

**SPRINGFIELD TECHNICAL COMMUNITY COLLEGE
BOARD OF TRUSTEES**

**ANNUAL RETREAT
Friday, September 23, 2022, 9:00 a.m.
Building 19 / Forum**

Minutes of Meeting

Present: Marikate Murren, Chair
Jynai McDonald, Vice-Chair
Elizabeth Oleksak-Sposito, Secretary
Glerisbed Garcia-Figueroa, Student Trustee
Maurice Lindsay, Alumni Trustee
Tonia Butler Perez, Trustee
Samalid Hogan, Trustee
Norman Roldan, Trustee
Jeff Sattler, Trustee

Unable to attend: Bill Johnson, Trustee
MacArthur Starks, Jr., Trustee

Also Present: Dr. John B. Cook, President
Dr. Robert Pura, Guest Presenter (former NECHE Commissioner)
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 9:14 a.m.

The following Trustees were present at roll call: Trustee Chair Marikate Murren, Trustee Secretary Elizabeth Sposito, Student Trustee Glerisbed Garcia-Figueroa, Trustee Maurice Lindsay, Trustee Tonia Butler Perez, Trustee Norman Roldan, and Trustee Jeff Sattler. Vice Chair Jynai McDonald, arrived 14 minutes after roll call. Nine Trustees present, constituting a quorum.

II. Approval of Minutes – Board of Trustees Meeting – Monday, June 27, 2022

Trustee Norman Roldan moved to approve the minutes from the June 27, 2022 Board of Trustees meeting, seconded by Trustee Samalid Hogan. After no further discussion, unanimously approved.

III. Committee Reports

a) Committee on Internal & External Relations, Monday, August 29, 2022

Board Secretary Betty Sposito referred to the August 29th Committee on Internal and External Relations meeting report to inform the Board of topics discussed. Dr. Vanessa Hill presented on the implementation of developmental math reform. Dr. Hill outlined the steps taken throughout the process up to implementation, and was happy to announce that the new approach/set of credits is live.

As noted in the report, VP Kemp, VP de Berly, and VP Butler, presented on the topic of enrollment management. Strategic Planning Task Force Co-Chair Dr. Shai Butler and Trustee Sposito provided an outlook on strategic planning, including efforts during the summer. The President's perspective included from Dr. Cook, an outlook on current operations, with some influence/impact lingering from COVID (i.e. student choice in registration/course modality). Also described was an update on shared governance progress per the NECHE Notice of Concern, which will include a Spring 2023 NECHE visit. A report in advance will describe progress including establishment of the Shared Governance Council, and by-law review by Trustees.

Trustee Norman Roldan moved to approve the minutes from the August 29, 2022 Committee on Internal & External Affairs meeting, seconded by Trustee Maurice Lindsay. After no further discussion, unanimously approved.

b) Committee on Ways & Means – Monday, September 12, 2022 – attached Investment Sub Committee – Thursday, August 4, 2022

Board Chair Marikate Murren referred to the Committee on Ways and Means report to inform the full Board on topics discussed. Attached to the report is the August 4th Investment Sub-Committee report approved at the September 12th Ways & Means Committee Meeting. VP/CFO Nathanson provided a financial update and outlook. AVP/Controller Jon Tudryn provided the Cash Flow projections and Sr. Director Jason Cohen presented on FY23 Revenue & Spending projections. On the President's perspective, Dr. Cook announced that the college is beating the enrollment projection of -7%, which is great news. Final enrollment figures will be available later in the Fall after "freeze," but it is looking like STCC will run flat. He also provided an update on the major capital project, relocation of School of Health out of Building 20, and selection of an architect via the state Designer Selection Board.

Trustee Betty Sposito moved to approve the minutes from the September 12, 2022 Committee Ways & Means; seconded by Trustee Samalid Hogan. After no further discussion, unanimously approved.

IV. Welcome and Opening Remarks – Marikate Murren, Chair, STCC Board of Trustees

Board Chair Marikate Murren welcomed all Trustees to the meeting and proceeded to ask all Trustees to introduce themselves. Dr. Cook followed by asking Cabinet Members, Deans, AUC and Union Leaders attending the meeting to also introduce themselves. Remarks included highlights of the progress and future opportunities for students.

V. Board of Trustees By-Laws Review and Revision – Dr. Robert L. Pura

Dr. Cook introduced Dr. Robert (Bob) Pura, invited to present on the topic of Trustees By-Laws and the potential for revision. Dr. Pura served 40+ years in community colleges, including 18 as President of Greenfield Community College; he was also a Commissioner for the New England Commission of Higher Education. Most recently Dr. Pura co-authored the book titled *The Community's College: The Pursuit of Democracy, Economic Development, and Success*.

As noted by Dr. Cook, Dr. Pura knows and understands our work. Given the NECHE Notice of Concern, the goal of the presentation is to outline a clear process by which Trustees review their own By-Laws, examples to help them consider what exists at other Massachusetts community college, and the value of this work to college function, including clarity in roles/responsibilities.

In regards to purpose and expectations, Dr. Pura noted the importance of clarifying NECHE's Notice, including the purpose of a visit in the spring of 2023, with the NECHE team asked to seek evidence of "process" by the college to meet the governance standard.

As an overview about the accreditation process, Dr. Pura spoke about the dual purpose of accreditation which are to "foster improvement" and "assure quality" through a process of self-regulation, followed by the process of peer review. Also described is the comprehensive evaluation (self-study, site visit, commission's action). The presentation also included an outline of the range of commission actions, in addition to the list of standards for accreditation along with a brief review of the standards.

Dr. Pura then proceeded to address STCC's specific Notice regarding Standard 3, and the "lack of a clear, functioning internal governance model...leading to a lack of trust, stability, transparency and communication." Dr. Pura advised on setting a plan of action/next steps by Trustees for their part, including identifying why, who, and when regarding the By-Law review.

To this point, Chair Marikate Murren announced that Vice Chair Trustee Jynai McDonald will take the lead on leading an Ad Hoc committee to work on revising Trustee By-Laws; and will be held in accordance with the Massachusetts Open Meeting Law. A list of suggestions for review were described (i.e. number of meetings; need for which standing committees; timing of a retreat/annual meeting). Dr. Pura shared copies of By-Laws from Bunker Hill Community College, Greenfield Community College, and Quinsigamond Community College.

With regard to the timeline and expectations, Dr. Cook announced that the NECHE team is confirmed for a visit on March 5 – 7, 2023. Dr. Pura noted that STCC might not have all work completed by the time of the visit, yet, most importantly the Commission expects to see evidence of progress towards improvement. Given questions and discussion, Dr. Pura reiterated that the Commission will look for content and clarity.

Dr. Pura also spoke about the notion of trust, and pointed to the difference between Standard vs. Standardization, noting that "everyone does not comply in the same manner. Not all systems have to be the same, rather, you want to show progress by using a real sense of honesty to do better towards standards." Dr. Pura concluded his presentation with a talk about betterment. The process of betterment is a longtime process. When we get things right, the next time we strive for better.

VI. A Look Ahead - Dr. John B. Cook

Dr. Cook provided updates and outlook, including the campus/green project, which is ongoing and includes remediation of soil contamination, which also replacing water main/pipes. This project is being paid by the Commonwealth of Massachusetts at a cost of about \$2 million. In regards to relocation of the School of Health, the proposed budget of ~\$43 million might not hold given inflation, and the future cost of construction materials. The college will evaluate during the design phase, and for all the work invested in budget/fiscal management and arriving at a sustainable footing in FY 2027, the dollars "saved" by beating budget expectations this year might need to be counted on to the future expense increase in the School of Health project.

Using the required Designer Selection Board (DSB) process, Lavallee Brensinger was chosen to be the project architect. Enrollment was also discussed/Fall Semester; the position of Chief Equity Officer has been posted (a direct report to the President and Cabinet member); and a search firm will be sought to aid and support the search for the next STCC Vice President of Academic Affairs. Dr. de Berly is stepping down June of 2023. Dr. Cook expressed his appreciation to Dr. de Berly and highlighted just a few of her achievements (implementation of academic program review; building of Center for Online and Digital Learning with multiple instructional designers). Dr. Cook also announced the 55th Anniversary Gala and Resilience Awards Celebration in partnership with the STCC Foundation; to be October 6 at the newly renovated Springfield Marriott. Regarding the ongoing strategic planning effort, Dr. Cook noted that an environmental scan (EMSI/Burning Glass) looking into labor/job trends will be an important point of reference and part of the “external” view sought. At a more micro scale, the college continues to seek faculty partnerships to ensure programs remain current, and meet industry expectations regarding equipment, skill-development, and preparation for careers.

Dr. Cook announced that the first Shared Governance Council (SGC) meeting is scheduled next week, on September 28. The SGC is an opportunity to move forward recommendations.

VII. Old Business

VIII. New Business

Dr. Cook announced that the Board of Higher Education named Dr. Noé Ortega as the new Commissioner of Higher Education.

Chair Murren moved a motion to reappoint the Executive Committee members. She moved that Trustee Jynai McDonald is reappointed to the position of Vice-Chair and that Trustee Betty Sposito is reappointed in the position of Secretary. The motion was seconded by Trustees Norm Roldan and Tonia Butler Perez.

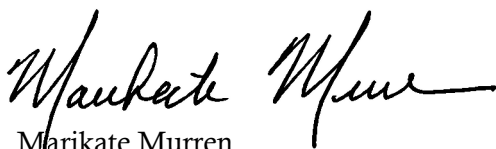
IX. Concluding Remarks – Chair Murren

Trustee Chair Marikate Murren expressed her appreciation to Dr. Bob Pura for his presentation and valuable support. Following Trustee meetings will be held remotely, until March 2023.

X. Date of Next Board Meeting – Monday, October 24, 2022

XI. Adjournment

Meeting was called to adjourn at 11:17 a.m., seconded by Trustee Tonia Butler Perez, and unanimously approved.



Marikate Murren
Chair, STCC Board of Trustees



Elizabeth Oleksak-Sposito
Secretary, STCC Board of Trustees

Springfield Technical Community College

Board of Trustees

By-Laws Review and Revision

Robert L. Pura, Ph.D.

Agenda

1. Introductions, Purpose and Expectations
2. Accreditation: A Quick Review
3. Notice of Concern
4. STCC Board of Trustees By-Laws
5. A Review and Revision Process
6. Structure, Roles and Responsibilities
7. Standards and Standardization; Compliance and Aspiration
8. On Betterment

THE COMMUNITY'S COLLEGE



*The Pursuit of Democracy,
Economic Development, and Success*

ROBERT L. PURA and TARA L. PARKER

Foreword by LYNN PASQUERELLA

Shameless Marketing Plug

Purpose and Expectations

Purpose and Expectations

- Clarity about notice of concern
 - Significance
 - Spring 2023 report and visit
 - Evidence of ongoing progress
 - Institutional Resources; DCAMM and deferred maintenance
- Facilitate review of by-laws; ongoing
- Establish process for revisions
 - Who is leading the effort
 - Who is involved
 - Timeline
 - Next steps

Accreditation: A Quick Review

Dual Purposes of Accreditation

Foster Improvement



Assure
Quality

Accreditation is a System of Self-Regulation

1. Setting the Standards
2. Agreeing to abide by Standards and policies
3. Peer review

Accreditation as an “Ongoing Relationship”

- Full self-study for re-accreditation at least once every 10 years
- Interim report at the mid-point of the cycle
- Annual report
- Special reports and/or focused visits as recommended by Commission
- Substantive changes



Three-part Process for Comprehensive Evaluation

1. Self-study – Making the most of the opportunity for betterment.
2. Site Visit – Who is on a team, who is not?
3. Commission action - How Commissioners make their decisions.
Who is in the room, who is not?



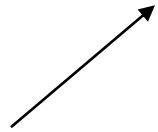
Range of Commission Actions

- Granting or denial of candidacy status
- Granting or denial of initial accreditation
- Continued accreditation with interim report
- Focused report or visit, including ARFE
- Formal notice of concern
- Notation
- Probation
- Withdrawal of accreditation

The Standards

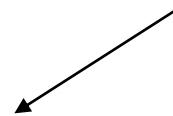
What are the Standards for Accreditation?

An articulation by the higher education community of what a college or university must do in order to deserve the public trust



Quality Assurance

Quality improvement



A framework for institutional development and self-evaluation

Standards for Accreditation – 2016 Revisions

1. Mission and Purposes
2. Planning and Evaluation
- 3. Organization and Governance**
4. The Academic Program
5. Students
6. Teaching, Learning, and Scholarship
7. Institutional Resources
8. Educational Effectiveness
9. Integrity, Transparency, and Public Disclosure

Format

- Statement of the Standard – a summary in **bold**
- Numbered paragraphs – to explicate the statement of the Standard
- Subheadings – for organization and clarity

Standard Three: Organization and Governance

The institution has a system of governance that facilitates the accomplishment of its mission and purposes and supports institutional effectiveness and integrity. Through its organizational design and governance structure, the institution creates and sustains an environment that encourages teaching, learning, service, scholarship, and where appropriate, research and creative activity. It demonstrates administrative capacity by assuring provision of support adequate for the appropriate functioning of each organizational component. The institution has sufficient autonomy and control of its programs and operations consistent with its mission to be held directly accountable for meeting the Commission's *Standards for Accreditation*.

Significant and Salient Concerns

- ...we share the concern of the visiting team that STCC “lacks a clear, functioning internal governance model.”
- ...leading to a “lack of trust, stability, transparency and communication.”
- ... “a unified body giving voice to students, faculty and staff, with codified administrator engagement, does not currently exist...”
- ...Lastly, the Commission is concerned by the visiting team’s assessment of an “overt climate of distrust between the AUC and the STCC administration.”

On Shared Governance

- Nothing About Us Without Us (1500s & 2000s)
- No Taxation Without Representation (1700s)
- FUBU (1990s)
- If It Is About Us, Without Us, It Is Not For Us (1990s)
- By Us For Us (2010)

A Plan of Action: Next Steps

- Why?
- Who?
 - Leadership
 - Committee
- When?
 - Steps
 - Dates
 - Formal Vote

Governance Progress at STCC

- ACCT Consultant Hired; Report/Recommendations (2022)
- STCC Board of Trustees voted to discontinue two academic programs (2022)
- STCC Board of Trustees endorsed new Internal/Shared Governance Model (2022)
(Shared Governance Council)
- STCC Trustee By-Law Review (Fall 2022)

STCC Trustee By-Laws

Article III: Committees of the Board

- Executive Committee
- Standing Committees
 - Committee on Internal and External & External Relations
 - Committee on Ways and Means
- Audit Committee
- Special Committees
- New Committee (ACCT/Marti Report)

STCC Trustee By-Laws

For Review/Discussion (By-Laws last amended/2013):

- a. Number of Meetings (Review/Rationale: how many a month/year?)
- b. Clarity: "Annual Meeting" versus "Retreat" including timing
- c. Committee Structure: Needs, Definitions, # of Members, Number of Meetings
- d. Clarity: Policy Authority & Delegation of Operational Management

STCC Trustee By-Laws

a. Number of Meetings (Review/Rationale: how many a month/year?)

STCC By-Laws (p.3):

“Regular meetings, shall be held at least once in each calendar month with exception of July unless the Board of Trustees shall otherwise determine” (does not otherwise codify Committee meetings)

Example (Berkshire Community College):

“Regular meetings of the Board will be held according to a schedule and at a location established by the Chairperson in consultation with Board members and the President. There shall be no fewer than seven (7) regular meetings per academic year.”

STCC Trustee By-Laws

b. Clarity: “Annual Meeting” versus “Retreat” including timing

STCC By-Laws (p.3):

“The annual meeting of the Board of Trustees shall be held in March of each calendar year (while as a practical point, Trustees have been holding an annual “Retreat” in September)

Example (Berkshire Community College):

“The Annual Meeting of the Board of Trustees shall normally be in June.”

STCC Trustee By-Laws

c. Committee Structure: Needs, Definitions, Number of Meetings

STCC By-Laws (p.5):

"... shall have the following two standing committees: Committee on Internal & External Relations and Committee on Ways & Means. Each Committee shall consist of five Trustees appointed by the Chair."

Example (Berkshire Community College):

"The Board may establish Standing Committees, which may include, but are not limited to: Executive Committee, Finance Committee, Human Resources Committee, Academic Planning Committee and/or Nominating Committee. The Executive Committee will consist of the Board Chairperson (Chair of Executive Committee), Vice Chair, and Chairs of the Finance, Human Resources and Academic Planning Committees... Each standing committee shall have no less than three (3) and no more than five (5) members appointed by the Chairperson. The Chairperson of the Board and the President of the College shall be members of each standing committee, ex officio. "

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STCC Trustee By-Laws

d. Clarity: Policy Authority & Delegation of Operational Management

STCC By-Laws:

Silent, albeit with NECHE Standards as a reference, and a 2015 Board vote to formally delegate all personnel to the STCC President

Example (Berkshire Community College):

"The President shall be the Chief Executive Officer of the College. S/he shall establish and/or administer all rules and policies for the governance of the College as promulgated by the Board. S/he shall have general power to manage and direct the affairs of the College... shall have the power to sign and execute, in the name of the College, all contracts, or other legal instruments... shall have the power to take all personnel actions with respect to all employees at the College."

Rebuilding Trust

- Structure, Roles and Responsibilities
 - Standards, Not Standardization
 - Aspiration, Not Just Compliance
 - The Long-Term Journey to Betterment

From Beethoven to Betterment

"Betterment is a perpetual labor. The world is chaotic, disorganized, and vexing, and medicine (education) is nowhere spared that reality. To complicate matters, we in medicine (education) are also only humans ourselves. We are distractible, weak, and given to our own concerns. Yet still, to live as a doctor (educator) is to live so that one's life is bound up in others' and in science (teaching and learning) and in the messy, complicated connection between the two. It is to live a life of responsibility. The question, then, is not whether one accepts the responsibility. Just by doing this work, one has. The question is, having accepted the responsibility, how one does such work well.

Gawande, 2007

Purpose and Expectations

Did we accomplish what you wanted to accomplish?

- Clarity about a notice of concern
- Facilitate review of by-laws; ongoing
- Establish process for revisions
 - Timeline
 - Who is leading the effort
 - Who is involved
 - Next steps

Thank you!