Bristol Community College
Fall River, Massachusetts

Board of Trustees
Meeting Minutes

January 11, 2021

I. Call to Order

The three hundred and eighty-second regular meeting of the Bristol Community College Board of Trustees was held on Monday, January 11, 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 4:05 p.m.

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

Trustees absent: Frank Baptista; 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 – Absent
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. She introduced the two newest members of the Board of Trustees – Ms. Renee Clark, Executive Vice President and Chief Operating Officer, Southcoast Health and Attorney Pamela Gauvin, Partner, Markey & Gauvin, L.L.P. Both Trustees said they were looking forward to serving on the Bristol Board of Trustees.

Chair Medeiros reminded the Trustees of the attendance policy listed in both the Board's Bylaws and the Massachusetts General Law, which states if a Board member is absent for four regular Board meetings, their membership on the Board is terminated. It is important that in order to maintain a quorum at Board meetings, both attendance and not arriving late be adhered to.

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 December 7, 2020
- Consideration of Minutes of Joint Board Meeting for December 7, 2020
- Report of the Finance/Budget Committee Meeting for December 7, 2020
- Report of Personnel Actions January 2021
- Report of Workforce Contracts January 2021

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

Frank Baptista – Absent
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

COVID-19 Update

President Douglas gave a COVID-19 update to the Board regarding testing and vaccinations. They have increased college COVID-19 testing through a new contract with the Broad Institute. Beginning January 16, 2021, our Fall River Campus will become a "Stop the Spread" public COVID-19 testing location. This is an outdoor drive-thru testing program. During the week of January 11, 2021, the Fall River Campus will become a vaccination location for Fall River's First Responders. The college will establish a Vaccination Strategy Work Group and a Vaccination Implementation Work Group to advance a voluntary vaccination program for its students and employees. There is no plan to require employees get a vaccine prior to returning to work, as there is not full FDA approval for the vaccine.

President Douglas shared the following enrollment information with the Board.

Wintersession Enrollment:

Term	Headcount	Credits	FTE
Wintersession 2019	673	3613	240.9
Wintersession 2020	644	3306	220.4

Spring Enrollment as of Today:

Term	Headcount	Credits	FTE
Spring 2021	4723 (-14.7%)	44573 (-17.53%)	2972 (-17.51%)

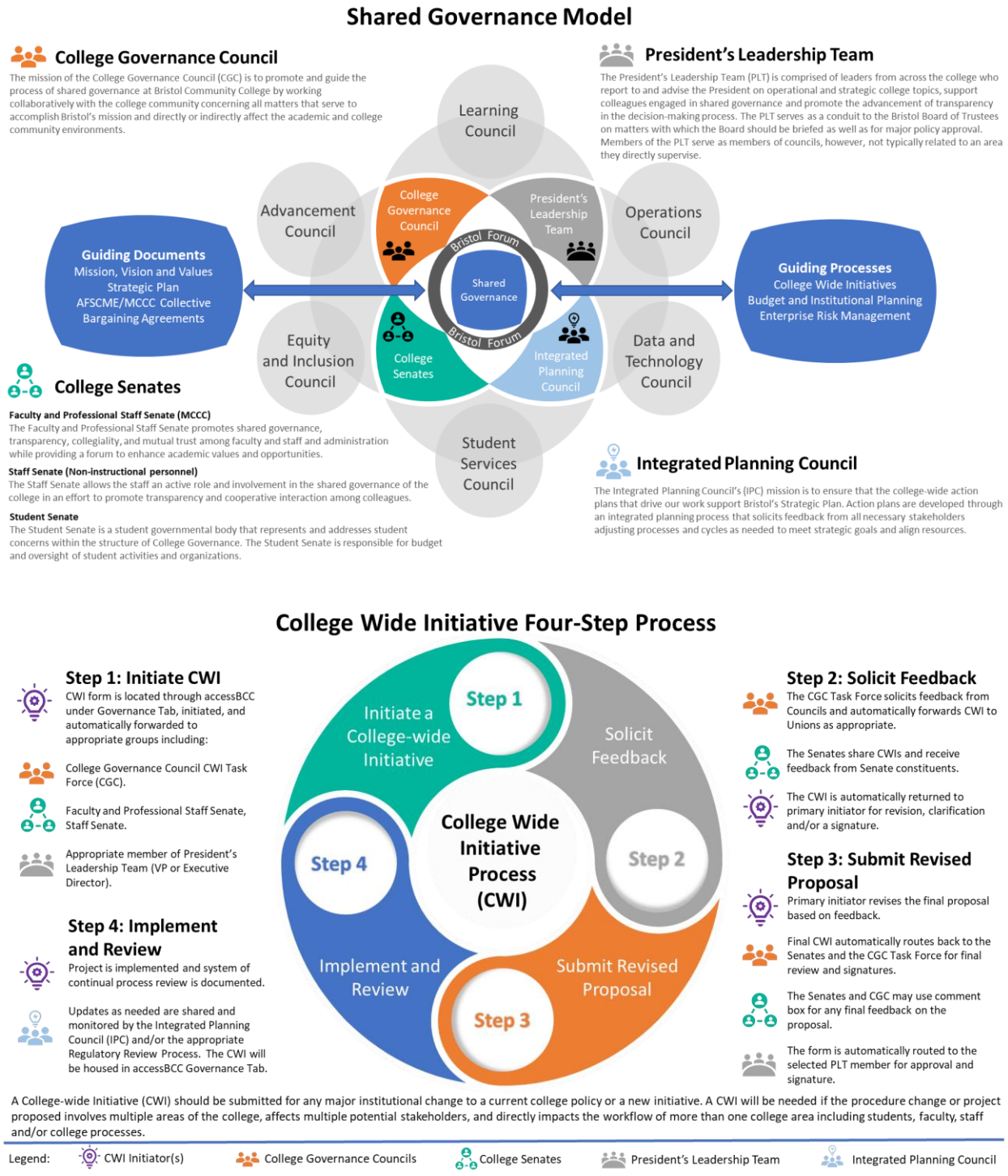
New College Governance Model

President Douglas introduced Jo-Ann Pelletier, Vice President, Information Technology Services and Nancy Benson, Associate Professor of English to speak about the new Shared Governance Model and the College Wide Initiative Process at the college.

V.P. Pelletier shared some background information. President Douglas encouraged leaders of governance to "take the lid off" and explore new models. The focus was on shared governance among all college constituencies with increased transparency in college decision-making. An area of emphasis was in the regional accreditation report (NEASC, 2014 and 2017).

The previous Bristol Committee System, from 1994 – 2020, included separate and distinct committees such as the Central Committee, Sabbatical, Scholarship, Disability Concerns, Commencement, College-wide Curriculum, Strategic Planning, Multicultural, College Awards, Auxiliary Services, Orientation, Professor Emeritus, Traffic Safety and Security, Institutional Effectiveness and Sustainability.

They reviewed the following slides with the Board.



V.P Pelletier shared the following Governance Timeline with the Board:

2018: Lifting the Lid – Bristol's Central Committee began work to reimagine college governance.
2019: Road Show – the Central Committee developed several surveys and initiated focus groups to learn more from stakeholders.

2020: Zeroing In – the renamed College Governance Council (CGC) spent the academic year focused on the finer details of the new model.
Spring 2021: The A Team – a subgroup of the CGC will put the finishing touches on our Guide to Governance.
Fall 2021: Launch – the new model will launch fully this fall.

Trustee Bhattacharyya asked who was involved in the committees and teams. V.P. Pelletier said the Guide to Governance that will be released later this spring would include this information. Chair Medeiros thanked V.P. Pelletier and Ms. Benson for their presentation, and wished V.P. Pelletier well in her new position at UMass Dartmouth.

Risk Management Update

President Douglas introduced Kathleen Martin, Risk Compliance Officer, to give a Risk Management update to the Board. President Douglas said that when she came on board in 2017, the desire was to have clear policies and procedures in place. Many policies had previously been by word of mouth and not in policy form. We are fortunate to now have Ms. Martin at the college to identify areas most at risk. We have also purchased the PolicyStat program in which to store policies at the college.

Ms. Martin reviewed the college's policy status - there have been 74 policies completed through December 2020 and they are adding new policies each month. The following are some of the highlights of her presentation.

- Policy Implementation Process – *What we've learned so far…*

  Understanding the Purpose
  - Inconsistent understanding for when a policy is needed.
  - Policies define roles, responsibilities and handoffs to other departments.
  - Policies define escalation paths for decision making.

  Focus, Progress and Perspective
  - Making progress in some areas; additional focus is required in other areas as evidenced by the policy count.
  - Policies need to be viewed holistically from the student's perspective, not just the department responsible for a functional task.

  Collaboration
  - Collaboration with other departments expedites the policy process.
  - Most policies require support from another department.
  - Impact Bargaining can cause delays; Bristol does not have direct control over timelines.

  Implementation
  - Once implemented, the policies must be followed; we will not implement a policy when we know we are non-compliant.

- Policy Implementation Process Design and Next Steps

  The policy implementation process was designed to gain consensus before a policy is implemented. The review process includes all:

  - Councils

- Senate and Union reps
- Bristol community through the Bristol Weekly

Not everyone has considered the extra time required to follow the full process.

Next Steps

- Continued focus on identifying and tracking high-risk policies until they are implemented.
- Continue to raise awareness that risk is everyone's role and documenting policies is just one method to help mitigate the risk.

➢ Risks on the Horizon and the Status
Vendor Management - Breach of data by vendors is a growing risk.

Efforts underway to strengthen contract process:

1. Maintain contracts centrally.
2. Sign contracts electronically.
3. Understand vendor's privacy responsibilities related to Bristol data.
4. Assign ownership to each vendor to track vendor's performance and obligations.
5. Monitor renewal dates in advance to revisit pricing and terms.
6. Better align with state contract requirements.

Trustee Bhattacharyya said that bullet 4 was very important; this is a circular process and can revisit any step continuously.

Policies for Approval

Ms. Martin presented two policies for the Board to review and approve. Both policies were included in the Board meeting material. The first policy was the Affirmative Action, Equal Opportunity and Diversity Policy. She said it was created by Legal Counsel statewide and negotiated by the unions. Trustee Torres asked in order to understand the policy, is the Board of Trustees role administrative or for implementation of the policy? Ms. Martin said the Board is responsible for implementation of the policy. It is a statewide policy that must be adopted by the Board. Trustee Karam said it is a very comprehensive document, 59 pages long, but it appears that not many changes can be made to it. Trustee Clark said to have a policy so dense – how would it get out to the masses? Ms. Martin said the policy is very unique; it is not written by Bristol Community College and is actually five policies in one. The 59-page document was communicated out and visible to the college community. It has been vetted through all the councils and unions at the college and presented in the BristolWeekly newsletter.

Chair Medeiros said this policy is extensive and requires further review. She would like Ms. Martin to put a summary of this policy together for the Board to review and vote on at the next Board of Trustees Meeting in February. The Affirmative Action, Equal Opportunity and Diversity Policy was tabled to the Board meeting of February 22, 2021.

Ms. Martin presented the New Employee Relocation Policy to the Board. In June 2020, the Finance/Budget Committee had delegated authority to the President to approve

reimbursement requests for moving expenses for employees up to $10,000 until a policy could be created. This policy closes the loop to that previous authorization.

A motion was made by Trustee Torres to approve the New Employee Relocation Policy and seconded by Trustee Bhattacharyya. Ms. Wordell conducted a Roll Call Vote:

Frank Baptista – Absent
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.

Chair Medeiros thanked Ms. Martin for her update.

President's Approved Key Goals 2020-2021

President Douglas gave an update to the Board on her Approved Key Goals for 2020-2021. She said the Phase One rollout of the college's new strategic plan began in November 2020. The rollout focuses on 11 key objectives and over 100 tactics. On January 20, our "Opening Day," the college's councils will hold workshops to align their work with the strategic plan. Today's presentation illustrates the work that is currently completed and in motion.

Academic Innovation – Work Completed

Develop a plan to increase the use of Open Educational Resources (OER) across all programs at the college.

- Calculated Fall 2020 textbook cost savings to students at $545,000.
- Added new OER categorization to online registration course search for easy identification by students.

By January 31, 2021, we will have identified "opportunity areas" within the college for additional strategic OER development.

Identify ways for engaging adjuncts in meaningful ways.

- Adjunct engagement in Fall 2021:
  - 293 Duplicated
  - 192 Unduplicated

A complete inventory of all professional development for 2021 has been created. By January 31, a common portal on the Bristol Human Resources webpage will be available for employees to access professional development information. The portal enables tracking, assessment and communication of professional

development opportunities for professional staff, facilities, administration and faculty.

Organizational Excellence – Work in Motion

Implement additional controls to ensure grant money is spent appropriately and is maximized with little or no funds returned to grantor.

- A comprehensive Grants Role and Responsibility policy is being created (target date for completion is January 31).

Partnerships –Work in Motion

Expand Early College opportunities at Bristol by expanding our reach through course offerings and certificate programs into area high schools.

- Identified and defined funding sources of all programs.

We are in the process of collecting and evaluating data on current dual enrollment/early college students. Demographic data has been compiled identifying opportunities for program growth and areas of focus. While the number of white students has decreased and the number of minoritized students has increased, our focus is now to work with our high school partners to ensure more equitable access to early college.

Complete an audit of all articulation agreements and provide updated information for faculty to review during program reviews.
We are in the process of making articulation agreements available electronically. Our goals include:

1. Ability to view agreements on our mobile app.
2. ADA compliance for viewing on our website.
3. Searchability by college and academic program.

Student Voice Initiative Update

We have systematically incorporated the student voice into college decision-making and continuous improvement processes. Student issues and concerns are synthesized from all areas of the college and regularly reported to the President's Leadership Team. Actions are taken and then reported back to student senate and student body to "close the loop."

The electronic Student Voice Form is now active to support this initiative.

Sources of Student Information

The student voice is an integral part of our institution and represents the voice of those that we serve. It is impossible for us to make well-informed decisions about services, policies, etc. without considering their opinions in the process.

President Douglas concluded her update and said she will transition to a checklist format in the future.

V. Financial Update

Vice President Steve Kenyon gave a Financial Update to the Board. He said that FY21 has a current surplus of $500,000. It has been a rollercoaster ride for state appropriations. We now have $1 million extra in appropriations and $500,000 in performance funding.

Spring enrollment is lower than budget but close to budget. The focus for FY21 has been controlled costs. In April, the second round of Early Retirement Incentive Program (ERIP) will be brought before the Board. We have started planning for the FY22 Budget that will be brought to the Board in the future. We are anticipating an 8 – 10% decline for FY22. However, we will have Coronavirus Relief and CARE Act Funds. For FY22, we are deciding whether or not to do a fee increase – maybe $3, which equals $90/year for a full-time student. We continue to maintain the status of being the second least expensive community college in the state.

VI. Report of the Student Trustee

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

VII. Old Business

There was no Old Business to come before the Board.

VIII. New Business

There was no New Business to come before the Board.

Ms. Wordell gave an update to the Board regarding the mandatory Trustee Training sessions. She said after review and consideration of recent Trustee feedback, the Department of Higher Education has decided to revise the previously scheduled Cycle 2 of trainings in order to be more accommodating of Trustees' busy schedules. By the end of this week, Ms. Wordell will send out to the Board a complete update on the Trustee Training program to include the new dates and times.

President Douglas introduced the President's Leadership Team to the Board including the interim Student Services and Enrollment Management (SSEM) Team.

IX. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 5:17 p.m.

Respectfully submitted,

Kathleen Wordell

_____	_2/22/2021_	_KAW___
Kathleen Wordell, Recording Secretary	Date Approved	Initials