

**BRISTOL COMMUNITY COLLEGE
FALL RIVER MASSACHUSETTS**

**BOARD OF TRUSTEES AND FOUNDATION BOARD OF DIRECTORS
JOINT MEETING NOTES**

JUNE 7, 2021

I. CONVENING

A virtual joint meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors was held on Monday, June 7, 2021. Due to the ongoing COVID-19 crisis and Governor Charles Baker's order allowing remote participation for Board of Trustees Members, this meeting was conducted remotely via ZOOM. Board of Trustees Chair Joan Medeiros and Foundation Board of Directors President Thomas Murray called the joint meeting to order at 5:05 p.m.

Kathleen Wordell, Recording Secretary, announced that since all members of the Board of Trustees and Foundation Board of Directors would be participating remotely at the Joint Board meeting, all votes taken for the Board of Trustees would be conducted 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 and Foundation President Thomas Murray. In attendance at the opening of the meeting were:

Trustees:

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

Foundation:

Thomas Murray (President) – Yes
Donna Stewart (Executive Vice President) – Yes
Anthony Sapienza (Co-Vice President) – Yes
John McMahon (Co-Vice President/Clerk) – Yes
Elliot Rosenfield (Treasurer) – Yes

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Richard Terry (Assistant Treasurer) – Yes
Nicholas Christ – Absent
Kathleen Maclean – Yes
Patrick Murray – Absent
Greg O'Donnell – Absent
Peter Silva – Yes
Don Smyth – Yes
Frank Sousa – Yes
Alex Stylos – Absent
Luke Travis – Absent
Max Volterra – Absent
Richard Wolfson – Absent
Cynthia Flanagan – Yes
Joan Medeiros (also Trustee) – Yes
Diane Silvia (also Trustee) - Yes

II. OPENING REMARKS/WELCOME

Board Chair Joan Medeiros welcomed all to the Joint Board Meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors. She said that on Friday night past she had attended the Argosy Collegiate Charter School inaugural high school graduation. Thirty-five students graduated and 32 of the 35 are going on to attend higher education and 3 are going into the military. Over half of the graduates earned 40 or more college credits through Bristol's dual enrollment program. Thirteen of the 35 will be continuing on at Bristol. This is a perfect example of what we are here for.

Foundation President Thomas Murray welcomed all to the Joint Board Meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors. He gave kudos to the college for an excellent virtual commencement. The address of the Valedictorian was an amazing story and inspiration that we all need to hear. President Douglas said in follow up Valedictorian Katherine Haley was recently accepted to Columbia and is a finalist for Glamour Magazine's 2021 College Women of the Year.

President Douglas introduced Kate O'Hara, the new Vice President for Student Services and Enrollment Management, to the Boards. Ms. O'Hara said she was honored to be selected for this important position and is excited about beginning her new duties in that area of the college.

Chair Medeiros introduced Bruno Moreno, the new Student Trustee for 2021-2022, to the Boards. Mr. Moreno gave a brief update to the Boards about himself and said he was looking forward to working with the Board members this upcoming year.

III. COLLEGE STRATEGIC PLAN UPDATE

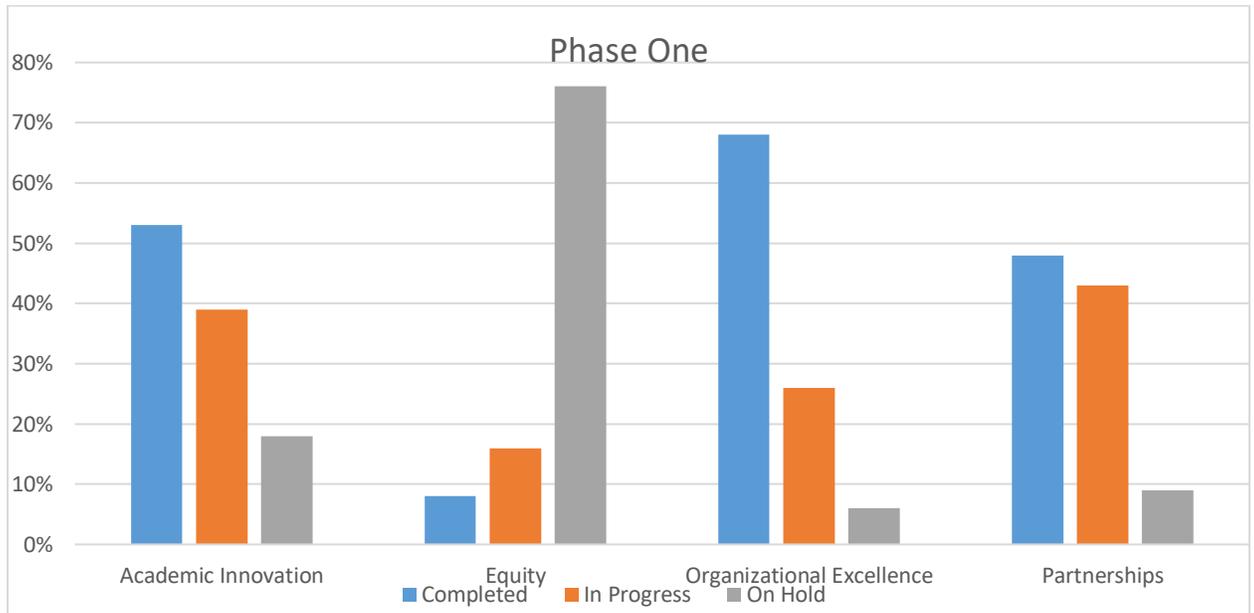
President Douglas introduced April Lynch, Chief Strategy Implementation Officer, who gave an update on the college's Strategic Plan. The following are some of the highlights of the presentation.

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Phase One – Launched 11/15/2020 and included 22 Project Leads, 26 Projects and 156 tasks.



Phase Two Initiatives – Launched 3/1/2021 and included 12 Project Leads, 14 Projects and 45 Tasks.



What Have We Accomplished – Academic Innovation

High Impact Practices (HIPs)

- Defined HIPs – Learning Communities, Service-Learning and First Year Experience
- Piloting courses (35-40) across all programs in the Fall
- Attending AAC&U Summer HIPs Institute

Open Educational Resources (free or low-cost texts)

- Students saved estimated \$545,000 in Fall
- Identified top 100 most populated courses/most expensive books
- Increased awareness about OER – new position
- OER Faculty Fellow (Spring)
- OER Task Force – added a student
- Attending AAC&U year-long OER Institute
- 10 Faculty adopted OER since February

Professional Development

- Developed an 18-month professional development plan focused on equity and technical training
- Launched Learning Communities workshop
- Human Resources Portal page created where all professional development opportunities are listed for easy access
- Summer Launch of HIPs Institute

What Have We Accomplished – Equity

Entire Bristol Community

- Equity Council created a definition of equity to help guide our work
- Participating in a community college equity grant program to design an equity audit program for the college
- Social Justice Forums

Faculty and Staff

- Online Equity training rolled out in April- more will be offered this Fall
- Conversations about race series
- Accessibility Academy launched – first series completed

Students

- HIPs
- OER
- Parenting Mentor Program –Women’s Center
- Online Learning Management System orientation for all students

What have we accomplished – Organizational Excellence

Organizational Culture

- Employee onboarding now includes sessions about shared mission, vision and values
- PACE Climate Survey increased responses in most of the culture and value questions
- Expansion of recruitment practices
- Enhanced the College Governance Structure
- Higher engagement of adjunct faculty
- Employee recognition program developed

Organizational Process

- Aligning grant development and outside funding with strategic initiatives
- Re-aligning the budgeting process with the strategic plan
- Grant Tracker Program initiated to ensure the allocation and tracking of grants funds

In Progress

- Defining Digital Literacy for students
- Defining standards for student computer use
- Student Technology Portal
- College Master Directory

What have we accomplished – Partnerships

Increase enrollment through non-traditional pathways

- Expand Early College opportunities by better understanding data, increasing partnerships and creating intentional pathways
- Recruiting more students through ESL and ESOL pathways

Increase Transfer Rates to 4-year Institutions

- Completed an audit of articulation agreements by program
- Identified key partners for expanding new and existing agreements
- Transfer agreements searchable online for easy viewing and accessibility

In Progress

- Creating a list of upcoming events to expand students' knowledge and interest in transfer options
- Creating a database of student stories and testimonials
- Creating an onboarding process for new dual enrollment partners

Next Steps:

- Beginning year two planning sessions now.
- Collecting data from project leads as to next phase of their implementations.
- Reviewing year one plan for roll-over activities.
- Integrated Planning Council culminating information into year two action plan over the summer.
- Ready for share out/modification in September.
- Launch Year Two plan October 1.
- Year two plan - 9 month cycle 10/1/2021 - 6/30/2022.
- Year three plan will align with beginning of fiscal year and budget roll-out – will launch 7/1/2022.

Trustee Clark said the college has shown great progress and accomplished a great deal.

IV. NOWI UPDATE

President Douglas asked Jennifer Menard, Interim Vice President Economic & Business Development, to give an update on the National Offshore Wind Institute (NOWI). The

following are some of the highlights of the presentation.

Bristol Community College - Leadership and Commitment

- Bristol Community College started focusing on the offshore wind industry over a decade ago, creating the Offshore Wind Technician program – one of the first Associate Degrees focused on offshore wind in the U.S.
- Bristol managed, in partnership with the New Bedford Economic Development Council, the New Bedford Wind Energy Center, to focus on preparing for this nascent industry.
- Bristol partnered with European economic and workforce development professionals and training facilities to learn from their more established sector to understand the knowledge, skills, and abilities needed to support the industry and its supply chain.
- Bristol led the 2018 Massachusetts Offshore Wind Workforce Assessment, funded by the Massachusetts Clean Energy Center, a comprehensive analysis of the workforce needs; economic development impacts; and the education, skills, and health and safety credentials required.

Bristol Community College - National Offshore Wind Institute

- The National Offshore Wind Institute (NOWI) was developed to provide strategies to accelerate and support the next generation of workforce and supply chain for the wind energy sector.
- Bristol has partnered with Maersk Training, headquartered in Denmark with training facilities across Europe, to cooperatively provide GWO training, provide the GWO curriculum, support the Train the Trainer program, coordinate with Bristol on needed facility renovations and support the GWO accreditation audit.
- Bristol's NOWI is located at 198 Herman Melville Boulevard, in the city of New Bedford, on its historic waterfront and has started renovations to bring a previous packaging plant to a state-of-the-art, 30,000 sq. ft. training institute.
- The NOWI will offer a comprehensive array of required training to ensure the local and regional workforce has the skills, competencies, and certifications required for careers in offshore wind industry.

Bristol Community College - NOWI's Programs

- The National Offshore Wind Institute (NOWI) Training Programs
- Global Wind Organisation (GWO) Training
- Basic Safety Training: The courses include First Aid, Manual Handling, Fire Awareness, Working at Heights, Working at Heights & Manual Handling combined, and Sea Survival.
- Basic Technical Training: The courses include a focus on technical knowledge for mechanical, electrical and hydraulic course content.
- Advanced Rescue Training: The course focuses on the risks associated with rescue operations on the ocean.
- Blade Repair: The course focuses on the ability to provide repair work to blades including in an ocean environment.
- GWO Slinger Signaler/Rigger Signal Person: The course focuses on the ability to ensure safety when directing the movements of the heavy/oversized equipment such as the gantry crane and other critical tasks on lands and in the ocean.

Career and Technical Programs: Bridges to Offshore Wind

- Orientation to Offshore Wind
- Accounting, Finance/Economics in Offshore Wind
- Health & Safety in Offshore Wind
- Onshore Supply to Offshore Wind
- Offshore Wind Operations & Maintenance
- Insuring Offshore Wind Infrastructure

Equity focus for offshore wind workforce:

- NOWI's Speaker Series: Equity in offshore wind (August)
- NOWI Equity Outreach Program

The International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW)

STCW Elementary Aid, STCW Medical Care Onboard Ship, STCW Personal Safety and Social Responsibility, and STCW Personal Survival Techniques.

The Innovation and Entrepreneurship (I&E) Program

Focus on local small to medium businesses and entrepreneurs to support their growth through assessing, developing, protecting, and commercializing new ideas, as well as starting/incubating new businesses, creating an open innovation culture to cross-fertilize ideas, and support the creation of new, sustainable enterprises in the United States.

Bristol Community College - Recent Developments: Offshore Wind

- National Offshore Wind Institute's Director: Position is posted, Director will provide leadership in offshore wind training in the U.S. market with a focus on the U.S. projects for offshore and onshore wind.
- Funding for the NOWI: Federal and state investment opportunities
- Industry Moves Forward:
 - Vineyard Wind: May 11th Vineyard Wind was granted final federal approval to install turbines off Massachusetts as part of an 800-megawatt offshore wind energy facility. The project is expected to create 3,600 area jobs and will power up to 400,000 homes.
 - Mayflower Wind: May 27th Mayflower announced an agreement with Anbaric to interconnect into Brayton Point's robust grid infrastructure--bringing clean offshore wind energy from its federal offshore energy lease area into Somerset's Brayton Point.

V.P. Kenyon gave a timeline for NOWI. He said the property is in a designated port area and needs Chapter 91 permit to operate in that area. They had a pre-application meeting with the Massachusetts Department of Environmental Protection (MassDEP); the site survey is due on June 21. MassDEP is to respond on the application and assign a file number by August 23 with public comment by October. The process should be completed by December 2021. This is a very time-consuming process. Approval is expected between January and March 2022. We are hoping to start renovations by April 2022. There are many more updates to come.

Foundation Member Peter Silva asked if the college will be competing with other states. V.P. Kenyon said there will be competition; our location is great and we are well suited for the program. V.P. Menard said other states such as New Jersey have done investment but are still in the beginning stages; we are well advanced. Foundation Member Silva asked if the college was training for the entire eastern seaboard. V.P. Menard said we are focusing on all wind forms. It is important to remember we have cultivated relationships earlier and will offer more than the basic safety training. Also, we are working closely with state leadership. President Douglas said that they have met with Speaker of the House Representative Ronald Mariano and Chair of the Joint Committee on Telecommunications, Utilities and Energy Representative Jeffrey Roy who asked how they can support the college in this.

Foundation Member Anthony Sapienza asked if there was a negative impact on delaying the training until March 2022. President Douglas said she did not know of any; Vineyard Wind and Mayflower are still in the planning process. A timeline is being developed. V.P. Menard said that delays do not affect the Associate Degree or certificate. They have done two cohorts with Martha's Vineyard High School for dual enrollment and are customizing the certificate to go right into the OSW industry. Professional development courses are all virtual; once the process is complete, they can put together accreditation for GWO. V.P. Kenyon said at the New Bedford Campus they have outfitted a lab to help facilitate the Associate Degree in OSW. President Douglas said they also offer Supply Chain Management which is another way to position southeastern Massachusetts to be successful.

V. TAUNTON CAMPUS UPDATE

President Douglas introduced the Dean of the Taunton Center Robert Rezendes. Dean Rezendes said he is very excited to say that a 60-month lease has been signed today by the Bishop of Fall River for the former Coyle and Cassidy High School on 2 Hamilton Street in Taunton to be the new site for Bristol's Taunton Center. This will be effective July 1, 2021, through June 30, 2026. This will include all utilities; use of the second and third floors to include office space, conference rooms and library; off-street parking; and use of the gymnasium for Bristol's athletic program. The timeline is tight; they will begin moving furniture June 28 – July 16. Dean Rezendes said the location is more centrally located to the students we serve.

Foundation President Murray asked how it was to be launched – via an open house and media. Dean Rezendes said they are working with Marketing and Communications Department and hope to have a soft opening during the week of August 23 with an open house in the fall. Foundation Member Smyth asked about signage and visibility. Dean Rezendes said they are working with the City of Taunton regarding signage. V.P. Brennan added that they are looking into purchasing bus advertising and billboards. Dean Rezendes said the college has also recently receive approval from the Department of Higher Education and can now notify the New England Commission of Higher Education (NECHE), the accrediting body.

VI. ENROLLMENT 2020-2021 AND PROJECTED 2021-2022

President Douglas gave an enrollment update to the Boards for both summer and fall. She said that enrollment for Summer 2021 is trending behind Summer 2020:

	Summer 2021	% Change
# Credits	14,071	-24.47%
Headcount	2,385	-20.37%

(Information as of 6/7/2021 compared to 6/7/2020.)

Average Summer Class Size as of 6/3/2021. (Note: Data includes Summer I and II. Summer III does not begin until July 12 and would skew the average class size number.)

Course Type	Average Class Size
Online Asynchronous	17.96
Hybrid	13.5
Online Synchronous	10.41
Totals	17.63

She said that enrollment for Fall 2021 is trending ahead of Fall 2020:

	Fall 2021	% Change
# Credits	24,414	0.56%
Headcount	2,498	2.25%

(Information as of 6/7/2021 compared to 6/7/2020.)

Average Fall Class Size as of 6/3/2021.

Course Type	Average Class Size
Online Asynchronous	7.46
Hybrid	6.6
Online Synchronous	7.5
Totals	7.3

VII. COLLEGE FINANCIAL UPDATE

V.P. Kenyon gave a financial update to the Boards focused on CARES funding. The following are some of the highlights of his presentation.

CARES Balance Update

Grant Name	End Date	Amount Funded	Total Awarded	Remaining Balance	Percent Expended
CARES 1 - Student	05/10/22	13,683,359	3,277,463	10,405,896	24%

CARES 2 – Institutional	05/10/22	18,610,857	6,770,810	11,840,047	36%
CARES 3 – Strengthening Institutional Programs	06/10/22	647,010	231,063	415,947	36%
		\$32,941,226	\$10,279,336	\$22,661,890	31%

V.P. Kenyon said according to this slide, CARES 1 funds are given to credit and noncredit students as long as they are enrolled. Students receive between \$250 - \$1,000, depending upon Pell eligibility. They are asking for an extension of the end date of May 10, 2022, to May 2023. There is approximately \$33 million to spend which includes institutional funding. He then showed a breakdown of CARES Institutional Funds.

CARES Institutional Funds

Category	Total
Covering the cost of providing additional technology hardware to students, such as laptops or tablets.	17,101
Campus safety and operations including HVAC improvements, PPE, software.	1,195,511
Replacing lost revenue from reduced enrollment.	1,928,070
Faculty and staff training in online instruction; paying additional funds to staff who are providing training in addition to their regular job responsibilities.	2,379,401
Purchasing, leasing, or renting additional equipment or software to enable distance learning, or upgrading campus wi-fi access or extending open networks to parking lots or public spaces, etc.	45,628
Other Uses of Institutional Portion include rent and indirect cost.	1,205,098
	\$6,770,809

Foundation President Murray asked if the money from the CARES funds could be used to build out NOWI. V.P Kenyon said no; but indirectly they have an operational surplus. Foundation President Murray asked if they could tie it into COVID funding. V.P. Kenyon said they have four inquiries into the DHE currently and are watching for guidance from the DHE.

VIII. FOUNDATION FINANCIAL UPDATE

Foundation President Murray said that fundraising has been put on hold for the past year. How we sit right now for FY21 is \$21 million in assets that includes Attleboro and New Bedford. Funds are under investment are approximately \$14 million with an operating loss of \$1.7 million. Bottom line is investments have done well. We are looking to next year for an operating loss of \$1.6 million to \$1.7 million, if the market does not increase. How to fund that? We could go into the invested funds but we need to go into fundraising. Foundation Member Rosenfield said this requires leadership at the top.

IX. UPDATE ON SEARCH FOR EXECUTIVE DIRECTOR OF DEVELOPMENT

Foundation President Murray said leadership for the search for the Executive Director of Development spearheaded by V.P. Brennan has been phenomenal. For the first search they received twenty applications that met the minimal qualifications. It ended as a failed search. They are almost done the second search. There were four candidates to interview; two withdrew leaving two to interview. If there is no one to move up, we will need to revisit the plan. They received credible feedback that the job posting may be too broad. They need someone who is a major gift developer and can also run the office. They may need to rethink the structure and post the job as two different positions – a major gift developer and an assistant major gift developer/business manager.

Foundation President Murray said he will have a conversation with President Douglas and Executive Director of Human Resources Gary Convertino regarding this. The hiring process is very long and they are losing candidates. They need a major gift getter with business management experience. It is difficult to find candidates with qualifications for both. President Douglas said we are a public organization and must go through a fair hiring process with posting policies. If the candidates do not meet our needs, then we will rethink the strategy. Foundation Member Sapienza asked if the Foundation can hire for these positions. President Douglas said no, these are college employees. Foundation Member Rosenfield asked if the pay rate was competitive. President Douglas said yes, very competitive.

Foundation Member Stewart asked if a wait time of a month is necessary for applicants to apply. Executive Director Convertino said there is a process must follow that is equity driven. We must post for 30 days in different national elements. Candidates tend to apply at the beginning and at the end of the time posting; if we did not post for 30 days, we would not give candidates sufficient time to decide to apply. Three months is actually a quick timeframe for the process.

Foundation Member Sousa asked if the job description can be rewritten. Executive Director Convertino said the Executive Director of Development should be out on the road – boots on the ground. They can look at the job description again. The Associate Director of Development would be the administrative person to run the office; the Executive Director should hire the Associate Director. President Douglas said the Executive Director has to be about strategy and raising funds in an intentional way; we need to hire an Executive Director with the skill set to advance the office. She said it is also important for Executive Director of Development to hire their own Associate Director.

X. DISCUSSION

Foundation President Murray asked when the campuses were opening up. President Douglas said employees are returning to campus the week of July 12. With the low COVID rates, some employees are coming back early. Foundation President Murray said the Foundation is planning on having a hybrid meeting sometime in July. Foundation Member Stewart asked if people need to be vaccinated to come to campus. President Douglas said no; the Massachusetts Community Colleges made a decision not to require it at this time. They are working hard with students to get vaccinated. An upcoming White House Vaccination Clinic is to be held at Bristol's Fall River Campus.

XI. ADJOURNMENT

There being no further issues to discuss, the Joint Board Meeting concluded at 6:50 p.m.

Respectfully submitted,

Kathleen Wordell

Kathleen Wordell, Recording Secretary

8/25/21_____
Date Approved

__KAW__
Initials