher Education to map developing in 2022. The outcome from accreditation will assist with the development of the next strategic plan. Referencing the presentation slide, priorities include Sustainability, Governance, Capital needs, Opportunities & Transformation, with Equity at the Center. Process wide, the MA Department of Higher Education is a participant, and in addition to Trustees’ approval and endorsement, the MA Board of Higher Education will also have a vote of approval and endorsement.

**COVID-19 Update** – Dr. Cook spoke about diligence during COVID. Included was the development of courses into online format and the amount work by faculty; also described was the difference between online and remote. Online really is faculty investing time in a significant plan on delivering a course fully online. Faculty were compensated approximately \$1 million for this work.

In regards to vaccination, this week 15 community colleges announced a vaccine mandate by January for all employees and students. It is likely that our two unions will seek to “impact” bargain, but the decision itself is not subject to negotiation.

### **Strategic Initiatives by Division:**

#### **Student Affairs – Darcey Kemp, Vice President**

VP Kemp provided highlights on examples of enrollment management and retention initiatives within the topics of “SUCCESS” Funding, Practice Change, MILE (Male Initiative for Leadership and Education), TRiO Student Support Services, and Success Coach/Retention Specialist, with equity considerations front and center.

#### **Academic Affairs - Dr. Geraldine de Berly, Vice President**

Dr. de Berly discussed reform of developmental education (Reading, Writing, Mathematics); also discussed work with faculty specific to retention/graduation with students of color, including past work supported by federal grants (i.e. Title III). STCC

also anticipates additional grant funding for STEM, and the resources this will provide, including for faculty/staff professional development. Vice President de Berly clarified the difference between program review and program sustainability/viability, and effort that will be done in concert with the CFO. A remaining concern is the decline in student enrollment. The institution needs to position itself to absorb the impact of this trend. We are closely looking on the decline of credits, and programs in particular with less than 30 students, which translates to difficulty assigning teaching loads to full-time faculty. Finally, workforce development pathways discussed as well as continued investment in online course/program delivery.

### **Advancement & External Affairs - Dr. Shai Butler, Interim Vice President**

Dr. Shai Butler began by observing that everywhere she has been, people speak very highly of STCC. This is very important when leveraging connections, relationships and affinity towards the college. Dr. Butler informed that this past Tuesday the Foundation held its annual meeting/retreat for this year. We termed FY 2022 as the “Year of Reengagement.” There are FY22 fundraising goals, and strategies to meet these goals. Specific to External Affairs, Dr. Butler is having meetings and conversations with the legislative delegation, community and business leaders; there is also ongoing marketing planning, including formalizing use of social media, etc., as well as and engagement with Student Affairs and Academic Affairs. Internal college communication is robust and ongoing.

**10:45 – 11:00 break.**

### **Administration & Finance - Andrea Nathanson, CFO/Vice President**

CFO Andrea Nathanson presented the Administration & Finance FY22 Strategic Outlook, and in particular, the overarching challenge of enrollment decline (as measured by credits), as mapped to the number of full-time college employees, which has not substantially changed. Data presents a sustainability challenge, and without federal HEERF funds, STCC would have a deficit of \$4.65m. A plan for sustainability needed, and will likely occur in partnership with Trustees over multiple fiscal years; at core, how many employees can STCC sustain given enrollment. Also discussed Capital planning, and analysis, etc.

### **Human Resources - Dr. Kathryn (K.C.) Senie, Assistant Vice President**

Dr. Senie noted that the Office of Human Resources has new members, and over the past year has been working to establish systems never put in place. The office has also worked on developing an improvement plan, including linkages to NECHE/accreditation outlook. Areas of work include hiring/onboarding, diversity and equity development with employees, COVID campus repopulation efforts, and responding to data requests.

## **Workforce Development - Gladys Franco, Interim Assistant Vice President**

Interim Assistant Vice President, Gladys Franco shared details specific to the Workforces Development division which encompasses the authorized testing center, career services, non-credit courses, and the Springfield Adult Learning Center (SALC).

The primary focus for FY2022 is to create opportunities to connect our community; examples include development of new non-credit courses and stackable credentials, including bilingual CNA and ESOL CNA; Spanish for customer service; computer and digital literacy; introduction to manufacturing; and an educators' academy for paraprofessionals. Other particular/operations discussed including, assuring that all students have MassHire accounts. Our non-credit courses are running both online and in person.

## **Information Technology - Mary Kaselouskas, CIO/Assistant Vice President**

Assistant VP/CIO Mary Kaselouskas noted that a key focus for IT is on security; implementing security controls, policies and best practices are vital, and a new, comprehensive training requirement is being launched this Fall.

Also discussed was updating IT infrastructure and applications, including the campus wireless network and phone system. STCC is looking was to fund capital IT investments/projects, including was to consolidate, with an example provided regarding software that generates pdfs. Some federal HEERF funds have been utilized. Helpful discussion by Trustees including asking about the level of college investment in IT/Security-Safety.

## **VI. 5th Year Comprehensive Presidential Evaluation Chair Murren**

### **Executive Committee: meeting held on July 14, 2021**

Chair Murren spoke about the process, including the task by the Executive Committee to manage the presidential evaluation, and the selection of ACCT (Association of Community College Trustees), to provide consultation. The methodology was described, including Trustee interviews and a broad and encompassing survey to college stakeholders internal and external. An executive summary/report is being developed, and Trustees will likely preview individually prior to the October 25<sup>th</sup> full Board meeting when a final vote to approve the evaluation will be taken.

Trustee Vicky Crouse moved to approve the minutes from the Executive Committee held on July 14, seconded by Trustee Mac Starks, and unanimously approved through roll call.

## **VII. Trustee Committee Reports**

### **Committee on Ways & Means: meeting held on September 13, 2021**

Trustee Vicky Crouse reported on the meeting report from the September 13th meeting.

Trustee Norman Roldan moved to approve the minutes from the Committee on Ways and Means held on September 13, 2021, seconded by Trustee Bill Johnson, and unanimously approved through roll call.

### **Investment Sub Committee: meeting held on August 5, 2021**

Mac reported on the Investment Sub Committee. There were three options submitted on how to manage funds in portfolio. This was presented to provide guidance. These were discussed with fiduciary and the decision was made to accept one

Trustee Bill Johnson moved to approve the minutes from the Audit Committee meeting held on August 6, 2021, seconded by Trustee Vicky Crouse, and unanimously approved through roll call.

### **Committee on Internal & External Relations: meeting held on August 30, 2021**

In the absence of Committee Chair Macdonald, Trustee Sposito reported on the August 30th Internal and External relations meeting. Trustee Sposito referred to the meeting report to inform Trustees of the topics discussed at the meeting.

Trustee Maurice Lindsay moved to approve the minutes from the Committee on Internal and External Relations meeting held on August 30, 2021, seconded by Trustee Monique Selden-Riley, and unanimously approved through roll call.

## **VIII. Old Business/New Business**

### **IX. Concluding Remarks**

**Chair Murren**

Dr. Cook ended with a note of appreciation to Trustees, grateful for your time. Thank you for looking ahead with us. We have a great team that will help us move forward.

Chair Marikate Murren expressed gratitude to Trustees for volunteering their time and for the impact they make on the STCC Community. We are still in the midst of COVID and will ask for your patience and remain safe. The last 18 to 24 months have been difficult and we need to move forward. There is a lot of work ahead of us. We have

talked about Strategic Planning which will launch in January 2022 – 2025. We also have to focus on facilities and expenditures. We will also be talking about Shared Governance. The Board will be talking about using the services of a consultant. It will be an inclusive process, including faculty, staff, and students, and based on the NECHE recommendations. We are going in front of the Commission of Higher Ed on November 19 for the read out of the NECHE report. We still need to review by laws, define committees, and work on Trustee self-assessment tool. Looking forward to working with in this new academic year.

**X. Date of Next Meeting:** Monday, October 25, 2021

**XI. Roll Call & Adjournment:** Board Chair Murren called to adjourn the meeting at 12:18 p.m. seconded by Trustees Mac Starks, Betty Sposito and unanimously approved through roll call.



Marikate Murren  
Chair, STCC Board of Trustees



Elizabeth Oleksak-Sposito  
Secretary, STCC Board of Trustees