

**BRISTOL COMMUNITY COLLEGE
FALL RIVER MASSACHUSETTS**

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

MAY 6, 2019

I. CONVENING

A joint meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors was held on Monday, May 6, 2019, in the Community Room NH 25 at Bristol Community College's New Bedford Campus on 800 Purchase Street, New Bedford, Massachusetts. Board of Trustees Chair Joan Medeiros and Foundation Board of Directors President Thomas Murray called the joint meeting to order at 4:13 p.m.

Trustees present: Joan Medeiros, Chair; Frank Baptista; Samir Bhattacharyya; 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: None.

Foundation Members present: Thomas Murray, President; Donna Stewart, Executive Vice President; George Oliveira, Co-Vice President; Julie Hall; Patrick Murray, Jr.; Greg O'Donnell; Peter Silva; Donald Smyth; Alex Stylos; Luke Travis, Esq.; Max Volterra, Esq.; Richard Wolfson; and Carol Michael.

Foundation Members who are also Trustees are Anthony Sapienza and Diane Silvia.

Foundation Members absent: Kathy MacLean (New Member); John McMahon, Co-Vice President; Elliot Rosenfield, Treasurer; Frank Sousa III.

II. OPENING REMARKS

Board Chair Joan Medeiros and Foundation President Thomas Murray welcomed all to the second joint meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors. The first order of business would be a brief Board of Trustees Meeting followed by a brief Foundation Board of Directors Meeting. Then the joint meeting would continue.

III. BOARD OF TRUSTEES MEETING

See separate Board of Trustees Meeting Minutes.

IV. FOUNDATION BOARD OF DIRECTORS MEETING

See separate Foundation Board of Directors Meeting Minutes.

V. INTRODUCTIONS – NEW FOUNDATION MEMBERS

Board Chair Joan Medeiros asked all Trustees and Foundation members to introduce themselves as there were a number of new members recently added to the Foundation Board of Directors. All members of the Board of Trustees and Foundation Board of Directors that were present introduced themselves including the following new Foundation members:

- Peter Silva (New - Foundation)
- Alex Stylos (New - Foundation)
- Diane Silvia (Trustee and New - Foundation)
- Anthony Sapienza (Trustee and New - Foundation)
- Julie Hall (New - Foundation)
- Max Volterra (New - Foundation)

VI. A YEAR IN REVIEW: LORETTA GEORGE OFFICE OF DEVELOPMENT AND THE BRISTOL COMMUNITY COLLEGE FOUNDATION

Executive Director of Development Paula Popeo gave an update regarding the Office of Development. The office consists of four employees: Paula Popeo, Executive Director; Kerry Lynch, Associate Director of Development; Dan Merline, Accountant; and Dawn Banville, Administrative Assistant. The following are highlights of her presentation.

Highlights

- A new name for the offices – the Loretta George Office of Development and the Bristol Community College Foundation.
- We have worked to identify strengths as well as those areas which might benefit by a “dose of best practice.”
- Our eyes are always on the prize – to engage and attract new support for Bristol in order to provide one of the best possible educational experiences for our students.
- Processed scholarship applications for FY20 with new applied spending rate of 4.5% with a projected 50% increase in awards.
- Provided \$1.244M in FY19 to the college for programmatic and capital projects, scholarships and grants.

FY19 Donor Cultivation and Solicitation Activity

More than 50 development staff visits and other activity resulting in:

- New Gifts - \$391,000
 - New endowments – three totaling \$50,000.
 - New non-endowed funds - \$255,257.
 - Annual Fund including Annual Appeal - \$85,743 (1,271 donors).
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- Donor Engagement
 - 68 donors gave to general scholarship in FY19 to date.
 - Approximately 108 payroll deductions per month (FY19 projected \$11,619).

*as of March 31, 2019

CARE Fund

- The Foundation's grant of \$10,000 is enabling the College to provide emergency student aid for challenges such as food insecurity, housing and transportation issues.
- The College's CARE Team has referred five students for emergency aid since February.

Events

- Manhattan Short Film Festival (October 2018).
- Scholarship Luncheon (November 2018).
- Donor Appreciation Reception (February 2019).
- Bristol Awards (April 2019).
- Birdies for Bayhawks Golf Tournament rebranded as a benefit for our scholar athletes. (May 2019).

Improvements to Office Operations

- Updated Raiser's Edge database.
- Rolled-out a new online social media platform – Connect2Bristol - which is building a social network of engaged alumni that promotes mentorship, college communication and community building with more than 500 members.
- Contributing to weekly stories and content to Bristol Weekly and Connect2Bristol.
- Preparing an annual report for June 2019 distribution.
- Implementing a new gift acknowledgement and stewardship process.
- Website upgrades for events.

More Improvements

- Streamlined the process for student emergency loans.
- Transferred grants administration and disbursement to the college budget office.
- Eliminated the handling of cash except in exceptional circumstances.
- Evaluated the purpose and impact of all events with a focus on re-invigorating or eliminating those that are stale.

Development and Foundation Activity

Capital Campaigns

- Attleboro Campus campaign to raise \$2.5 million -
 - Silent phase of the campaign - pending grant proposal for \$1 million from private foundation and cultivation of other corporate and foundation gifts.
 - Public phase of the campaign planned for Fall 2019.

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- New Bedford Campus campaign to raise \$15 million -
 - Pending - Massachusetts Life Sciences grant to fund an advanced manufacturing center in progress.
- Taunton Center campaign to raise \$2 million -
 - Working to identify need.

Foundation Activity

- Worked with our alumni to build a mentoring program in collaboration with Career Services.
- Amended the Foundation's bylaws adding six new board seats including three new seats for current members of the Board of Trustees. Established the Loretta George Council for emeritus members of the Foundation Board.
- The Board of Trustees and the Foundation Board agreed to meet bi-annually in the interests of transparency and collaboration.
- Proposing a new Foundation Spending and Investment Policy and a new Gift Acceptance Policy.
- New gift agreements to reflect best practices.
- Adopted new college branding on all Development and Foundation office materials.

More Foundation Activity

- Implemented a new system, Fundriver, that will calculate endowment spend rate more accurately and generate a variety of useful data and reports.
- Currently reviewing all current office practices regarding the manner and methods used to hold, invest and disburse monies which the Foundation manages for the benefit of the college.
- Successfully completed the Foundation's annual audit and now preparing for an FY19 audit.
- Delivering monthly activity and financial updates to the President's Leadership Team and Foundation Board in a new simplified format.

VII. INVESTMENT/SPENDING POLICY AND GIFT ACCEPTANCE POLICY PRESENTATION

Consultant Thomas Muldoon from AAFCPAs gave the following presentation during the Foundation Board of Directors Meeting.

Outline

- A. Introduction
- B. Scope of Work/Issues Addressed
- C. Benefits of Proposed Changes
- D. Questions and Comments

Scope of Work/Issues Addressed

- Advised the BCCF as to modifications of its spending policy.
- Assisted in the ongoing implementation/utilization of Fundriver software platform.

- Identified best practice recommendations.

Benefits of Proposed Changes

- Formal gift acceptance policy.
- Efficiencies gained by utilizing Fundriver software platform.
- Beginning to charge a management fee to subsidize the operations of the Foundation.
- Maximizing the spending/utilization of investment return, when available, to have a larger impact on the College's community as a whole.

Mr. Muldoon asked the Boards if they had any questions.

Foundation President Murray said there was a change in the law a few years ago regarding endowed funds which allowed for more flexibility and gave managers of endowed funds a set of criteria they could follow. The Foundation is looking at Fundriver software and their investment policy for spending. Mr. Muldoon said they have brought existing Foundation policies up to speed.

President Douglas had a question regarding the administrative fee policy. The endowment level is currently at \$15,000; there is talk of raising it to \$20,000 and a 1% fee. Mr. Muldoon said costs to administer endowment funds are very common. President Douglas asked if he was aware of any other community colleges assessing fees. Mr. Muldoon said he knew of two others. Fundriver is the most commonly used software program by clients. Trustee Videva Dufresne asked if the software was easy to use. Mr. Muldoon said it is easy once it was set up. Trustee Videva Dufresne asked if there was a cybersecurity risk. Vice President for Information Technology Jo-Ann Pelletier said it is a cloud-based system.

VIII. DISCUSSION

Foundation President Tom Murray distributed a Strategic Funding Expectations Discussion Framework sheet that focused on the Annual Fund Drive as well as Special Projects and Capital Drives for the Attleboro, Fall River, New Bedford and Taunton locations. Chair Medeiros said the handout outlines a comprehensive list with a proactive approach so we can plan for what our needs are.

Foundation member Don Smyth asked President Douglas where we are going in the next ten years. President Douglas said demographics cite very little growth; this year is flat and next year shows 1%, then a deep decline. We must look at untapped populations such as adult learners and underrepresented groups. We have not had a specific approach or plan at each location; each community has distinct needs. We have received draft plans for Attleboro and Taunton. The New Bedford plan is still being developed. Certain strategies can grow our enrollment. Our joint operation with BSU has not brought in a lot of students. Diman Regional Vocation Technical High School is a very important component to grow the 18-year old population. There is significant growth in online also. We are waiting for strategic plans to be developed. STEM and engineering are areas of

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high need. We are not stretched for space at the college. V.P. Kenyon said we have more than adequate capacity for the next ten years. President Douglas said regarding space at Bristol Taunton, the Casino Room is not being used. The casino program is defunct so we are focusing on changing the space to a chemistry lab at a cost of about \$400,000. The new Tiverton Casino trains in house.

Foundation Member Luke Travis said the college needs to market itself to high school graduate; in light of the college loan crisis, we need to market our lower cost tuition. Guidance counselors are not promoting community colleges (or Bristol Community College in particular). President Douglas said that this is starting to change. We need to sell the message of our college access pathways. Seventy-two percent of all jobs require more than a high school diploma. Our marketing team is working on this. Mr. Travis said we need to do more marketing online as kids do not watch TV; they focus on social media. President Douglas agreed that TV is not as effective as social media. Mr. Travis said we cannot over play the monetary benefit of attendance at a community college.

President Douglas said we are catching up with enrollment. Vice President Ed Cabellon is reorganizing and realigning his departments. V.P. Cabellon said he is focused on creating a strategic enrollment management plan:

- Recruitment/retention based on data.
- Targeting 25+ population.
- Rethinking advising model and support our faculty.
- Trainings staff had identified that they need.
- Supporting diverse students; KPIs say we need to do better. We are focusing on hiring more diverse staff/faculty.

Foundation Member Donna Stewart asked what grade does the college start talking to students. President Douglas said we have a middle school outreach program. We have an event with Fall River middle school students and their parents that includes hands-on student learning and speaking to parents regarding funding and payment opportunities. Public funding continues to erode. She has asked Paula Popeo to look into an endowed chair or endowed faculty positions. Full-time faculty level was at 18% when President Douglas arrived to the college; it is now at 32%. It is estimated at \$2 million to endow a faculty position. Ms. Popeo and V.P. Brennan are working on a marketing campaign for the 15 community colleges to boost enrollment. V.P. Brennan said this has never been done; the 15 community colleges do not collaborate on initiatives. They conduct mostly individual campaigns but they are looking at the process.

Trustee Sapienza said that we need people from the community when creating our strategic plan; each community has different needs. Foundation President Murray suggested scheduling subcommittee meetings of the Boards to collaborate as to what is best to strategize.

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IX. ADJOURNMENT

There being no further issues to discuss, the joint meeting concluded at 6:01 p.m.

Respectfully submitted,

Sandra Saunders, Esq.

Sandra Saunders, Esq., Secretary

6/11/19
Date Approved

KAW
Initials