FIVE-YEAR STRATEGIC OBJECTIVES

► ATTRACT AND MAXIMIZE EXTERNAL RESOURCES

► STRENGTHEN EXISTING PROGRAMS AND SERVICES

► INCREASE ENROLLMENT AND RETENTION OF UNDERREPRESENTED POPULATIONS IN DEGREE AND CERTIFICATE PROGRAMS

► EXPAND AND UPGRADE PHYSICAL PLANT

► EMPHASIZE QUALITY SERVICE

► STRENGTHEN COMMUNITY RELATIONS

► MONITOR STRATEGIC PLAN ON A CONTINUOUS BASIS
PREFACE

This Strategic Plan expresses a vision of what Cape Cod Community College can achieve over the next five years. The plan is both ambitious and optimistic in its reach, but it is also realistic about the amount of work and cooperation that will be needed to achieve these goals.

Although the plan emphasizes new initiatives, it does not exist in a vacuum. The College is already committed to a number of major initiatives, such as implementing the Theme '93 focus on the registration process; getting the downtown Hyannis campus up and running; expanding Tech Prep projects with public schools; solidifying the base of the Graduate Center; following through on the existing Title III grant; and many others. New and existing initiatives need to be integrated along with the College's ongoing obligation to maintain excellence in all its academic areas. Shortly after publication of the plan, the College will develop a timetable for completion of new and existing initiatives.

The plan reflects many hours of work by the retreat participants who represented the viewpoints of administrators, the external community, the faculty, students, support staff, and trustees. We are indebted to the retreat participants for helping the College articulate strategic objectives, initiatives, and goals for the next five years.

Important objectives for the 1993-1998 period are to ensure that CCCC academic programs are adequately staffed and that all programs have up-to-date equipment. In addition, the plan seeks to position CCCC as a coordinator of arts on the Cape and as an institution that delivers programs of world class quality. To support these initiatives, the College intends to develop a strong marketing thrust which is closely coordinated with a vigorous development effort.

An important emphasis of this plan is providing quality service to students and all other individuals associated with the College, whether they are staff, Cape businesses, local public schools or other members of the community. One way to do this is through an enrollment management system that would provide the same services to all students who take course(s) for credit. Another way to offer quality service is to form an advisory group that would help the College fulfill the Cape's education and job training needs. Additionally, the College will better manage its communication with the public by obtaining a new phone system, by centralizing and streamlining the first point of public contact and by training staff in effective ways of serving the public.

Over the next five years the College will continue to increase the ethnic and racial diversity of its student body, faculty and staff. Also, the College will overcome its critical need for additional space by pursuing a variety of approaches to capital funding.
A final word on the use of the Strategic Plan. The environment and CCCC are constantly changing, so too, this plan will be revisited and updated to reflect this dynamism. The current plan and its future updates will help guide the College in allocating resources and in evaluating the fulfillment of its mission for the 1993-1998 period.

Richard A. Kraus, President
Cape Cod Community College
PLANNING PROCESS

On January 24-26, 1993, 32 participants met for a 2-1/2 day retreat in order to produce a list of recommended strategic objectives for Cape Cod Community College to implement over the 1993-1998 period. The Appendix lists the names and titles of the participants who represented each academic department, the administration, support staff, students, trustees, the Foundation, the community, and an external consultant.

In fulfilling this goal, the participants were asked to consider the following questions:

- How responsive is the statement of the College’s mission to its constituents?
- What will Cape Cod Community College be like in five years?
- What threats and opportunities does the external environment pose for Cape Cod Community College over the next five years?
- What kinds of internal resources can the College expect?
- What strategic alternatives best fit Cape Cod Community College given these environmental factors and expected resources?

One week prior to the retreat, each participant was given information including the College Mission Statement; environmental data (demographic/social, economic, political/governmental and educational trends); statistics describing the College; selected articles; and logistical information about the retreat.

The discussions that ensued took the form of brainstorming exercises, large group discussions (all 32 participants together), small group discussions (3 breakout sessions) and reports from the chairs of each small group. The public was invited to observe the retreat discussions. The Dean of Planning, Research and Development and an external consultant from Collegiate Associates co-facilitated the retreat. All small group reports and the results of brainstorming were compiled by the Dean of Planning, Research and Development and sent back to participants for feedback. Based on this feedback, the strategic objectives were refined and key initiatives identified for each objective.

The resulting draft was distributed to the College community and shared with the Board of Trustees. The members of the College Meeting (convocation of all professional staff) discussed the draft plan at their monthly meeting; the Institutional Research and Planning Committee evaluated and critiqued it and the Board of Trustees devoted a special session to the document. Written feedback and suggested rewording of initiatives were solicited by the Dean of Planning, Research and Development and incorporated into the draft. This second
draft was distributed to the original retreat group and the College community. The College reconvened the retreat participants to review the draft a final time before forwarding it to the Board of Trustees for approval at their May meeting.
PLANNING ASSUMPTIONS

The Strategic Plan assumes that the following trends and/or events will have a great impact on Cape Cod Community College in the 1993-1998 period:

**Governmental/Political**

The federal and state economies will affect resources available to the College.
The competition among colleges and agencies for state dollars is increasing.
Colleges will need to become increasingly active in forging excellent governmental relations.
Over regulation by the state will continue to hinder program development.
Student financial aid will continue to decrease.

**Educational**

The public's confidence in public higher education will continue to be low.
The increased cost of higher education will continue to make community colleges an attractive alternative to other institutions.
Increasing numbers of people will enter higher education to train for professional employment.
Economic changes will intensify the need for career exploration.
Job opportunities in the health technologies will increase.
Colleges will continue to partner with business and industry in order to accomplish mutual goals.

**Cape Cod Community College**

The number of academically unprepared students will increase.
There will be increased numbers of non-motivated students enrolled at CCCC.
The College will need more support services (advocacy, day care, counseling).
The ratio of non-traditional to traditional students is increasing.
There will be more pressure on CCCC's faculty to take second and third jobs.
A population boomlet is due to impact the College within the next five years.
There will be an increasing need for affordable housing for CCCC students.
There is a growing need for courses in foreign languages.
More higher education institutions will vie with CCCC for the Cape service area.
There will be especially heavy competition in the Plymouth area, which represents an important source of students for many of CCCC's programs.
The absence of public transportation on the Cape will continue to challenge the College in meeting the needs of residents, businesses, the local public schools, and other constituencies.
Demographic/Social

The College will see increasing numbers of mentally and physically abused students.
There will be an increasing gap between the economic "have’s" and the "have not’s."
The nuclear family with two parents is increasingly being replaced by single-headed families.
The number of cancer and AIDS cases will increase on Cape Cod.
The Cape will continue to see increases in two populations: senior citizens and young people.
There will be a need to maintain balance between environmental and economic concerns.
In keeping with the move toward a global rather than a national economy, colleges will emphasize international education.
Traffic congestion on the Cape will limit the growth of business development.
The proportions of minority and non-English speaking persons will increase on Cape Cod as it will in American society at large.
STRATEGIC OBJECTIVES AND INITIATIVES

Seven strategic objectives are prioritized for the 1993-1998 period. Under each of these objectives, one or more initiatives are highlighted. Each objective/initiative section concludes with a list of recommended outcomes that will be used to measure the College’s achievement of the strategic objective.

ATTRACT AND MAXIMIZE EXTERNAL RESOURCES

Develop and implement a marketing and public relations plan.

The goal of this plan is twofold: 1) to ensure that the public has an accurate understanding of the mission and programs of CCCC; and 2) to expand the awareness of CCCC locally, statewide, nationally, and internationally.

Marketing includes but is not limited to "selling the College." Before the College’s message can be sent to the public, the College needs to research and define its public and conduct studies of competing institutions as well as industry needs and projections. All of these data should be organized and made available to program planners of the College. Using hard data derived about our potential market, the College will target different population segments within its service area using appropriate strategies for reaching these targets. Although ultimately marketing has an external thrust, a sound marketing approach begins internally, with the first customer --- ourselves. The College as a whole needs to be united around who it serves and where the institution is headed. The marketing goals of CCCC should influence every decision made by the College. Preparation of the marketing plan and its implementation should be closely coordinated with community service activities, strategic planning, publications, and resource development.

Act as a central conduit and coordinator for the fine and performing arts on Cape Cod.

As the only public institution of higher education in the region, CCCC has a mandate to promote the arts. The College should take a leadership role in providing increased opportunities for a greater understanding of the arts in the Cape community. The primary focus of the College’s efforts should be on arts education, and the secondary emphasis on entertainment. To accomplish these ends, the College will establish linkages with the major arts organizations on the Cape (Arts Foundation of C.C., C.C. Symphony, Chatham)

Note: The strategic objectives are shown in bold-faced, capitalized letters; initiatives in bold-faced, upper and lower case letters.
Chorale, C.C. Arts Museum, Provincetown Art Assoc., C.C. Conservatory, etc.) in order to help facilitate activities. Additionally, if the College develops a conference center, the design of the center should include facilities that would foster the arts in this region.

**Establish an associated institution.**

In addition to its educational resources and broad regional mission, the central location of CCCC, its relationship to K-12 and to other post-secondary schools make it an ideal site for a variety of enterprises that would contribute to the economic well-being of Cape Cod and enhance the financial base of the College.

One possible project is an exposition and/or conference center. Such a facility could generate business for the region and could provide cooperative work experiences as well as salary for students in the College’s Hotel/Restaurant Management, Management and Retail Management programs. Alternatively, the College could be the site for an ocean science center which could serve both as an educational center and as a tourist attraction. Under this option, the College could manage retail and hospitality operations and employ students. A third possibility, in keeping with the College’s role as a coordinator of arts on the Cape, is to create a performance art center that would attract professional artists from all media.

**Explore new funding opportunities and secure additional funding from local, state, federal, and private sources.**

While the College has demonstrated an ability to raise dollars during the Survival Fund, the College’s development effort must be strengthened in order to generate funds on a sustained basis. In order to continue to improve programs and services for the Cape, CCCC is committed to having a strong, diversified development program. This program will include vigorous government and private sector grant writing, individual gift cultivation and solicitation, and alumni development activities.

The College’s development efforts will be enhanced by the creation of the sound marketing strategy recommended above. In order to increase its base of financial support, the College will strengthen its network of alumni and friends through frequent contact and communications about the College. CCCC will continue to forge partnerships with companies and other institutions and look for ways of internationalizing the business environment for Cape Cod. Finally, in conjunction with the CCCC Educational Foundation, CCCC will develop a program of planned giving and investigate ways of cultivating the tourist and second-home market on the Cape for fund raising purposes.
Evidence of CCCC's success in achieving this strategic objective of attracting and maximizing the external resources available to the College will be determined by the following outcomes:

- Marketing plan written and presented to the Board of Trustees by Spring 1994.
- Evidence of maximum use of all campus facilities as measured by numbers of persons and/or programs using the facility by Fall 1994.
- Market research evidence that 60% of all adult Cape Cod residents have knowledge of at least one CCCC program or service.
- Market research evidence that 20% of all adult Cape Cod residents have attended or viewed (via TV) at least one arts event in a twelve-month period by Winter 1996.
- Feasibility report and recommendation for an associated institution by Spring 1995.
- Computerized information on support organizations for local arts groups.
- Two million dollars generated by College through various development efforts annually starting in 1996.
- One million dollars (unencumbered) generated by the CCCC Educational Foundation annually starting in 1996.
STRENGTHEN EXISTING PROGRAMS AND SERVICES

Achieve appropriate levels of staffing.

Due to state budget constraints in the period between 1989 and 1992, a number of vacated positions were not filled. Since then, some of the positions have been filled, but the College continues to rely more heavily on part-time rather than on full-time faculty. The College is committed to restoring a healthy ratio between full-time and part-time faculty positions in the various academic disciplines. Additionally, the College intends to restore a number of support positions vacated and left unfilled as a result of the cutbacks.

Extend programs and services to all residents, businesses and governmental units of the CCCC service area.

The barriers of land (a 75-mile long peninsula) and sea (several islands) and lack of public transportation make serving the Cape Cod region very challenging. Distance learning technology can help the College reach all of its constituents. The College will increase the number of televised and live interactive courses to distant geographic areas (e.g. Plymouth, Provincetown and the Islands). Additionally, the College will extend on-line registration to off-site locations. CCCC will develop courses in response to business and other local training needs and offer instruction in several locations throughout the region.

Create a world-class program.

The quality of CCCC’s programs is generally well recognized by its service area. Building on its reputation for excellence, the College is investigating an initiative that would offer a unique academic program or concentration of programs that will attract students from regions well beyond its service area, perhaps nationally and even internationally. The College will explore the feasibility of this initiative.

Reaffirm the commitment to developmental education.

The College will explore new learning strategies for underprepared students. Attention also will be paid to student learning styles and faculty teaching styles in order to improve student achievement. The College is committed to the view that developmental education is an integral part of the community college program. To accomplish this, the Developmental Education Committee of the College and K-12 academic staff will work together on devising a new college transition program for developmental needy students.
Strengthen commitment to professional development of all College staff.

There is a need to increase funding for the Professional Life and Development Committee to enable faculty and staff to attend conferences and workshops to stay current in their fields. The College will create a formal structure to honor faculty and staff who exceed their required job responsibilities in assisting students. In addition, every effort will be made to grant an adequate number of sabbaticals each year.

Acquire new technical equipment.

The College will continue to seek out funding to replace outmoded laboratory equipment for science, nursing, dental hygiene, and other technical programs and to increase the number of workstations for students. In addition, the College must expand and modernize its mathematics and its language laboratory facilities, acquire additional equipment for the writing center and remodel its lecture halls to permit up-to-date audiovisual presentations.

Strengthen international education.

The College’s Ad Hoc International Education Committee will develop on-campus activities to heighten awareness of and sensitivity to the importance of international/intercultural learning experiences. Essential to this development is an increased commitment of resources by the College to international education and the design implementation of a strategy that will incorporate international/intercultural education across the College curriculum.

Encourage a balance between a healthy mind and a healthy body.

The College will expand its Wellness and Fitness Program and offer an expanded program of intramural athletics to CCCC students and staff.

Factors to be consulted in determining the extent to which the objective of strengthening existing programs and services has been successful are:

- An 80:20 ratio between sections taught by full-time and part-time faculty by 1998.
- Positive accreditation status in 1998.
- A 5% increase in student enrollment annually starting in Fall 1994.
- Recommendation of a world-class program by Spring 1994.
- A faculty/staff recognition program implemented in 1994.

- Evidence that increasing numbers of previous developmental education students complete their college level courses in mathematics and English composition successfully (size of increase to be determined).

- A 20% student participation rate in intramural athletics by 1998.

- An implementation plan written by CCCC and Cape Cod public schools to increase the preparedness of students entering college level courses.

- Evidence of increased student, faculty, staff, and community participation in international/ intercultural opportunities each year of this five-year plan (size of increase to be determined).

- Submission of at least one major academic equipment grant each year starting in Fall 1993.
Commit institutional resources to making the CCCC environment more receptive and responsive to the needs of diverse populations.

The goal of this initiative is to provide a welcoming atmosphere and a learning environment that treats all students equitably. All staff of the College (professional and non-professional) should receive training focusing on becoming more sensitive to diversity in any form. The College will ensure that its academic programs continue to emphasize diversity and will design special programs to increase awareness and appreciation of multiculturalism and other forms of diversity. The College will expand the number of courses in English as a Second Language and, as indicated under other strategic objectives, the College will develop a computerized student tracking system and will strengthen its commitment to developmental education. These initiatives are aimed at assisting all students but will also benefit those from minority backgrounds.

Evidence of CCCC's performance in achieving the objective of increasing enrollment and retention of underrepresented populations in degree and certificate programs will be measured in relation to the following outcomes:

- Publication of a study on underserved student populations by Fall 1994.
- A minority student body equal to 15% of total college enrollment by Spring 1998.
- Minority faculty equal to 15% of total college faculty by Spring 1998.
- Minority administrators equal to 15% of total college administrators by Spring 1998.
- Minority support staff equal to 15% of total college support staff by Spring 1998.
EXPAND AND UPGRADE PHYSICAL PLANT

Repair and maintain physical plant.

While the list of repairs and upgrades needed by the College is extensive, some of the most pressing projects involve providing access to programs especially in light of the requirements of the Americans with Disabilities Act. An elevator is needed for persons with disabilities to reach the second floor of the North and South classroom buildings. The entrances to all campus buildings must be enlarged to permit wheelchair access. The College deferred maintenance because of budget cuts and now is faced with certain projects that must be performed: replacement of three-quarters of the fire alarms, exterior waterproofing of all buildings and replacement of the Arts Center roof. A third category of repair stems from limitations in the original campus design. The urgent needs in this category are adequate bathroom facilities and proper sewage disposal for the cafeteria. Finally, concerns about safety and liability necessitate installation of parking lot lighting, construction of sidewalks and curbs and installation of a traffic light at the entrance of the College.

Create additional building space.

The present campus was built in 1970 for a student population of 1,500, most of whom were traditional college age (18-24 years of age). Today, the campus serves about 6,000 students, two-thirds of whom are non-traditional and require support services not even imagined in the early 1970's. Since that time, many new certificate programs have been added in addition to the traditional Associate Degree programs. Each program and service has its own space requirements and needs.

In response to the demands over classroom space, the College is establishing an off-campus center in downtown Hyannis. A major capital project is being discussed at present with the goal of either building new physical structures on campus and/or identifying off-campus locations. The College is considering three kinds of construction projects: (1) an academic building to house technical programs; (2) an expansion of two of the current academic buildings; and (3) an associated institution, such as a performance center, ocean discovery center, or a conference center.

Ensure that college buildings are equipped with state-of-the-art technology.

The present telephone system is outmoded, creating communication problems internally and making it difficult to serve the public efficiently and graciously. This system will be replaced by one with answering capabilities, call dispatching, and voice mail. In addition, the College should provide all campus offices with electronic mail and investigate the feasibility of installing automated personal calendar and meeting scheduling capabilities.
The lighting and sound system of the performing arts center will be replaced so that the College can continue to offer professional performances. The infrastructure for the College's technical programs such as nursing, dental hygiene, science, engineering, computers, etc. is increasingly inadequate. These limitations combined with the College's general space needs will hinder program quality and could present safety problems. As indicated above, one strategy is to house all technical programs together and to equip this building with adequate wiring, circuitry and plumbing.

Achievement of CCCC's objective to expand and upgrade the physical plant will be determined by:

- Recommendation from the Task Force on Provision of Adequate Space on most feasible strategy for increasing space by Summer 1993.

- At least one major building or renovation project that addresses space needs completed by Spring 1998.

- All College buildings in good repair and properly equipped by Spring 1998.
EMPHASIZE QUALITY SERVICE

Equalize day and evening services under a one-college system.

In the past, students taking courses in the evening did not receive the same level of service as those attending during the day. Although the College has begun to equalize the treatment of students, there remains a need to ensure that all students taking at least one course (for credit) have access to diagnostic testing, assessment in academic skills and in learning styles, career counseling, referral to the O’Neill Center for Disability Services (if needed), personal counseling related to success at CCCC, and job placement services. The College will provide these services in an integrated fashion through a centralized, comprehensive approach.

Create systematic college-wide tracking of students from admissions to graduation.

The goal of this initiative is to increase retention of students through graduation, course completion and/or transfer to a four-year institution. This computerized tracking system will be used to reward students for progress and achievement as well as to flag them for help when they need it. Such a system will alert advisors and counselors to intervene early enough to permit successful remediation.

Develop a front office approach to CCCC.

The goal of this initiative is to maximize the efficiency and helpfulness of the initial contact students and members of the community have with the College. Components of this initiative include centralizing the services offered to people when they contact the College; acquiring a new telephone system with a menu-driven dispatching feature; training switchboard and college-wide receptionists in customer service on a periodic and intensive basis; and offering all CCCC staff seminars that emphasize quality service.

Evidence that the College is emphasizing quality service will be determined by the following factors:

- Full implementation of a comprehensive assessment, advisement and counseling center by Spring 1998.
- Full implementation of a computerized student tracking system by Fall 1998.
- Evidence that 80% of students achieved the academic goal expressed in the Computerized Placement Test by Spring 1998.
- A 75% decrease in the number of complaints about the telephone system by Fall 1995.
STRENGTHEN COMMUNITY RELATIONS

Establish a community advisory board.

The goal of this board, comprising faculty, administrators, business representatives, government staff, and community leaders is to develop a broadly based political strategy for the College. The Board would help the College assess present and anticipated educational and job training needs. Such a strategy would enhance fund raising efforts of the college and provide more political clout at the state level.

Establish a Cape Cod Information Center at CCCC.

The goal of this center would be to assist Cape Cod in learning about itself as a community and provide an accurate basis from which to launch needed programs and services, be they educational, social, economic or environmental. Using corporate and government funding, the Center would gather data currently not available and compile information from other agencies. This project would meet pressing needs for consistent and timely data on Cape citizens and their needs. The Center will help the College and the Cape attract more resources.

Encourage and maintain collegial relations with the public schools.

Both the College and the region’s public schools share many of the same challenges. This initiative would strengthen the partnership that already exists among them. A key effort of this partnership is to devise strategies to help students not ready for college-level courses through in-service training for school and college level faculty; school/college faculty exchanges and meetings between parallel departments on a regular basis. High school students should be invited to observe classes. CCCC can utilize this network among the schools when recruiting students for enrollment.

The degree to which the objective of strengthening community relations has been achieved will be determined by observation of the following factors:

- Evidence of maximum use of all campus facilities as measured by numbers of persons and/or programs using the facility by 1994.

- Number of meetings held between school and college staff.

- Number and quality of community/school/college initiatives undertaken.

- Number and quality of Tech Prep programs implemented.
- Definition of educational and job training needs of Cape Cod residents by the Community Advisory Board by Fall 1994.

- Information Center operational by Fall 1995.

- Increased preparedness of students for college-level courses by Spring 1988 (size of increase to be determined).
MONITOR STRATEGIC PLAN ON A CONTINUOUS BASIS

Evaluate College performance vigorously.

Cape Cod Community College intends to vigorously pursue the objectives and initiatives described in this strategic plan. To assist in this process, the College's performance will be evaluated using the outcomes listed in each section. The Institutional Research and Planning Committee will oversee this evaluation. A performance appraisal with both quantitative and qualitative factors will be written annually and disseminated to the College community. In addition, the 32 participants of the strategic planning group will reconvene twice each year to help CCCC with this evaluation.

The factors that will be used to determine success in achieving the objective of monitoring strategic plan on a continuous basis are:

- Meeting of Strategic Planning group held biannually starting Winter 1994.
APPENDIX

STRATEGIC PLANNING RETREAT PARTICIPANTS

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Language and Literature Department, CCCC
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Affirmative Action Officer, CCCC
Collegiate Associates

Chair, CCCC Educational Foundation
Chair, Health and Human Services, CCCC
Director, Center for Business and Industry, CCCC
Chair, Fine and Performing Arts, CCCC
Director of Admissions/Counseling, CCCC
President, CCCC
President, LANDEAST Co.
Chair, Cape Cod Economic Roundtable
Coordinator of Radio and Television Services, CCCC
Director, Library/LRC, CCCC
Behavioral and Social Sciences Department, CCCC
Board of Trustees, CCCC
Mathematics, Engineering & Technology Dept., CCCC
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Counseling, CCCC
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President, NAACP
Chair, Natural Sciences Department, CCCC
Board of Directors, American Assoc. of Retired People
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