

**Bristol Community College  
Fall River, Massachusetts**

**Board of Trustees  
Meeting Minutes**

**January 31, 2022**

I. Call to Order

The three hundred and ninety-first regular meeting of the Bristol Community College Board of Trustees was held on Monday, January 31, 2022. 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; Renee Clark; Valentina Videva Dufresne, Secretary; Pamela Gauvin, Esq.; Jeffrey Karam; Lynn Motta; Diane Silvia; and Steven Torres, Esq., Vice Chair.

Trustees absent: Frank Baptista and Samir Bhattacharyya. (Student Trustee Bruno Moreno had resigned from the Board of Trustees effective December 17, 2021.)

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 – Absent  
Renee Clark - Yes  
Valentina Videva Dufresne - Yes  
Pamela Gauvin - Yes  
Jeffrey Karam - Yes  
Lynn Motta - Yes  
Diane Silvia – Yes  
Steven Torres (Vice Chair) – Yes  
Joan Medeiros (Chair) – Yes

## II. Chair's Remarks

Chair Medeiros welcomed all to the meeting. She said it was a pleasure to introduce the Student Delegate, Raffia Saleem, who would be representing the student body in place of Student Trustee Bruno Moreno who has resigned.

Chair Medeiros introduced Ms. Saleem, and gave a brief summary of Ms. Saleem's accomplishments. Ms. Saleem has numerous involvements around campus, including a work-study position in the Multicultural Center. Ms. Saleem was selected a Senator of the Bristol Student Senate by her peers. In this role, she acts as a voice of Bristol Students on campus wide committees and acts as a liaison between Bristol students and Bristol leadership. Ms. Saleem has had the opportunity to act as the voice of students in countless situations and has been a champion of advocating for equity and change at Bristol. Coming into this role during the pandemic has focused her work on the virtual student experience and she has spent countless hours creating change for Bristol students. Ms. Saleem was instrumental taking on the role of researcher for the first Student Senate Proposal of the year which led to more accessible at-home internet options for students during the pandemic. Her service to the betterment of the student extra and co-curricular experience at Bristol is invaluable, and she has been an asset to the Student Senate.

During the pandemic, Ms. Saleem has also been a regular volunteer and leader at the Bristol Mobile Food Market. Each month, Student and Family Engagement relies on Ms. Saleem to take a leadership role to help serve more than 400 Bristol County families. Her enthusiasm and work ethic make her a role model for other volunteers. She has service at her core and continues to serve Bristol County despite a global pandemic.

Ms. Saleem said she was honored to serve in the position of Student Delegate and looked forward to working with the Board of Trustees.

## III. Report of the Student Delegate

Student Delegate Raffia Saleem gave her report to the Board. The following are some of the highlights of her report.

### Student Senate

- Currently nine active proposals for senates.
- Senate has discussed and approved the help of people outside the senate.
- Senate will be meeting in person once a month.
- Senate also has discussed the invitation from the Board of Trustees to present, which will take place on April 4, 2021.
- Student Senate office is also now available in G building, Fall River campus.

### Leadership Academy

- Bristol Leadership Academy is an eight-week leadership training led by Bristol's Student and Family Engagement and Multicultural Student Center.

- Using the leadership competencies as a guide, each session participants will engage in activities, conversations, and beyond. Each participant will be recognized at Bristol Awards Night in the spring.
- Leadership Core Competencies include:
  - Self-Awareness and Development
  - Communication
  - Civic Responsibility
  - Group Dynamics
  - Interpersonal Interactions
  - Personal Behaviors
  - Decision Making
  - Connecting to Careers
- Movement: There are currently 23 students enrolled in the academy. Leadership Academy packages were sent out last week to all students currently registered in the program. The packages included a welcome letter from the Multicultural Affairs Director, a program syllabus, a copy of Bristol's One Book and selected readings as well as promo items like bracelets, leadership buttons, and bookmarks.
- The package is a way to welcome students into the program, provide tools to get students started in the academy, and to allow students to familiarize themselves with the syllabus.

#### Student Events

- Currently we have more than 100 events for students in the new Engage Platform. Events are both virtual and in person.
- Student and Family Engagement is doing several off-campus trips for students this spring. Their first trip will be to a Providence Bruins game on February 18. Through the spring, students will have the opportunity to visit PPAC, The Zeiterion Theater, Fenway Park, Gillette Stadium, Area Children's Museums, Zoos, Borderlands State Park and more.
- All the off-campus events are 100% free for students.
- Student and Family Engagement has new Student Ambassadors who will be programming at each of our locations throughout the spring semester. These students are Bristol Student Experience experts and will be a great resource for our students in Taunton, New Bedford and Attleboro.

Student Delegate Saleem ended her report.

#### IV. 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 13, 2021

- Consideration of Minutes of Joint Board Meeting for December 13, 2021
- Report of the Finance/Budget Committee Meeting for December 13, 2021
- Report of Personnel Actions January 2022
- Report of Workforce Contracts January 2022

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

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

The motion was approved.

V. President's Report

Trustee Talking Points

President Douglas said the following Trustee Talking Points would be discussed:

- Suzanne Buglione, Vice President, Academic Affairs Appointed to Massachusetts Department of Higher Education's Equity Steering Committee – President Laura Douglas
- Dr. Alan Lowdon, Special Award – Jennifer Menard, Vice President, Economic and Business Development
- Certificate and Program News – Suzanne Buglione, Vice President, Academic Affairs

President Douglas said that Vice President for Academic Affairs Suzanne Buglione has been appointed to the Massachusetts Department of Higher Education's (DHE) Equity Steering Committee to shape the development of the ten-year statewide equity strategic plan. The Steering Committee will be comprised of approximately 25 members representing the Board, department staff, institutions of public higher education and industry leaders.

Vice President Jennifer Menard said that Dr. Alan Lowdon, Director of Strategic Development for our National Offshore Wind Institute (NOWI) has been awarded the Order of the British Empire (OBE) in the Queen's New Year's Honors for his leadership in offshore wind collaboration between the U.K. and the U.S. This is a very exclusive award.

Vice President Suzanne Buglione said an offshore wind certificate/micro-credential was approved by the DHE. A new Supply Chain Management Certificate was submitted to the DHE for approval. This certificate program will have a required internship and textbooks will be no cost or low cost. Also approved by the DHE was a name change for the Office Administration degree to Executive Administrative Assistant degree.

### COVID-19 Update

President Douglas gave an update to the Board regarding enrollment. She said enrollment has been challenging; the college is down 500 students, a decrease of 14%, with new students the biggest chunk of the decline. Even though there are a thousand more in-person students than last year, enrollment is still struggling. Students are currently enrolling with the Flex Start program (students who have missed enrollment deadlines). At the February 28 Board meeting, President Douglas will provide a more complete enrollment report to the Board. These downtrends seem to be universal with the other 15 Massachusetts community colleges.

President Douglas said that the college has completed the vaccine requirement. There is a process in place for students who are not vaccinated to attend the college; they can attend virtually or online. The vaccine requirement has also gone into effect for employees. There have only been a small number of employees who left as they did not want to get vaccinated.

The college is continuing with surveillance testing and have secured rapid test kits for employees and students. The college continues to host the CIC on the Fall River Campus in the parking lot for testing. The next vaccination and booster clinic will take place in mid-February.

### Marketing and Communications Presentation

Vice President for Marketing and Communications Joyce Brennan gave a presentation to the Board regarding her department. (Please see attached presentation.) The following are highlights of her presentation:

- V.P. Brennan listed the members of her Marketing and Communications Team
- Enrollment Marketing - Driving recruitment, supporting retention, reinforcing the equity agenda
  - Alignment: Four Pillars of Enrollment Strategy: Retention, Recruitment, Technology, Data
  - Targeted Marketing Campaigns: Adult Learners, Traditional Students, Dual Enrollment, Adult Education, Guest Students, Economic and Business Development
  - Slate Enrollment Communications – Phase 1 Complete; Phase 2 In Progress; Phase 3 Mid-2022
  - Registration Communications

- Marketing Campaign Media Outlets
- Within Reach
- Be Our Guest
- Make it Happen: *Premiering 2022*
- Strategic Initiatives - Supporting Bristol's strategic plan
  - Bristol Near You – All locations are back in person!
  - Program Marketing Strategy
  - Program Category Web Pages
  - New Web Platform – Coming Summer 2022
  - Social Media
  - Virtual Tour
  - Proactive + Positive Media
  - NOWI | Top Media Coverage in 2021
  - Sharing Student Stories
  - Bristol Weekly
  - Communication Enhancements & Priorities
  - Bristol Community College Foundation – 2021 President's Report
- COVID-19 Communications – Navigating a pandemic
  - COVID-19 Milestones
  - COVID-19 Communications – Operational, Educational, Public Relations
  - White House College Vaccine Challenge – June 22, 2021, Vaccine Clinic

Trustee Videva Dufresne said she was very impressed with the presentation. She asked if the college was marketing to high school students. V.P. Brennan said they do still market to high school students through the College Board and IP address to parents – everyone in the family gets advertising. The Office of Student Services markets directly to students.

V.P. Brennan said she would forward a copy of her presentation to the Board.

#### NOWI Update

Jennifer Menard, Vice President, Economic and Business Development, gave a brief update on an agreement with the Mayflower Wind and the National Offshore Wind Institute (NOWI). In August 2021, Mayflower Wind (Shell and Ocean Winds) signed a Memorandum of Understanding (MOU) for NOWI with Bristol's Foundation but with an NDA (Non-Disclosure Agreement), so the college could not share the news until now. On December 17, 2021, Mayflower Wind was awarded 400 MVs in a Power Purchase Agreement, initiating this agreement. This agreement stipulates that Mayflower will provide:

- \$200,000 within 30 days after being designated as a winning bidder and \$600,000 within 45 days after execution of the contracts awarded pursuant to the RFP –to support a capital campaign in coordination with the Vice President of Economic and Business Development to develop, plan and launch a three-year capital campaign – use the funding for a first/quiet phase.

- \$5.2 million for renovations to develop the NOWI, fully equip the NOWI for needed training programs, and the NOWI's Innovation and Entrepreneurship program (in equal annual installments over a ten-year period following financial close).

Vice President for Administration and Finance Steve Kenyon gave a brief update to the Board regarding Chapter 91. He said the permitting process is going well. The public comment period is complete; we received 19 supportive letters and 0 oppositions. The Governor of Massachusetts is required to sign some licenses but not all. However, the Governor wants to sign off on the college's. This should probably be next month. The proposal for a variance to reduce the number of parking spaces required at the NOWI is February 9. Last week, V.P. Kenyon met with the team and Maersk Training. The construction budget is in place, and they are now working on financing.

#### President's Goals Update

President Douglas reviewed her Approved Key Goals for 2021-22 with the Board. She said they are working hard to make sure we have an engaged online community and are making progress with the standard guidelines. She thanked April Lynch, Chief Strategy Officer, who has been a tremendous asset in aligning the goals. The following are some of the highlights of her update:

- Strategy #1 Academic Innovation: With the implementation of SLATE, we can admit students in a matter of days now instead of weeks.
- Strategy #2 Identify Diversity, Equity and Inclusion: Increase the number of BIPOC students - to date, the targeted campaign has yielded 82 students who have re-registered in classes, 50 are students of color.
- Strategy #3 Organizational Excellence: For mitigating risk – the Strategic Enrollment Plan is under development along with the Cybersecurity Plan.
- Strategy #4 Partnerships: Identify Strategic K-12 partnerships – they have had two Early College Designation interviews and are awaiting Department of Elementary and Secondary Education (DESE) approval.

#### VI Financial Update

Vice President Steve Kenyon gave a Financial Update to the Board. The following are some of the highlights of his report.

- Enrollment is down from the prior year but is in line with the budget. We are anticipating a \$3 million surplus for FY22 on a GAAP basis.
- Tuition and fee revenue declined \$2.8 million in FY22 and we are budgeting for a similar decrease for FY23. It is important to note that those decreases are being covered by CARES funds for both years.
- The \$3 million surplus budgeted this year is about \$800,000 less than he reported last month. Our investment accounts have taken a dip. We are now showing a year to date unrealized loss of \$440,000. We budgeted for a \$400,000 gain so this

is a budget swing of over \$800,000 in just over a month. Hopefully the markets will rebound soon. We will be meeting with our reps from Fidelity at our February Finance/Budget Committee meeting.

- We are still waiting to hear about our no cost extension for our CARES funds. He reminded the Board that the college has been allocated over \$33 million in Federal CARES Funds. To date, we have spent \$16.5 million with \$6 million in planned expenditures remaining in FY22. That would leave over \$11 million for FY23 which will help us greatly in that year. Of the \$11 million for FY23, \$7.3 million will go directly to students.
- The Governor has released the budget for FY23 which included contractual increases recently awarded to our unions. It also included the FY22 2% performance money into the base along with another 1% for FY23.
- The draft FY23 budget is to be brought to the Finance/Budget Committee in February.

Trustee Torres asked if V.P. Kenyon could check with Fidelity in February regarding use of cryptocurrencies; he is hoping we are avoiding investments in cryptocurrencies. V.P. Kenyon said he is not 100% certain but will check with Fidelity and give a report at the February 28 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.

IX. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 5:11 p.m.

Respectfully submitted,

*Valentina Videva Dufresne*

\_\_\_\_\_  
Valentina Videva Dufresne, Secretary

2/28/22\_\_\_\_\_  
Date Approved

\_\_\_\_\_  
KAW  
Initials

# Marketing & Communications

Joyce Faria Brennan  
Vice President, Marketing & Communications



## Marketing & Communications Team



Joyce Faria Brennan  
Vice President



Andrea Fortier  
Director of Marketing



Kelth Thibault  
Director, FRCMedia |  
Television Services



Kevin Spirit  
Associate Director, Media



Benjamin Gammel  
Videographer



Michael Lovice  
Web Content Specialist



Marlydyh Pereira  
Graphic Designer



Olivia Robinson  
Marketing Associate



Linda Viveiros  
Media Planner and Assistant  
to the Vice President

Recipients of the Commonwealth of Massachusetts Performance Recognition Program's  
Commonwealth Citation for Outstanding Performance for 2021



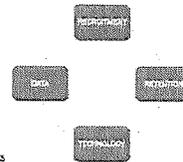
## Enrollment Marketing

Driving recruitment, supporting retention, reinforcing the equity agenda



## Alignment: Four Pillars of Enrollment Strategy

**RECRUITMENT**  
Targeting Underserved  
Adult Learners  
Flex Start  
Campus-Specific  
Program Marketing  
Early College  
Athletics, etc.  
Equity Initiatives



**DATA**  
Internal Data  
Reporting Needs  
Goals and Benchmarks  
Labor Market Statistics  
Equity Initiatives

**RETENTION**  
Support Services  
Transfer  
Course Registration  
Career Services  
Orientation  
Onboarding  
Equity Initiatives

**TECHNOLOGY**  
Slate  
Tailored Communications  
Bristol App  
Social Media  
Web  
Equity Initiatives



## Targeted Marketing Campaigns

### Adult learners

- Laid off
- Career changers
- Single parents
- Moms
- Veterans
- Stopped out
- BIPOC\*

### Guest students

- Attending 4 year
- Current students
- COVID hesitant

### Traditional students

- Dual Enrollment
- High schoolers
- Parents (of student)
- Gap year

### Adult Education

- High School Equivalency
- ESL

### Economic & Business Development

- NOWI

**Interests:** fitness, outdoors, athletics, financial, travel, entertainment, cultural, community involvement, etc.

**Buying Behaviors:** product types, travel, retail, etc.

**Demographic:** income, wealth, age, ethnicity, occupation, type of residence, children, ages of children, etc.

**Life Stage Clusters:** Age range, income range, family type, community type, etc.

**Model:** Current student model & target student models.

\* Black, Indigenous and People of Color (BIPOC)



## Slate Enrollment Communications

- **Phase 1 (complete):** Drip marketing messages - inquiries
- **Phase 2 (in progress):**
  - Events scheduling communications
  - New admit drip marketing messages
- **Phase 3 (mid-2022):** Targeted messages to specific populations (BIPOC, student-parents, veterans, athletes, etc.)

What does a Customer Relations Management System (CRM) do?

- Multiple channels of communication
- Dynamic marketing automations
- Personalized forms
- Embedded statistics and analytics
- Inbound and outbound communication



## Registration Communications

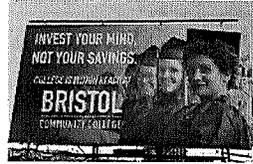
- Advising
- Financial Aid
- Stop Outs
- Non-Returners
- Flex Start

250+ inquires Jan 2020-Jan 2021



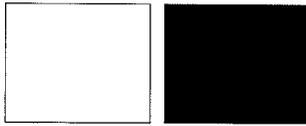
## Marketing Campaign Media Outlets

- Billboards
- Digital ads
- Ethnic media outlets
- Google AdWords
- Newspaper
- Postcards
- Radio
- Transit
- TV/Radio – streaming
- Trades/Magazines (i.e., veterans)
- Community events / outreach



## Within Reach

- Adult learner household modeled data
- TikTok – above average click-throughs



(Note: These digital ads may not show in print version of this PowerPoint)



## Be Our Guest

- Guest student campaign
- Wintersession | Summer
- 4-year campuses
- Previous guest students
- CollegeBoard (recent high school grads in our area)
- Gap year | COVID hesitancy



## Make it Happen: Premiering 2022

- Multimedia marketing campaign
- Action focused
- Empowering
- Student voices
- Tailored messaging
- Career
- Transfer
- Adult education
- ESL



(Note: These digital ads may not show in print version of this PowerPoint)



## Strategic Initiatives

Supporting Bristol's strategic plan



## Bristol Near You – All locations are back in person!

**Attleboro**

- New Library Learning Commons

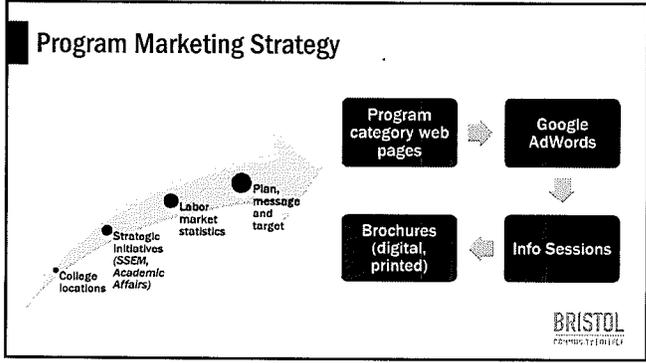
**New Bedford**

- New Library Learning Commons
- 20th Anniversary

**Taunton**

- New location
- Athletics program
- Gym

Capital Campaigns 2022



## Program Category Web Pages

## New Web Platform

*Coming Summer 2022*

New Content Management System (CMS) platform

- Greater flexibility
- Updated design and navigation
- Improved accessibility features (WCAG 2.0)
- Program marketing pages
- Faculty & staff directory
- CARES Act funding

## Social Media

**Facebook**  
Prospective and current students, community parents, non-traditional students, employees

**Instagram**  
Current students, skews younger (18 to 44 years old, with the highest concentration in the 25 to 34 range)

**Twitter**  
Prospective and current students, community parents, non-traditional students

**LinkedIn**  
Bristol employees, Bristol alumni, business/corporate community (specifically those in operations, healthcare, education, sales, business and IT)

**You Tube**  
Prospective students, current students, Bristol employees, community

**TikTok and SnapChat (ads)**

## Virtual Tour

- Nearly 4,000 unique visitors since August (16,000 total actions)
- Case study for Concept 3D
- COVID-19 response

### Proactive + Positive Media

Media coverage on 44 proactive stories in 2021

- Glamour Magazine "Community College Woman of the Year"
- New Taunton Center dominated news
- Bristol's Nursing program ranked #1
- Multicultural Center receives Mayoral Award
- Early College success at Durfee
- Social Justice Forums

### NOWI | Top Media Coverage in 2021

### Sharing Student Stories

### WEEKLY

Improved communication  
Content provided by faculty & staff  
FY21 Average: 56% open rate  
As of Jan, 2022 we are able to split out audience: Staff, Faculty & Adjunct Faculty

Bristol Weekly 1-11-22	Total Recipients	Unique Opens	Open Rate
STAFF + OTHERS	508	301	59.25%
ADJUNCT FACULTY	520	212	40.77%
FULL-TIME FACULTY	136	89	65.44%
TOTAL	1,164	602	51.72%

Note: Faculty were off contract during this period.

### Communication Enhancements & Priorities

- Bristol app – increased engagement
- New online event calendar
- Supported SSEM's launch of student newsletter
- Launched Daily Updates emails

#### Unique Weekly Users

Year	Unique Weekly Users
2019-2020	1,113
2020-2021	1,190
2021 Fall Term	1,987

### Bristol Community College Foundation

## COVID-19 Communications

Navigating a pandemic



## COVID-19 Milestones

- Bristol Together Plan
- Contact Tracing+ launch
- CARES Act funds for students
- Testing – local and college resources
- Vaccinations
- VaxUp White House Challenge
- TWO virtual commencements
- Nurse pinning
- Weekly communication to in person employees and students



## COVID-19 Communications

### Operational

- Transition to remote work/on-campus work
- Notification templates for timely notification of close contacts
- Together plan, campus protocols
- Signs, signs, signs
- Enrollment and registration messaging
- Vaccination policy | Vax Card Upload VaxUp \$200 students, \$45 employees

### Educational

- Testing
- Vaccine safety
- Mask wearing

### Public Relations

- PSAs
- Show community leadership
- Pitch proactive stories
- Vaccination status



## White House College Vaccine Challenge

June 22, 2021 Vaccine Clinic

- 110 people vaccinated
- 200+ attended
- National, regional, local media coverage
- NCMPR District Award for Overall Campaign

VAX-UP FOR A CHANCE TO WIN \$20K



VAX-UP" A SUA FAMÍLIA

...through the Bristol Health Services & Public Health Department

