

STCC Board of Trustees
COMMITTEE ON INTERNAL AND EXTERNAL RELATIONS
Monday, August 30, 2021 at 5:00 p.m.
Zoom Meeting, Live Streamed via STCC YouTube Channel

Present: Committee Chair Jynai McDonald, Trustee Chair Marikate Murren, Student Trustee Monique Selden-Riley, Trustee Bill Johnson, Trustee Betty Sposito, Trustee Maurice Lindsay and President John B. Cook

Presenters: Dr. Geraldine de Berly, Vice President of Academic Affairs
Darcey Kemp, Vice President of Student Affairs
Dr. Shai Butler, Interim Vice President of Advancement & External Affairs
Richard Greco, Dean, School of Liberal and Professional Studies
Mary Kaselouskas, CIO/Assistant Vice President

- I. **Call to Order** – Committee Chair Jynai McDonald called the meeting of the Committee on Internal and External Relations to order at 5:01 p.m.
- II. **Roll Call** – The following Committee Members were present at Roll Call: Committee Chair Jynai McDonald, Student Trustee Monique Selden-Riley, Trustee Bill Johnson, Trustee Maurice Lindsay, and Trustee Betty Sposito
- III. **Enrollment Outlook Perspective** – **Dr. Geraldine de Berly, VP of Academic Affairs; Darcey Kemp, VP of Student Affairs; and Dr. Shai Butler, Interim VP of Advancement & External Affairs.**

Dr. Cook introduced three members of Cabinet presenting on the topic of enrollment management, noting that this effort is a collective/shared responsibility across multiple areas including Academic Affairs, Student Affairs, and Marketing/Communication/External Affairs.

Vice President Kemp began the presentation with an example of a daily enrollment report. This report allows to compare current and past enrollments using as reference a specific point in time. In this case, the slide is presenting enrollment information from “Registration Day 132” leading to the fall of 2019 (pre-Covid), the same point of reference leading to the fall of 2020, and the same leading to the fall of 2021. Each set of data is broken down by Head count: divided by new students, and continuing; and by total registered credits. Further slides framed data by budgeted projections as well as first time/ first year entering students by sending high schools.

Dr. de Berly presented data regarding Program Enrollment from an excerpted group of programs that tend to have higher enrollment. She discussed in details the declining trends throughout programs.

Dr. Butler spoke about the cycle of marketing to matriculation for reinstated programs. The data presented shows an example of the clicks from advertising ads per program, followed by number of inquiries received, number of applications, number of students enrolled and number of credits. The last column shows the amount of money spent in advertisement by program. The second slide provides an overview of current marketing initiatives to boost academic program enrollment. The information

outlines strategic approach, digital & multimedia, advertising & communications, and branding. Marketing is taking a “program specific” approach such as identifying appealing points of each program to strategically market.

Discussion: Considering the amount of ad clicks enrollment is still trending low. Do we know where we are losing applicants, and where do we want to go (enrollment goal)? Noted in the conversation, these reinstated programs were small to begin with. Despite the marketing efforts and money spent, we are not expecting to see higher enrollments in these programs. Also noted by Dr. Butler, although she has been with the college for two months, she spoke based on experience and stated that the amount of targeted marketing by program is not common in other institutions. A program marketing approach shows the commitment STCC has to target these programs.

Dr. Cook wanted to make sure Trustees heard about the depth of work, programmatic and operational, specific to the management of this effort. The committee on Ways and Means hears about the budget/finance implications of the work, but Internal/External allows the college and administrators to delve deeper into the practices and operations. At the November meeting we can bring a comparison of what was done in the past in regards to programmatic marketing.

IV. Placement Reform: Revamping Accuplacer to Directed Self Placement – Richard Greco, Dean, School of Liberal and Professional Studies

As an introduction to Dean Greco’s presentation, Dr. Cook pointed out to Committee Members the importance of informing Trustees of practice changes occurring with implications tied to student success (in this case, a significant change in testing/placement practice).

Dean Greco provided an overview of Directed Self Placement (DSP)/Guided Self Placement, a recently implemented method at STCC that replaces Accuplacer, which was the platform used to assess students’ skills in Reading, Writing and Math, with an outcome where they were then placed in courses based on that assessment (and often into remedial/developmental courses). During COVID the testing center was unable to administer Accuplacer tests, which provided an opportunity to try something new at STCC. DSP was one of the methods used to determine students’ placement when their entering GPA in English falls below 2.7; if a student’s transcript is older than ten years; or if the student has never attended an accredited institution in the United States. The difference between Accuplacer and Directed Self Placement is that Directed Self Placement (DSP) gives the student agency, and allows for competencies to more easily be matched to course placement. Once a student completes a self-assessment, a suggested placement is generated and this is discussed between the student and his/her Advisor. Guided by their advisor, students make a final decision based on self-reflection. The balance is helping students avoid unnecessary remedial courses, while ensuring those who do need it, understand why.

Ultimately STCC’s investment in anti-racism and systems-change has led to the embrace of DSP. STCC will take the time to research the effectiveness of this change. Dr. Cook thanked Dean Greco who has worked collaboratively with English faculty on this effort. We want more students to see that they can enter into College level courses, and to others, that they can help select their preparation in less time. In the November meeting, we will have Dr. Vanessa Hill talk about the Math parallel. We are making great headway with this very important developmental reform.

V. Updated/Revised IT Policies & Security Outlook – Mary Kaselouskas, CIO/Assistant Vice President

Mary Kaselouskas provided an update on IT Security and policies. The state is funding two out of three years of Information Security Awareness Training through KnowBe4 – security training platform. The training will roll out for Non- Unit Professionals, and working with other groups to eventually roll out campus wide. Also discussed, updated IT Security Policies. These can be accessed through a link included in the meeting packet. Another link provided in the packet leads to the Comprehensive Emergency Management Plan.

Dr. Cook noted that Mary is incredibly comprehensive and helpful. In regards to the KnowBe4 training platform, Mary has been organizing all fifteen community colleges and helping frame the conversation for unions, with all community colleges sharing the same training. In addition, Dr. Cook reiterated, that within the policies, there were no significant edit, just revisions in accordance to these changes in practice and protections. As an example, the college will be notifying retirees that we will no longer support institutional email accounts as part of the layering of cybersecurity protection.

VI. Conversation with All-Unit Congress (AUC) – Eric Warren, AUC Staff Co-Chair; Professor Francie Riddle, AUC Faculty Co-Chair

This conversation was tabled until the next Committee meeting. Committee Chair McDonald has asked AUC Leaders to provide responses and more context for data submitted as part of a presentation.

VII. President’s Perspective – Dr. John B. Cook

a) COVID Planning

Over the past year we had a campus repopulation group. As we transition back to campus, and with the change in operations we are now repositioning to a COVID Response Team, with representatives from all unions and NUPs across all areas. This group continues to hold weekly meetings. Focusing closely into Building 19 which is the center for operational activities and we want to make sure that we have the fundamentals for health and safety in place, such as indoor mask mandates, hand sanitizers, etc.

Chair Marikate asked, where we and other Community College Presidents stand in regards to vaccination? Dr. Cook responded that here at STCC we continue encouraging people to get vaccinated. We continue to offer a vaccination clinic once a week. If any changes occur, we will not only communicate, we will need to engage in impact bargaining with unions. The consideration is that all fifteen community colleges, who collectively bargain with unions, will make decisions collectively.

b) Personnel Update & Introductions

Dr. Cook introduced Dr. Vanessa Hill, Foundation Innovation Fellow & Special Assistant to the President. Dr. Hill will be on the agenda in November meeting to provide an update on her leadership on reforming developmental math.

Welcome to Gladys Franco, Interim Assistant Vice President of Workforce Development. We also have ten new full-time faculty starting Fall Semester..

c) NECHE-Accreditation Prompting / Shared Governance

STCC is going in front of the Commission on November 19. Dr. Cook brought to the attention the visiting team's appraisal in regards to (Standard 3) Shared Governance.

Visiting Team on behalf of the New England Commission of Higher Education (NECHE):

"The AUC is not a formalized governance structure adopted by the Board of Trustees, such as a traditional faculty senate or collective bargaining unit... It appears to operate more as an internal, self-styled advocacy group than as a formalized governance structure... The lack of formalized governance processes at STCC was identified as a serious issue by the visiting team... The college would benefit from an in-depth governance review and overhaul to help formalize the development of campus-level policies, communication, and transmission of advice and opinions of the faculty, staff and administration."

The translation of this looks into Trustees to help codify what the internal governance body will be for this college. To the best of our record keeping and knowledge, in the past, Trustees have not endorsed a specific shared governance body. NECHE will prompt the college, and in turn Trustees, to adopt a shared governance model, and will provide a way for the college as an example, to become a smoke-free campus. Trustee Chair Murren sees opportunity; the issues are clear, and will be addressed in the year ahead. Chair Murren will talk with Trustees about the hiring of a consultant.

VIII. Old Business – None

IX. New Business - None

X. Next Meeting Date and Time: Monday, November 1, at 5:00 p.m.

XI. Adjournment: At 6:23 p.m., Chair Marikate Murren called to adjourn the meeting, seconded by Trustees Betty Sposito and Monique Selden-Riley, and was unanimously approved through roll call.

Respectfully submitted by Nanette Flores