

**Bristol Community College  
Fall River, Massachusetts**

**Board of Trustees  
Meeting Minutes**

**February 22, 2021**

I. Call to Order

The three hundred and eighty-third regular meeting of the Bristol Community College Board of Trustees was held on Monday, February 22, 2021. Due to the ongoing COVID-19 crisis and Governor Charles Baker's order allowing remote participation, this meeting was conducted remotely via ZOOM. The meeting was called to order at 4:06 p.m.

Trustees present: Joan Medeiros, Chair; Frank Baptista; Samir Bhattacharyya; Renee Clark; Pamela Gauvin, Esq.; Jeffrey Karam; Lynn Malasi; Diane Silvia; and Steven Torres, Esq., Vice Chair.

Trustees absent: Valentina Videva Dufresne and Alexis Viveiros-Branco.

Kathleen Wordell, Recording Secretary, announced that since all members of the Board of Trustees would be participating remotely at the Board meeting, all votes taken would be by Roll Call Vote. She reminded all present that the meeting would be conducted in Open Session with public access and included members of the President's Leadership Team and others present who may be called upon for additional information. Also in attendance were members of the general public, who would remain silent during the meeting.

Ms. Wordell stated she would take attendance by Roll Call and then hand the meeting over to Chair Joan Medeiros. In attendance at the meeting were:

Frank Baptista – Yes  
Samir Bhattacharyya – Yes  
Renee Clark - Yes  
Valentina Videva Dufresne - Absent  
Pamela Gauvin - Yes  
Jeffrey Karam - Yes  
Lynn Malasi - Yes  
Diane Silvia – Yes  
Steven Torres (Vice Chair) – Yes  
Alexis Viveiros-Branco (Student Trustee) – Absent  
Joan Medeiros (Chair) – Yes

II. Chair's Remarks

Chair Medeiros welcomed all to the meeting.

### III. Consideration of Consent Agenda Items

Chair Medeiros asked if any consent agenda items needed to be moved to the regular agenda. There were no items to move. She then read the Consent Agenda Items listed and asked for a motion to approve said items.

- Consideration of Minutes of Board of Trustees Meeting for January 11, 2021
- Report of Personnel Actions February 2021
- Report of Workforce Contracts February 2021

A motion was made by Trustee Malasi to approve the consent agenda items and seconded by Trustee Bhattacharyya. Ms. Wordell conducted a Roll Call Vote:

Frank Baptista – Yes  
Samir Bhattacharyya – Yes  
Renee Clark - Yes  
Valentina Videva Dufresne - Absent  
Pamela Gauvin - Yes  
Jeffrey Karam - Yes  
Lynn Malasi - Yes  
Diane Silvia – Yes  
Steven Torres (Vice Chair) – Yes  
Alexis Viveiros-Branco (Student Trustee) – Absent  
Joan Medeiros (Chair) – Yes

The motion was approved.

### IV. President’s Report

#### **Talking Points**

President Douglas introduced Robert Rezendes, Dean of the Taunton Center, and Suzanne Buglione, Vice President, Academic Affairs, to speak on the four Talking Points.

- Our virtual “Student Lounge”  
Dean Rezendes said a virtual space for students was created for students to stop by in Zoom in various breakout rooms where students could choose which ones to “visit.” It serves all students and is staffed by different offices on campus such as the Multicultural Center, Women’s Center, and Veterans Center. The space has over 20 different rooms including Financial Aid, Tutoring, and Office of Disability Services. They hope to have more to offer during the month of February.
- Parenting Advancement Pathways Project  
Dean Rezendes said they are offering a holistic, wraparound support for career attainment and financial support/literacy for low-income women and heads of

households, providing individual stability to continue childcare. This is a new mentoring model started this semester; 20 students have applied so far.

- **Black History Month at Bristol Community College**

Dean Rezendes said that for Black History Month, Bristol Community College is offering many different events for the college community including a read and reflection on the “The Hill We Climb” by Amanda Gorman. All events can be found on our website.

- **New TRAIN grant**

V.P. Buglione provided some information to the Board regarding the TRAIN grant. In conjunction with Academic Affairs and Workforce Development departments, an \$80,000 grant was secured to assist veterans, female students and underrepresented groups. Twenty students in the Cybersecurity Certificate program were provided with internships while they train; fully free for students it covers such items as tuition, instruction and textbooks. The industry partner SecZetta is providing the support for students.

### **COVID-19 Update**

President Douglas gave a COVID-19 update to the Board that included the following:

- “Stop the Spread” COVID-19 testing location at our Fall River Campus.
- Bristol Fall River Campus regional “Green Star” vaccination center.
- Vaccination Strategy Work Group – assisting our college community in getting vaccinated.
- DFWI Grades during the COVID-19 pandemic.

### **Enrollment Update**

President Douglas gave an enrollment update to the Board.

#### **SPRING ENROLLMENT DATA\***

##### **Synopsis**

- Overall decline of ≈12% in credits and FTE.
- 2 major contributors to increase in new student enrollment:
  - 25.9% increase in “Readmits.”
  - More efficient processing of applications.
- Retention of current students a primary factor in decline.
- Successful “Flex Start” program helped boost enrollment.

	<b><u>SP 2021</u></b>	<b><u>SP 2020</u></b>	<b><u>% CHANGE</u></b>
FTE	3,514	3,981	-11.7%
# Credits	52,711	59,719	-11.7%
Headcount	5,855	6,490	-9.8%

New	1,272	1,174	8.3%
Continuing	4,583	5,316	-13.8%
# Courses	1,002	1,274	-21.4%
<b>FLEX START**</b>			
Headcount (duplicated)	900	100	800%
# Courses	50	10	400%

\* Data based on Spring Census taken on 2/9/21.

\*\* Preliminary data, pending results of enrollment verification.

Trends

- Female and adult learner populations continue to increase.
- Males and students of color are enrolling at lower rates.
- Students are taking fewer courses at a time.
- Increased demand for certificate programs.
- Dual enrollment of high school students continues to grow.

	<u>SP 2021</u>	<u>SP 2020</u>
Female	66%	61%
Part-Time	66%	62%
Age 25+	47%	42%
Students of Color	26%	27%
Black or African American	9%	10%
Latinx	8%	9%
Dual Enrollment	7.8%	6.2%
<b>DEGREE LEVEL</b>		
Associate	79.6%	81.6%
Certificate	4.5%	3.6%
Non-Degree	15.9%	14.8%

**ADULT EDUCATION – HIGH SCHOOL EQUIVALENCY AND ENGLISH SPEAKERS OF OTHER LANGUAGES (ESOL)**

- Fall River and Taunton HiSET and ESOL decreased by 20% and 19%, respectively.
- Attleboro’s HiSET increased by 61% related to:

- Additional funding.
- Customized, self-paced, asynchronous online delivery option, with staff, instructors and tutors for support--when needed.
- Program design allowed one High School Equivalency test at a time.
- Marketing/outreach using social media platforms.
- Transitions program increased by 53% due to additional grant funding. This program bridges Adult Ed students to college through special curricular pathways such Clean Water Technology.

Site/ Program	Enrollment Jan 2021	Enrollment Jan 2020	Percentage Change
Fall River	110	137	-20%
Taunton	145	180	-19%
Attleboro	145	90	61%
Transition	26	17	53%

President Douglas also reviewed the demographics/ethnicities of adult education students:

Site Program	Enrollment Jan 2021	Program	Student Ethnicities	
Fall River	110	HSE	1.8% (2) Asian 21.8% (24) Black 15.5% (17) Hispanic	1.8% (2) Native American 1.8% (2) Two or more Races 57.3% (63) White
Taunton	145	HSE	1% (1) Asian 42% (23) Black 10% (5) Hispanic	1% (1) Native American 1% (1) Two or More Races 45% (25) White
		ESOL	5% (5) Asian 43% (38) Black 15% (13) Hispanic	1% (1) Pacific Islander 36% (32) White
Attleboro	145	HSE	1.8% (1) Asian 21.8% (12) Black	14.5% (8) Hispanic 61.9% (34) White
		ESOL	11.1% (10) Asian 14.4% (13) Black 42.2% (38) Hispanic	1.1% (1) Two or More Races 31.1% (28) White
Transitions	26	All	7.7% (2) Asian 34.6% (9) Black 15.4% (4) Hispanic	3.9% (1) Native American 38.4% (10) White

HSE= High School Equivalency Program

ESOL=English Speakers of Other Languages

Trustee Torres asked if the Taunton area numbers were related to the school system not retaining students through high school graduation. President Douglas said she can have V.P. Jennifer Menard look at the numbers according to zip code as the numbers were all online. Dean Rezendes said the 145 total enrollment number for Taunton is a combination of ESOL and HSE where at least two thirds of the 145 is ESOL. Trustee Clark said that she has recently read about enrollment numbers going up and wondered if President Douglas has heard anything similar. President Douglas said that for Fall 2020, a number of high school seniors took this off as a gap year; they may come back in Fall 2021. However, high school seniors are not stepping up for college in fall. This was noted from a downturn in the completion of FAFSA forms. Fall 2021 is still uncertain. The focus is more on retention.

President's Approved Key Goals 2020-2021

President Douglas gave an update to the Board on her Approved Key Goals for 2020-2021.

Strategy #1: Academic Innovation –

Objective 3: Ensure student exposure to High Impact Practices (HIPs) in all certificate and degree programs.

Strategy #2: Equity and Student Success

Objective 1: Advance an inclusive college culture grounded in equity-mindedness.

Strategy #3: Organizational Excellence –

Objective 1: Align the existing culture of the organization with our core values.

Strategy #4: Partnerships –

Objective 2: Increase the number of students enrolling at Bristol through non-traditional pathways.

President Douglas concluded her report.

V. Financial Update

Budget Development Process

Vice President Steve Kenyon gave a Financial Update/Building of the Budget presentation to the Board. Below are highlights of his presentation.

**FY2022 Fiscal Goals and Objectives:**

- Fiduciary –
  - Remain a fiscally strong and valuable organization.
- Budgetary –
  - Ensure internal and external factors are consistent when developing the budget.
  - Ensure the budget is focused on our mission, vision and strategic plan.
- Partnerships

- Our reliance on the college's Foundation remains high.
  - K-12, CONNECT, MAERSK and many others.
- Accessibility
  - Ensure the proper balance of performance, quality, efficiencies and affordability.

**Massachusetts Law (Chapter 15A) and Accounting Principles:**

- The college budgets all funds in accordance with *Massachusetts Law (Chapter 15A)* governing higher education.
- The financial statements present the college and its component unit, Bristol Community College Foundation, for which the college is financially accountable.
- The college follows generally accepted accounting principles. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flow takes place.
- The college operates using clear financial policies and procedures, regularly reviewed and revised as necessary.

**Important Dates:**

College:

Feb – College requested FY22 allocation from Foundation. College internal budget process complete.

Mar – Budget presented to college Finance Committee.

Apr – 4/5: Budget presented to college Board of Trustees.

State:

Jan – 1/10: Department of Higher Education Recommendation. 1/22: Governor's Budget released.

Mar – Joint Ways and Means Public Hearings.

Apr – House Budget released.

May – Senate Budget released.

Jun – Conference Committee Budget released.

Jul – 7/1: Final Budget known as the General Appropriations Act goes into effect.

**Investment Strategies:**

The college must take into consideration current and future investments:

- \$500,000 per year to upgrade technology.
- Taunton campus relocation.
- Prepare campus for students return.
- National Offshore Wind Institute.

1-4 Year Plan: Fundraise for future investments.

1-2 Year Plan: Plan CARES Act funding.

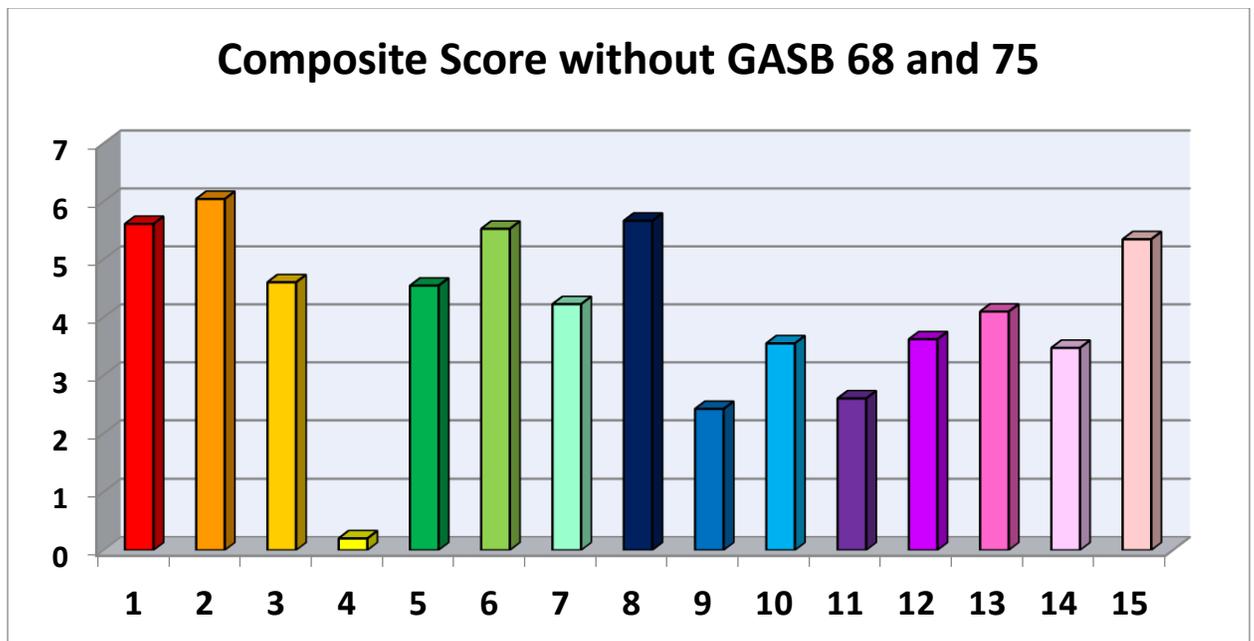
1-4 Year Plan: Spend down Foundation's temporary restricted funds to stabilize expenditures.

**How is a dollar spent?** V.P. Kenyon said that this year's budget is approximately \$73 million. The following is a breakdown of what is spent per dollar.

- 38 cents = Instruction
- 13 cents = Instructional Support
- 4 cents = Depreciation
- 16 cents = College Support Services
- 14 cents = Student Services
- 7 cents = Plant Ops and Maintenance
- 8 cents = Scholarships

**Composite Financial Index:**

V.P Kenyon mentioned the Composite Financial Index. There has been increasing discussion at the Department of Higher Education (DHE) level about financial viability. This came about after at least 15 college closures or mergers in Massachusetts in recent years. DHE has hired EY Parthenon to develop Key Performance Indicators for our schools. We already had a host of indicators that were performed by our auditor and submitted to the DHE. This slide is the composite score for the FY20 year. We are school #2.



**Discussion Items:**

- Review supplemental materials.
- Fiscal Years 2021 and 2022 will have a surplus.
  - Surplus from operations exclusive of capital appropriations, depreciation, and unrealized gains.
- CARES Act funding impact.
- Unrealized gain/loss estimates.
- Strategic Investments
  - Wind Energy Training Center
  - Taunton campus relocation
- Capital projects – State funded vs college funded.

- \$3 fee increase (1.4%).
  - Impact of fee increase on full-time student \$90.
  - Pell increase \$150 in FY22 to \$6,495.

**State Appropriation per FTE Fiscal Year 2021:**

V.P. Kenyon said for decades Bristol was dead last on this list. [Bristol is currently third from the bottom of the 15 community colleges.] Only in the last few years have we made headway. Our state appropriation has been increasing at a faster rate than the other schools. This is due to good leadership and relationships with our legislative delegation, and taking advantage of the performance funding model in place the last few years. We would have to receive over \$3.5 million to our state appropriations to move up one spot (15%).

**Tuition and Mandatory Fees at Massachusetts Public Community Colleges:**

V.P. Kenyon said Bristol is currently the second least expensive institution of the 15 community colleges. As long as we stay high performing in the academic and student service areas, he said we have the right balance of fees and budget. The college's goal for years, and certainly under President Douglas, has been to remain in the bottom third of cost while providing quality programs to students.

**Historical Community College Enrollment Report:**

V.P. Kenyon said while Bristol is doing much better than most of the 15 schools, we have certainly seen our enrollment decline. The peak was in 2014. We know FY21 is still declining and we are budgeting FY22 to be another year of decline – possibly a -8% decline in enrollment.

V.P. Kenyon said the Foundation has also made significant contributions to the college over the years. The college has requested \$1 million from the Foundation for FY22.

Trustee Gauvin asked about predictions on the budget when the CARES Act funding is gone. V.P. Kenyon said that is part of the reason of the slight fee increase; we need to think of FY23. Yes, if there is a surplus of FY21, then the Board might be okay for the college to operate at a loss in FY23. CARES funds must be spent by January 16, 2022 – the midpoint of FY22. We do not expect any federal support for FY23. That is why we are trying to plan FY23 so that there is no need to do anything drastic. President Douglas said as V.P. Kenyon mentioned, we did a second round of Early Retirement Incentive Program (ERIP) and Voluntary Separation Incentive Program (VSIP). Some of those positions do not need to be filled, so we have a cushion. However, some positions do, but at a lower salary range – a balance between full-time faculty and adjunct faculty. Some cushions help us plan for changes in enrollment.

VI. Report of the Awards Committee

Trustee Diane Silvia, Chair of the Awards Committee, gave a report to the Board regarding the Awards Committee meeting of January 11, 2021.

The Awards Committee met virtually on January 11, 2021, and reviewed all submitted nominations for the two awards to be presented at Bristol Community College's Commencement on May 22, 2021 – the Honorary Degree Award and the Distinguished Citizen Award.

The Committee unanimously approved the recommendation for former Representative Elizabeth Poirier as recipient of the Honorary Degree Award. Representative Poirier served the Attleboro/North Attleboro/Mansfield area for over 20 years and had been very involved in the community as well as with promoting senior issues.

The Committee also unanimously approved the recommendation of the Fall River Fire Department's EMS Unit as recipients of the Distinguished Citizen Award. Besides being very active first-responders in the community at large, they worked closely with Bristol for COVID-19 testing and vaccination distribution.

Trustee Baptista asked if a group of individuals had been recipients of the Distinguished Citizen Award in the past. Trustee Silvia said yes, in 1988 the award was given to the "BCC Foundation Board Members."

A motion was made by Trustee Baptista to accept the report and recommendations of the Awards Committee. This was seconded by Trustee Bhattacharyya. Ms. Wordell conducted a Roll Call Vote:

Frank Baptista – Yes  
Samir Bhattacharyya – Yes  
Renee Clark - Yes  
Valentina Videva Dufresne - Absent  
Pamela Gauvin - Yes  
Jeffrey Karam - Yes  
Lynn Malasi - Yes  
Diane Silvia – Yes  
Steven Torres (Vice Chair) – Yes  
Alexis Viveiros-Branco (Student Trustee) – Absent  
Joan Medeiros (Chair) – Yes

The motion was approved.

VII. Report of the Student Trustee

There was no Student Trustee report since Trustee Viveiros-Branco was absent for the meeting.

VIII. Request for Approval of Sabbaticals

A motion was made by Trustee Silvia and seconded by Trustee Gauvin to approve the Sabbatical Leave Requests for the following individuals:

Dr. J. Thomas Grady, Professor of English

Dr. Rosario Basay, Professor of Economics

Ms. Wordell conducted a Roll Call Vote:

Frank Baptista – Yes

Samir Bhattacharyya – Yes

Renee Clark - Yes

Valentina Videva Dufresne - Absent

Pamela Gauvin - Yes

Jeffrey Karam - Yes

Lynn Malasi - Yes

Diane Silvia – Yes

Steven Torres (Vice Chair) – Yes

Alexis Viveiros-Branco (Student Trustee) – Absent

Joan Medeiros (Chair) – Yes

The motion was approved.

#### IX. Old Business

##### Affirmative Action, Equal Opportunity and Diversity Policy

Chair Medeiros welcomed Kathleen Martin, Risk Management Officer, and Gia Sanchez, Diversity and Title IX Officer, to the meeting to present an update on the Affirmative Action, Equal Opportunity and Diversity Policy. Ms. Martin said that Ms. Sanchez would give a detailed review of the policy. Below are some of the highlights of Ms. Sanchez's presentation:

- The Commonwealth of Massachusetts' Community Colleges' Policy on Affirmative Action, Equal Opportunity & Diversity (“the PAA”) – Approved for implementation by the Commonwealth of Massachusetts board of education on September 30, 2020. The policy was retroactive to August 14, 2020.

Ms. Sanchez said that Bristol's Human Resources Department offers online classroom training for policies for college employees. All employees, including new hires, are given this policy to review and must confirm receipt of the policy.

- Oversight – Maintain and promote a policy of non-discrimination on the basis of race, creed, religion, color, gender, gender identity, sexual orientation, age, disability, genetic information, maternity leave, military service and national origin.

Ms. Sanchez gives two reports on this to President Douglas monthly – the PAA complaint report and undue influence report

- Title IX of the Education Act Amendments of 1972 –

Title IX prohibits discrimination against employees and students based on sex in educational programs receiving federal funds.

Ms. Sanchez will be conducting a training on this for all Bristol Trustees at the June Board Meeting and every two years thereafter.

- PAA Complaint Processes –
  - PAA Complaints Other Than Title IX
    - Investigation
    - Preliminary Findings
    - Rebuttals
    - Report of Final Findings and Recommendations
    - President’s Designee
      - Adopts, rejects or modifies
    - Appeal
    - President or the Chair of the Board of Trustees
      - Adopts, rejects or modifies
  - Title IX Complaints
    - Investigation
    - Report
      - Advisors appointed
    - Hearing
      - Written determination
    - Appeal
      - Written determination

Ms. Sanchez said that there are new regulations and major changes in the law and the PAA such as new roles for training; new confidential reporting resources posted online; and different standards for removal of individuals that undertakes an individualized safety and risk analysis, and is a very legalistic process.

- Responsible Employees –
  - Allegations involving sex discrimination, sexual harassment, sexual violence, stalking, domestic and dating violence, shall be reported by all “Responsible Employees” to the Title IX coordinator or official designee as soon as the employee becomes aware of it.
  - A Responsible Employee includes any College employee: who has the authority to take action to redress these offenses; who has been given the duty of reporting to the Title IX Coordinator or other appropriate school designee; or whom a student could reasonably believe has this authority or duty.
  - Responsible Employees shall include, but are not be limited to, College trustees, administrators, department chairs, program coordinators, campus police, club/activity advisors, coaches, managers or supervisors.

Ms. Sanchez said that Responsible Employees as outlined previously are to report any issue to Ms. Sanchez or if she is not available to Gary Convertino, Executive Director of HR. However, “who” a student believes is a Responsible Employee is

problematic. There is new training software being considered that will be included by year-end.

- Equal Opportunity and Affirmative Action – Oversight –  
Oversee and monitor implementation of equal opportunity and affirmative action through the Affirmative Action Officer and other assigned personnel.

Ms. Sanchez said that we need to create a workforce and utilization analysis but we cannot do this at this time as there is no census data (not since 2010). Hopefully we will have census statistics soon. We hope to reconvene the Affirmative Action Committee and set realistic goals for a four- to five-year plan. We also must have a vendor/contractor statement and are working to have this incorporated.

At the end of the presentation, Chair Medeiros requested a motion for affirmation of the Affirmative Action, Equal Opportunity and Diversity Policy.

A motion was made by Trustee Baptista to affirm the Affirmative Action, Equal Opportunity and Diversity Policy. This was seconded by Trustee Silvia. Ms. Wordell conducted a Roll Call Vote:

Frank Baptista – Yes  
Samir Bhattacharyya – Yes  
Renee Clark - Yes  
Valentina Videva Dufresne - Absent  
Pamela Gauvin - Yes  
Jeffrey Karam - Yes  
Lynn Malasi - Yes  
Diane Silvia – Yes  
Steven Torres (Vice Chair) – Yes  
Alexis Viveiros-Branco (Student Trustee) – Absent  
Joan Medeiros (Chair) – Yes

The motion was approved.

#### X. New Business

##### Travel Policy

Vice President Kenyon reviewed the Travel Policy with the Board. He said it was an annual update to the policy that required Board of Trustees approval and included the new mileage rate of 56 cents per mile.

A motion was made by Trustee Silvia to approve the Travel Policy and seconded by Trustee Bhattacharyya. Ms. Wordell conducted a Roll Call Vote:

Frank Baptista – Yes  
Samir Bhattacharyya – Yes

Renee Clark - Yes  
Valentina Videva Dufresne - Absent  
Pamela Gauvin - Yes  
Jeffrey Karam - Yes  
Lynn Malasi - Yes  
Diane Silvia – Yes  
Steven Torres (Vice Chair) – Yes  
Alexis Viveiros-Branco (Student Trustee) – Absent  
Joan Medeiros (Chair) – Yes

The motion was approved.

XI. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 5:43 p.m.

Respectfully submitted,

\_\_\_\_\_  
Kathleen Wordell, Recording Secretary

\_\_\_\_\_  
Date Approved

\_\_\_\_\_  
Initials