

Bristol Community College  
Fall River, Massachusetts

Board of Trustees  
Meeting Minutes

February 25, 2019

I. Call to Order – Open Session

The three hundred and sixty-sixth regular meeting of the Bristol Community College Board of Trustees was held on Monday, February 25, 2019, in Room D209 of the Hudnall Administration Building on our Fall River Campus at 777 Elsbree Street. Chair Joan Medeiros called the meeting to order at 4:07 p.m.

Trustees present: Joan Medeiros, Chair; Frank Baptista; Valentina Videva Dufresne; Sara Hincapie; Keith Hovan; Lynn Malasi; Anthony Sapienza; Sandra Saunders, Esq., Secretary; Diane Silvia; and Steven Torres, Esq., Vice Chair.

Trustees absent: Samir Bhattacharyya.

II. Chair's Remarks

Chair Medeiros welcomed all to the meeting. She said that she and President Douglas attended the 2019 ACCT National Legislative Summit in Washington, D.C., February 10-13, 2019. They interfaced with colleagues across the country; met with peers; and participated in joint meetings with Legislators – Senator Edward Markey, members of Senator Elizabeth Warren's Office and a meeting with Congressman William Keating to discuss Offshore Wind.

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 Meeting of January 14, 2019
- Report of Personnel Actions
- Report of Workforce and Community Education Contracts

Upon a motion made by Trustee Torres to accept the Consent Agenda Items and seconded by Trustee Sapienza, it was

VOTED to accept the Consent Agenda Items.

IV. Executive Session – Litigation

Chair Medeiros requested that the Board of Trustees Meeting enter into an Executive Session for the purpose of discussing litigation, since an open meeting may have a detrimental effect on the litigation position of the college. Besides herself and the members of the Board of Trustees, this Executive Session included General Counsel Kenneth Tashjy; President Laura Douglas; Vice President Joyce Brennan; Erin Wright, Associate Director of Employee and Labor Relations; and Recording Secretary Kathleen Wordell. Following this Executive Session, the meeting would resume into an Open Session.

Trustee Sapienza made a motion to enter into Executive Session; this was seconded by Trustee Saunders.

Chair Medeiros then called for a roll call vote to enter into Executive Session:

Mr. Frank P. Baptista – Yes  
Samir Bhattacharyya, Ph.D. - Absent  
Ms. Valentina Videva Dufresne - Yes  
Ms. Sara Hincapie - Yes  
Mr. Keith A. Hovan - Yes  
Ms. Lynn A. Malasi '92 - Yes  
Mr. Anthony R. Sapienza – Yes  
Sandra G. Saunders, Esq. - Yes  
Ms. Diane L. Silvia (Alumni Trustee/Vice Chair) '86 - Yes  
Steven A. Torres, Esq. – Yes  
Ms. Joan M. Medeiros (Chair) - Yes

The motion was approved and the Board of Trustees entered Executive Session.

V. After the Executive Session ended, the Open Session reconvened.

VI. Demo for Web Portal

Vice President for Information Technology Services Jo-Ann Pelletier gave a brief presentation to the Board regarding transitioning from mailed documents to online Board meeting materials. This would be implemented beginning with the Board of Trustees meeting of April 1, 2019.

VII. President's Report

Vice President for Enrollment Management and Student Services Ed Cabellon gave an update Enrollment presentation to the Board. The following are some of the highlights of his presentation.

- Enrollment Headcount/Full-time Enrollment Data (2012-2018) Fall Census:

- 7,214 (-5.5%)/4,573 (-6.2%)
- Enrollment Headcount/Full-time Enrollment Data (2013-2019) Spring Census:
  - 6,768 (-4.4%)/4,151 (-5.1%)
- Spring 2018-2019 Headcount (Census):
  - eLearning was +3.58% (Spring 2018 = 3,519/Spring 2019 = 3,645)
- Spring 2018-2019 Headcount (New/Returning):
  - Taunton = +39.34% new students
  - Some students are migrating to Fall River from other campuses.
- Spring 2018-2019 Admissions Data:
  - Registered a total of +3.5% new.
- Fall 2018 – Spring 2019 Headcount (Diversity Persistence)
  - Use of data dashboard is important.
  - Overall data (N=425).
  - More students from General Studies to metamajors after first year.
- Late Start Pathways – students are coming to us very late in the process. These students are given a full day orientation and a block schedule.
- Focused Support – personalized phone calls from advisors; instituted CARE Team.
- Evidence Based Decisions
- Family Nights Events – 30-40 families attend per event.
- Challenges
  - Financial Aid process – the #1 learning opportunity for students/families.
  - Financial burdens for students (Pell Grant, transportation).
  - Move students from part-time to full-time.
- Goals
  - Complete Strategic Enrollment Management Plan by June 1.
  - Complete Division’s reorganization.
  - Scale Student Services to all locations by Fall 2019.
- Tactics
  - Data Analysis
  - Technology Implementation
  - Work Force Partnerships
  - Identifying Clearer Pathways (Title III funds)
- Retention
  - Inescapable Support
  - CARE Team
  - First Year Experience
  - Key Staff Cross-Training
  - Tackling Student Insecurities
  - Earlier Processes for Financial Aid/Career Services

Trustee Baptista said from the data, it appears that challenges students face seem to vary according to race. V.P. Cabellon said the challenges also differ according to campuses. Trustee Sapienza noted that the male/female discrepancy is huge. He said the college needs to address culture biases that are prevalent in the community.

Also noted was emphasis on the area of General Studies. President Douglas said the reason why we focus on General Studies is this area is most at risk; if students have a major, they are most likely to persist. Trustee Videva Dufresne said that Financial Aid is one of the challenges also – how can this be improved? V.P. Cabellon said they are reimagining how staff does work and leaning towards a counseling model instead of just processing paperwork. It will take a great effort to grow financial literacy in the community.

Executive Director of Development Paula Popeo gave a brief Development update.

- The Development Office will be producing a new report, a Monthly Financial and Activity Summary, for the period beginning July 1 through present that will also include prior fiscal years for comparison.
- The Bristol Community College Foundation is to vote on their new spending policy at their meeting on March 20.
- Six members of the Foundation have resigned and they have added six new members.
- The Bristol Attleboro Campus Campaign is underway with \$1.3 million for bricks and mortar.

President Douglas discussed the following:

- Massachusetts Community Colleges Legislative Priorities
  - Public Higher Education Collective Labor Contracts
  - Endowment Match Program
  - Public Higher Education Physical and Cybersecurity Upgrades
  - Education Equity Bill
- FY2020 Community College Budget Priorities
  - Collective Bargaining – Costs – (7502-0100 through 7518-0100) - \$292 million total.
  - Community College Funding Formula – (7100-4000) - \$5.7 million.
  - Community College Workforce Training Incentive Grant – (7066-0015) - \$1.75 million.
  - STEM Starter Academy – (7066-0036) - \$4.75 million.
  - TRAIN Initiative – (7066-0000) - \$1,500,000.
  - Higher Education Collaboration & Efficiency (PACE) – (7518-0120) - \$300,000.
- Dr. Martin Luther King Jr. Breakfast was held on February 3 with guest speaker Superintendent of New Bedford Public Schools Thomas Anderson.
- Cape Verdean Family Night took place on January 30.
- Bristol Community College nursing class of 2018 achieved a 97 percent pass rate on the *National Council Licensure Examination (NCLEX)* exam.
- Members of Bristol’s college community supported the Men’s and Women’s Basketball games at Bishop Connolly on February 19.

- The Award Recipients for Commencement have been confirmed as Zelma Braga for Honorary Degree and Nick Christ for Distinguished Citizen.
- An invitation to the Board will be going out shortly for a signing of an MOU between JDR Cable and Bristol Community College to be held on March 7.

President Douglas said the following are Talking Points for the Board of Trustees:

### **GLOBAL WIND ORGANIZATION TRIP**

Bristol recently traveled to the United Kingdom and Denmark to become a Global Wind Organization (GWO) approved training provider. The purpose of GWO is for the staff working in the wind industry to understand the risks and dangers and to provide a safe working environment. Bristol is hiring a special auditing firm to review the college's financial and process documents, which is necessary for this certification. For this audit, Bristol will require GWO approved instructors and we will need to ensure that our curriculum aligns with that of the GWO. As a local offshore wind training facility is designed, it must accommodate a broad array of trainings, equipment and instructors for enough throughput of delegates to be financially stable. The facility will require high bays, indoor ladders and a part of a nacelle for working in confined spaces. Courses offered will include Working at Heights; Hoisting and Manual Handling; Advanced First Aid and Emergency Evacuation; and Rope Work training.

### **BRISTOL HOLOCAUST AND GENOCIDE CENTER BUTTON PROJECT**

The Button Project initiated in 2017-18 is the brainchild of Center assistant Linell Dean with the goal of collecting 1.5 million buttons representing the number of Jewish children who perished during the Holocaust. Members of the Bristol and external community have been involved. To date individuals, schools, libraries and businesses have collected nearly 600,000 buttons. Examples include a seventh grader from Fairhaven that collected 22,000 buttons, students at Bishop Connolly High School that collected 16,000, and the local market, Portugalia, that collected over 10,000. The project has progressed through the leadership of Professor Marisa Millard, two of her art students, Bristol alumni and colleagues. Two murals from the buttons will be officially unveiled February 25. They will be displayed in the lobby of the Jackson Art Center.

### **ELL TO STEM/HEALTH BRIDGE**

Mathematics, Science and Engineering and Arts and Humanities, in conjunction with Dual Enrollment (which will soon be renamed, College Access), have created an Early College Initiative that allows English Language Learners (ELL) students from Durfee High School to take Fundamentals of Biological Science and Advanced English Vocabulary and Reading Skills at Bristol Community College. This initiative is designed specifically for students who may be interested in pursuing STEM or Health Sciences careers, although others may also participate. Fundamentals of Biological Science is a lab-based course that involves an in-depth examination of chemistry, cell biology, and genetics. The Advanced English Vocabulary and Reading course is designed to develop vocabulary and reading comprehension skills to prepare for college-level work. Students

earn college credit for successfully completing these courses. There are 22 students in the cohort. This initiative aims to increase student success and diversity in STEM and health fields.

President Douglas gave an update of the President’s Approved Goals for 2018-2019:

- **Strategy I College Participation: Developing and Sustaining Enrollment**
  - First Year Experience: Learning outcomes developed and sequenced.
  - Increase Enrollment of Underrepresented Students in STEM: New English as a Second Language (ESL) + Biology “bridge” program for Durfee High School Students.
  - Increase Online Enrollment: Gains made during short-term winter session.
  - Develop Campus Strategic Plans: Data collected and new templates developed.
  - Develop Early College Model: New express engineering program for Diman students that includes an A.S. from Bristol and B.S. from UMass Dartmouth.
  - Increase Dual Enrollment: Exceeded goal of 5%.
  - Execute Marketing Plan for Summer “Guest Students”: Plan developed, easy-to-use online registration form in development
- **Strategy II College Completion: Fostering Students’ Educational Aspirations**
  - Streamline Mobile Technology into One App: Backend server is ready, preparing for test mode.
  - Increase Portal Activity by 20%: Achieved.
- **Strategy III Student Learning: Providing Robust, High-Quality Education**
  - New Transfer and Accelerated Opportunities: Program designed and marketing materials in development for new 3-year Business Degree Fast-track with UMass Dartmouth.
  - Install More Wireless Access Points: Installation plan completed.
  - Submit 5-year NEASC/NECHE Accreditation Report by Deadline: Achieved.
- **Strategy IV Workforce Alignment: Transitioning from Classroom to Workplace**
  - No new updates at this time.
- **Strategy V Preparing Citizens: Connecting Individual and Community**
  - No new updates at this time.
- **Strategy VI Eliminating Disparities: Leveling the Playing Field**
  - Hold Three College-Wide Meetings Per Year: Achieved.
  - Launch New Staff Senate: Achieved. Bylaws developed and Senate is meeting regularly.
  - Recommend New College Committee Structure: Survey issued, data is being coded.
  - Affirmative Action Strategic Plan: Data on Bristol employees collected and analyzed.

- **Strategy VII Institutional Advancement: Positioning the College**
  - Explore Development of Adjunct Advisory Board: Achieved. Board formed and meeting.
  - Plan Developed for Bristol's Next Strategic Planning Process: Request for Proposals has been developed and will be posted by February 27.

#### VIII. Report of the Finance/Budget Committee and Financial Update

Trustee Lynn Malasi, Chair of the Finance/Budget Committee, gave a report to the Board.

The Finance/Budget Committee met on January 30, 2019, for the purpose of reviewing the proposed budget for fiscal year 2020 and deciding on a fee increase for next year to bring to the Board today.

There was one other piece of business where Vice President Kenyon explained that the college needed to restate its Fiscal Year 2018 Audited Financial Statements due to an actuarial error made by the Commonwealth on the newly adopted GASB 75 OPEB requirement. He emphasized that the error was made by the Commonwealth and not O'Connor and Drew. The Commonwealth will be paying for the cost to reissue the financial statements, as it was their error. The adjusting entry reduced the college's Other Post-Employment Benefits (OPEB) liability by over \$2 million dollars and increased our unrestricted net position by the same amount. Fortunately, the correction helped the college's unrestricted net position.

The Finance/Budget Committee approved the restated financial statements at their meeting earlier today (February 25, 2019).

President Douglas and her team gave a comprehensive presentation of the college's proposed fiscal year 2020 operating budget and recommended fee increase. (The Board has a summary version of the budget.)

Our Committee approved management's recommend budget for fiscal year 2020 and also voted to approve a \$7 fee increase. The approved budget included the \$7 fee increase.

Trustee Malasi asked V.P. Kenyon to briefly present a summary of the materials they reviewed before asking the Board to vote on the annual budget for fiscal year 2020 and a fee increase for next year.

V.P. Kenyon reviewed the following:

- Fiscal Year 2019
  - Budgeted loss from operations (\$690,345)
  - Projected loss from operations (\$726,252)
- Significant budget items for Fiscal Year 2020
  - Enrollment decline of 5% = \$1,300,000

- Full-time contractual increases = \$500,000
- Total = \$1,800,000
- Despite increase in cost, number of FT and PT employees continues to decline each year.
- Plan to address costs in Fiscal Year 2020
  - Reductions to part-time payroll = \$100,000
  - Fee increase of \$7 assumed in budget = \$900,000
  - Reduction in adjunct payroll = \$400,000
  - Total = \$1,400,000
  - Total expenditures in FY20 total \$1.3 million less than FY19.
- Non-Cash Expenses Projected for Fiscal Year 2020 – Impact of Non-Cash Items on Budget
  - Depreciation expense estimated at \$3,06,150
  - GASB 68 Pension adjustment – estimated expense of \$450,000\*
  - GASB 72 OPEB adjustment – estimated expense of \$550,000\*
  - \* Actual amount supplied by State Comptroller and actuaries.
- Foundation contributions to the college
  - Fiscal Year Ended 2020 – Budgeted = \$880,000
  - Fiscal Year Ended 2019 – Estimated = \$1,397,802
  - Fiscal Year Ended 2018 = \$2,391,000
  - Fiscal Year Ended 2017 = \$1,726,000
  - Fiscal Year Ended 2016 = \$1,602,491
  - Fiscal Year Ended 2015 = \$953,972
  - Fiscal Year Ended 2014 = \$541,685

Discussion ensued regarding the Fiscal Year 2020 budget and possible fee increase effective summer 2019.

Upon a motion made by Trustee Sapienza to approve the recommended \$7 per credit fee increase and seconded by Trustee Malasi, it was

VOTED to approve the \$7 per credit fee increase.

Upon a motion made by Trustee Malasi to approve the recommended Fiscal Year 2020 annual budget and seconded by Trustee Hovan, it was

VOTED to approve the Fiscal Year 2020 annual budget.

#### IX. Report of the Student Trustee

Student Trustee Sara Hincapie gave her report to the Board. The following are some of the highlights.

Spotlight on Bristol – photo gallery

Recent Events:

- 12/13/18 Holidays Around the World
- 12/17-12/21/18 Finals Week Events
- 12/10 – 12/21/18 Student Life Giving Tree gifts
- 12/20/18 Can't Stop the Feeling video
- 1/23/19 Back to school – doing good for the community
- 1/30/19 Cape Verdean Family Night
- 2/3/19 Dr. Martin Luther King Jr Breakfast

Miscellaneous News:

- Basketball
- STEM Club
- Mobile Food Market - expanded to Bristol New Bedford Campus.
- Seeds of Sustainability
- State SAC Meetings – focused on sexual assault and OER.
- PHENOM
- Textbook Fund

X. Old Business

There was no old business to come before the Board.

XI. New Business

There was no new business to come before the Board.

Ms. Wordell reminded the Board of some upcoming meetings and events.

XII. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 6:37 p.m.

Respectfully submitted,

***Sandra Saunders, Esq.***

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Sandra Saunders, Esq., Secretary

\_\_\_\_4/1/19\_\_\_\_\_  
Date Approved

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Initials