

**Bristol Community College  
Fall River, Massachusetts**

**Board of Trustees  
Meeting Minutes**

**April 4, 2022**

I. Call to Order

The three hundred and ninety-third regular meeting of the Bristol Community College Board of Trustees was held on Monday, April 4, 2022, in person in the Ryckebusch Faculty Staff Lounge in the Commonwealth College Center Building on the Fall River Campus at 777 Elsbree Street, Fall River, Massachusetts. The meeting was called to order at 4:13 p.m.

Trustees present: Joan Medeiros, Chair; Frank Baptista; Renee Clark; Pamela Gauvin, Esq.; Jeffrey Karam; and Diane Silvia.

Trustees absent: Valentina Videva Dufresne, Secretary; Lynn Motta; and Steven Torres, Esq., Vice Chair.

II. Chair's Remarks

Chair Medeiros welcomed all to the meeting. She announced that Student Delegate Raffia Saleem would not be attending today's Board Meeting as she is celebrating Ramadan.

Chair Medeiros introduced Judi Urquhart, the new Chief Development Officer. Ms. Urquhart said this is her sixth day in the role of Chief Development Officer at Bristol and was very pleased to be here. She has been meeting with the President's Leadership Team and has been reviewing the rules and responsibilities with her Development Team. She said she takes a data-informed approach and will be reviewing the donor database, giving history and alumni database. She is happy to accept anyone's insights or recommendations.

III. Policy on Affirmative Action, Equal Opportunity and Diversity

Chair Medeiros said the next item to discuss was the policy on Affirmative Action, Equal Opportunity and Diversity. At the last Board meeting, this policy required clarification so Gina Yarbrough, General Counsel of the Massachusetts Community College System, was consulted. Chair Medeiros said that General Counsel Yarbrough explained this is simply an affirmation of the Board of Higher Education policy on Affirmative Action, Equal Opportunity and Diversity – not an approval of the policy – as this is a system-wide policy.

Chair Medeiros requested a motion of affirmation of the Policy on Affirmative Action, Equal Opportunity and Diversity.

A motion was made by Trustee Baptista to affirm the Policy on Affirmative Action, Equal Opportunity and Diversity. This was seconded by Trustee Clark. The motion passed.

#### 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 February 28, 2022
- Report of Personnel Actions April 2022
- Report of Workforce and Community Education Contracts April 2022

A motion was made by Trustee Silvia to approve the consent agenda items and seconded by Trustee Karam. The motion was approved.

#### V. Student Senate Presentation

Chair Medeiros introduced members of the Student Senate who were to give a presentation to the Board: President Emily Huling, Vice President Victoria Perry and Chair of Student Engagement Corinne LePage. Below are some of the highlights of their presentation:

##### 2021-2022

Ms. Huling said this year the Student Senate has engaged students, managed events, funds and club outreach. This was allowed to evolve in online engagement.

##### Clubs and Organizations: Engage – 73

Ms. Huling said they have 73 registered clubs and organizations.

##### Student Engagement: RSVPs – 60

Ms. LePage said they organized a drive-in movie night last year with 60 RSVPs and attendees. They plan to sponsor more in person events.

##### Community Involvement: \$3,000 – 256

Ms. Perry said the Bristol Holiday Cheer gifts for students' children in need raised \$3,000 in December 2021 for 256 children to receive gifts.

##### Proposals: New – 11; Concluded – 6

Ms. Huling explained the proposal process and how a proposal request form is submitted through ENGAGE – a new online system. They received 11 new proposals.

Change Making: The Student Senate aims to create more options for students in every aspect.

With this proposal, we are proud to say we have.

Senate Moving Forward

Ms. Huling said they are preparing for the new academic year with elections, bylaws review and adding positions to the Student Senate.

President Douglas asked the Student Senators to share their plans for the future after graduation. Ms. Huling said she will be working on her art portfolio for application to art school. Ms. LePage said that she hopes to transfer to a four-year institution, maybe Brown University, to study Environmental Science. Ms. Perry said that she is attending the U.S. Naval Academy in June.

Chair Medeiros thanked the Student Senators for a wonderful presentation.

VI. Report of the Student Delegate

Student Delegate Raffia Saleem was not in attendance at the meeting; no report given.

VII. Faculty and Professional Staff Senate Presentation

Chair Medeiros introduced Kelli Hiller, the President of the Faculty and Professional Staff Senate, to give a presentation to the Board. She shared the following topics with the Board. (Please see the attached full presentation.):

- Mission/Vision
- Senator Responsibilities
- Key Achievements 2021/22 Academic Year
- CWI Feedback Process
- Student Retention and Success
- Professional Development and Recognition of Employee
- Senate Sustainability
- Governance
- Communication

Chair Medeiros thanked Ms. Hiller for her very thorough and informative presentation. President Douglas said she could not thank the Faculty and Professional Staff Senate enough for all they have done for the college.

VIII. President's Report

President Douglas was pleased to announce that Board of Trustees Chair Joan Medeiros was awarded the Prince Henry Society – Portuguese-American of the Year Award on

Saturday, April 2, 2022, for her commitment to her community and the society's mission of community service and dedication to Portuguese heritage. Congratulations Joan!

President Douglas also congratulated Max Volterra who recently received his award statue for the John J. Sbrega, Ph.D., Exemplary Service Award bestowed upon him for his outstanding service to the college over many years. Congratulations Max!

#### Trustee Talking Points

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

- Early College Designations – Kate O’Hara, Vice President, Student Services and Enrollment Management
- \$2 Million CPF for NOWI – Laura Douglas, President
- Mass Teach Grant – Chad Argotsinger, Chief of Staff, Academic Affairs

V.P. O’Hara said she was very excited with the two new Early College Programs Designations - the Argosy Chart School to begin in fall 2023 and New Bedford High School for summer 2022. These are not just dual enrollment courses but a head-start on a college degree. New Bedford High School will be cultivating three pathways - Business Transfer, Computer Information Sciences and Health Sciences.

President Douglas said Bristol Community College awarded \$2 million from Community Project Funding for our National Offshore Wind Institute (NOWI). Congressmen Bill Keating and Jake Auchincloss worked on this earmark. It is designated for equipment for the NOWI as well as the training pool. We just received the packets for 2023 and are applying for additional earmarks. Applications will be accepted earlier since this is an election year.

Dr. Argotsinger spoke about the Mass Teach Grant. He said last month we were invited by the Department of Higher Education to participate in this National Science Foundation Robert Noyce program, to diversify the STEM teacher pipeline. Students who are selected to join MassTeach and transfer to Bridgewater State University will receive up to \$20,000 to earn their baccalaureate degree in a STEM field and a license to teach secondary science or mathematics.

This program will leverage and strengthen our existing BCC2BSU agreement to facilitate transfer between our two institutions. Bristol will also capitalize on our STEM Starter Academy to enhance the MassTeach program. The Bristol STEM Starter Academy will be providing funding and mentorship for Bristol students interested in participating in a "Pre-Teaching Experience" that is directly linked to the goals of MassTeach, first and foremost of which is engaging students with a love of STEM and a love of helping and engaging our youth.

#### COVID-19 Update

President Douglas gave an update to the Board regarding the pandemic. Some changes are occurring at the college:

- Free PCR surveillance testing is provided at the Fall River Campus only. Quick antigen tests are provided at the other Bristol locations.

- We are providing free masks to students, faculty and staff. As of April 1, 2022, the college is mask optional.
- The free CIC testing in the parking lot on the Fall River Campus closed down last week.
- The college is still adhering to the vaccination requirement but not requiring a booster vaccine.
- We continuously follow the data and adjust requirements as necessary.

#### President's Goals Update

President Douglas reviewed updates to her Approved Key Goals for 2021-22 with the Board that included the following strategies:

- Strategy #1 Academic Innovation
- Strategy #2 Identify Diversity, Equity and Inclusion
- Strategy #3 Organizational Excellence
- Strategy #4 Partnerships

President Douglas asked if there were any questions. There were no questions.

#### IX. Financial Update

Vice President Steve Kenyon gave a Financial Update to the Board. He said Fiscal Year 2022 is moving along as expected. There is not a lot that is new to report at this time of the year for the current fiscal year. Enrollment for the spring has stabilized at about 5.5% off budget. Our focus is shifting towards summer and fall enrollments.

The unrealized losses have been very volatile. Last month he shared with the Board the unrealized loss was \$880,000. Today it is \$400,000. We still expect to have a \$2.2 million surplus for this fiscal year. This surplus will yield an increase in cash for the fiscal year. This will make three years in a row of increased cash balances. The large increases in cash are a direct result of Federal Funding we received through the HEERF program. He will soon be presenting the FY23 budget for approval so please keep those three years of surplus cash balance in mind as we discuss the budget.

We have applied for additional HEERF funds because our school was eligible because of our high percentage of Pell eligible students. Last week we disbursed \$1.3 million in CARES funds to our students. This week we are awarding another Federal grant of over \$1 million. Both of those are in addition to the normal Financial packages awarded our students.

He said that they started the demo work on the NOWI site a few weeks ago. Foundation work is beginning in a week or so.

#### X. Report of the Finance/Budget Committee

Since Committee Chair Lynn Motta was not in attendance at the meeting, Board Chair Medeiros asked V.P. Kenyon to give the Finance/Budget Committee Report to the Board.

V.P. Kenyon said the Finance/Budget Committee meeting was held on February 28, 2022. They reviewed the Trust Fund report for the second quarter which provides the committee with some transactional level detail and also budget to actual comparisons by department for the quarter and year to date. They also reviewed the Report on Reserves which at the time of the meeting we had an approximate unrealized loss of \$880,000 with a balance of \$17.4 million. We discussed having Fidelity, who manages the account, come and speak with the Committee at the June meeting. In the interim, the Comptroller and V.P. Kenyon had a few conversations and the advice provided was stay the course. He said the Committee discussed that the portfolio had about a half of one percent in Russian holdings but that Fidelity was liquidating most of that for fear of further losses for those holdings.

The Committee reviewed the Quarterly Budget Report and most of the conversation was on the different variances from prior years because of CARES Funding. An example of this is in scholarships which increased over 75% year over year. They next performed the annual review of the Reserve Policy which was approved. The rest of the meeting was the Committee review of the FY23 budget and fee increase recommendation.

Chair Medeiros requested a motion to accept the report of the Finance/Budget Committee.

A motion was made by Trustee Clark to accept the report of the Finance/Budget Committee. This was seconded by Trustee Gauvin. The motion was approved.

V.P. Kenyon gave a presentation on the College Operating Budget for FY23. He reviewed with the Board the FY23 Fiscal Goals and Objectives which include:

- Fiduciary - Remain a fiscally strong and viable organization.
- Budgetary - Ensure internal and external factors are considered when developing the budget. Ensure the budget is focused on our mission, vision, values and strategic plan.
- Partnerships - Our reliance on the college's Foundation. K-12, CONNECT, MAERSK and many others.
- Accessibility - Ensure the proper balance of performance, quality, efficiencies and affordability.

V.P. Kenyon reviewed Massachusetts Law (Chapter 15A) and accounting principles, important dates for the college and the state, state appropriation per full time enrollment for FY22 for the 15 community colleges, and Bristol Foundation contributions to the college. He then discussed the fall enrollment history and revenue impact; at Bristol, undergraduate enrollment has decreased 24% since 2017.

V.P. Kenyon went over the Projected Operating Budget for FY23 with the Board.

**Projected Operating Budget  
 Fiscal Year 2023**

**Estimated Revenue**

	FY23 Projected Operating Budget	FY22 Projected Operating Budget	Variance	Percent Variance
<b>College Fees</b>				
Day - State	\$ 6,192,228	\$ 6,779,636	\$ (587,407)	
Day - College	6,700,632	7,064,614	(363,982)	
Evening	6,221,836	6,945,997	(724,161)	
Student Support Fee	388,000	315,423	(72,577)	
Instructional Support Fee	586,116	599,762	(13,646)	
Other Fees	320,000	359,215	(39,215)	
	<u>20,391,602</u>	<u>21,787,657</u>	<u>(1,396,055)</u>	<u>-6%</u>
<b>Tuition</b>				
Day - State	759,232	842,700	(83,468)	
Day - College	791,532	869,892	(78,360)	
Evening	975,438	1,067,847	(92,409)	
Workforce	72,000	71,541	459	
	<u>2,598,202</u>	<u>2,852,980</u>	<u>(254,778)</u>	<u>-9%</u>
<b>Other Trust Fund Revenue</b>				
Federal, State and Private Grants	1,769,650	1,267,459	502,191	
State Appropriations	26,306,877	26,175,554	131,323	
	<u>18,521,150</u>	<u>18,443,013</u>	<u>78,137</u>	<u>+0%</u>
<b>Adjustments</b>				
Tuition remission	(364,000)	(405,000)	41,000	
Waivers estimate	(718,000)	(800,000)	82,000	
Allowance for Uncollectible	(200,000)	(300,000)	100,000	
Total adjustments	<u>(1,282,000)</u>	<u>(1,505,000)</u>	<u>223,000</u>	<u>+15%</u>
<b>Net Revenue</b>	<b>\$ 14,830,352</b>	<b>\$ 16,590,331</b>	<b>\$ (1,759,979)</b>	<b>-11%</b>
<b>Estimated Expenditures</b>				
<b>Trust Funds</b>				
Federal, State and Private Grants	27,759,413	27,759,965	(552,432)	
State Appropriations	26,306,877	26,175,554	131,323	
	<u>54,066,290</u>	<u>53,935,519</u>	<u>130,771</u>	<u>+0%</u>
<b>Total Expenditures</b>	<b>\$ 77,759,602</b>	<b>\$ 80,242,863</b>	<b>\$ (2,483,261)</b>	<b>-3%</b>
<b>Operating Surplus/(Loss)</b>	<b>\$ (2,929,250)</b>	<b>\$ (3,652,532)</b>	<b>\$ (723,282)</b>	<b>-19%</b>
<b>Capital Appropriations</b>				
Unrealized Gain	400,000	200,000	200,000	100%
Depreciation Expense	(4,510,000)	(4,395,695)	(114,305)	0%
	<u>(4,110,000)</u>	<u>(4,195,695)</u>	<u>85,695</u>	<u>+2%</u>
<b>Projected Surplus/(Loss)</b>	<b>\$ (6,847,156)</b>	<b>\$ (7,400,127)</b>	<b>\$ (552,971)</b>	<b>-7%</b>



He then discussed Budget Assumptions:

**Budget Assumptions**

**Fiscal Year 2023  
 Revenue**

- Tuition and Fees:**  
 Projected \$2.2M decline from projected FY22 amount (10%).  
 Projected revenue includes recommended \$3 per credit fee increase \$200,000 (1.3%).  
 NOTE: Each \$1 fee increase generates approximately \$100,000 annually.
  - Includes a \$400,000 (2.5%) unrealized gain on investments.
  - Revenue from the Bristol Community College Foundation is estimated at \$500,000 for operations.
  - State Appropriations include the following:
 

State Maintenance Appropriation:	\$ 26,551,810
Performance Based Funding	258,818
Other State Appropriations	498,640
<b>Total</b>	<b>\$ 26,306,877</b>
  - State Maintenance Appropriation:**  
 Department of Higher Education Request 26,974,704  
 Governor's Recommendation \$ 25,018,781  
 House Budget April 15 TBD  
 Senate Budget May 18 TBD  
 Conference Committee June 15 TBD  
 Vetoes/Overrides July 1 TBD
  - Assumes funding for year one of MOCC contract will be provided through a supplemental budget.
- Other Trust Fund Revenue includes interest income, bookstore and vending commissions, gift from Mayflower and other miscellaneous income. Estimates based on historical trends.

## Budget Assumptions

### Fiscal Year 2023

### Expenses

1. Contractual AFSCME raises (2%) are included in this projection (\$134,000).
2. Contractual raises to MCCC employees are estimated at \$237,000 (2%).
3. Includes \$387,000 of salary adjustments for adjunct faculty (2%), non-unit professionals (2%) and part-time employees (2-6%).
4. Includes an estimated \$450,000 increase in fringe.
5. No capital appropriations are anticipated for FY23.
6. Excludes any accruals currently funded by the state (GASB 68 and 75).
7. Includes ITS infrastructure investment of \$500,000.
8. Includes \$745,000 for offshore wind program operations.

Other Discussion Items included:

## Discussion items

1. Fiscal Year 2022 has a surplus:
  - Surplus from operations exclusive of capital appropriations, depreciation, and unrealized gains.
2. Loss of tuition and fee income.
3. CARES Act funding impact:
  - Created large surplus in FY21, modest surplus in FY22 and small offset in FY23. None in FY24.
4. Unrealized gain/loss estimates:
  - Reserves \$21M.
  - Unrealized gains and losses have been volatile. \$3.3 gain in FY21 and currently small loss in FY22.
5. Strategic Investments:
  - Offshore Wind Training Institute \$8M buildout.
6. Capital projects – Federal and State funded vs college funded.
7. Full-time employees: 407, including grants.
8. Approve FY23 Budget.
9. Recommend \$3 fee increase (1.4%) to \$220 per credit:
  - Impact of fee increase on full-time student \$90.
  - Pell increase in FY23 is \$400.

Trustee Clark asked how we stand with other community college fees. V.P. Kenyon said that we recommend a \$3 per credit fee increase which is a 1.4% increase; this would not put us over the next community college. A \$3 fee increase would represent a \$90 impact on a full-time student. The Pell increase is \$400 for FY23. Trustee Karam asked how



Bristol was affected by utility inflation this year. V.P. Kenyon said that we were not so much affected this year as most of the college's electricity, 70-80%, is from the carport in Fall River. Gas is ridiculous though. Chair Medeiros asked if the college always had annual fee increases. V.P. Kenyon said many years ago we might not have, but it is best to have a small increase in fees every year than to have no increase one year and a very large increase all at once.

Chair Medeiros requested a motion to approve the \$3 per credit fee increase for FY23.

A motion was made by Trustee Clark to approve the \$3 per credit fee increase for FY23. This was seconded by Trustee Silvia. The motion was approved.

Chair Medeiros requested a motion to approve the FY23 Budget as presented.

A motion was made by Trustee Clark to approve the FY23 Budget as presented. This was seconded by Trustee Gauvin. The motion was approved.

XI. Old Business

There was no Old Business to come before the Board.

XII. New Business

Policies for Approval:

Chair Medeiros asked if the Board had any questions regarding the Credit Card Policy; there were no questions. A motion was made by Trustee Clark to approve the Credit Card Policy and seconded by Trustee Karam. The motion was approved.

Chair Medeiros asked if the Board had any questions regarding the Travel Policy; there were no questions. A motion was made by Trustee Clark to approve the Travel Policy; this was seconded by Trustee Clark. The motion was approved.

Chair Medeiros said that the Board's Self-Assessment will be done at the May Board meeting.

XIII. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 5:40 p.m.

Respectfully submitted,

*Kathleen Wordell*

\_\_\_\_\_  
Kathleen Wordell, Recording Secretary

5/2/22\_\_\_\_\_  
Date Approved

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

# Faculty and Professional Staff Senate

Mission, Goals and updates 2021/22 Academic Year

BRISTOL COMMUNITY COLLEGE

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**BRISTOL**  
COMMUNITY COLLEGE

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**President:** Kelli Hiller, [Kelli.Hiller@bristolcc.edu](mailto:Kelli.Hiller@bristolcc.edu)

**President Elect:** William Duffy [William.duffy@bristolcc.edu](mailto:William.duffy@bristolcc.edu)

**Vice-President:** Amy Marden, [Amy.marden@bristolcc.edu](mailto:Amy.marden@bristolcc.edu)

**Secretary:** Kimberly Griffith, [Kimberly.griffith@bristolcc.edu](mailto:Kimberly.griffith@bristolcc.edu)

**ALT Representative:** Lisa Santos, [Lisa.santos@bristolcc.edu](mailto:Lisa.santos@bristolcc.edu)

## Mission

- The name of the organization is the Bristol Community College Faculty and Professional Staff Senate. Its purpose will be to provide a deliberative body designed to promote shared governance, transparency, collegiality, and mutual trust among faculty and staff and administration. Further, the Faculty and Professional Staff Senate will provide a forum to enhance academic values and opportunities.
- Vision: The Senate will be committed to academic improvement, sustainability, and collaboration. Its work will be connected to the college's mission and this entity will be fully integrated in academic decision-making and shared governance.

## Senator Responsibilities

Senator duties required for all Faculty and Professional Staff are regarding matters outside of the collective bargaining agreement. Areas include but need not be limited to the following:

- Lead faculty in shared governance
- Promote an open and honest community marked by freedom of expression for all at the college
- Act as a single, representative voice expressing constituent views in college-wide discussions
- Participate in the formulation and implementation of policy directly impacting Senate constituents
- Curriculum
- Academic Standards, Accreditation, Degree and certificate completion
- Assessment
- Student retention and Success
- Planning
- Professional Development
- Utilization of resources
- To provide a liaison between Senate constituents and administration
- To share in college-wide decision making
- Area Liaisons

## Key Achievements 2021/22 Academic Year

- CWI established into new shared governance model
- Drastically increased visibility and engagement with the senate
- Created equity for all constituents on each campus location
- Supported and advocated for successful remote work for faculty, staff and students-Identified equity gaps between offices
- Shared governance advocacy
- Culture shift

## CWI Feedback Process

- Administrative Guide and Initiator Guide developed
- 22 Implemented
- 7 In Progress to Implementation
- 3 Not Implemented (of the 3 one received feedback that changed the plan resulting in being tabled two were dropped)

Date	CWI	Implemented	Outcomes
9/20/2019	Leadership AA change II	Yes	Changes implemented prior to submission of II- (form incomplete)
10/10/2019	academic calendar planning II	Yes	Workgroup created (form incomplete)
10/16/2019	Caring Campus Initiative	No	Cancelled by previous SSEM VP
10/17/2019	Writing Center hours change II	Yes	Drop in hours only for writing center implemented (form incomplete)
11/27/2019	Bookstore Space repurpose	No	Put on hold due to COVID
12/31/2019	earned vs unearned II	Yes	planning process began for solving the problem (form incomplete)
1/1/2020	Commencement Time Change	Yes/No	Process for graduation had been changed to 10am but the college was not able to hold in person graduation due to pandemic
2/10/2020	Commencement Ideas	Yes	Created a virtual graduation to best connect to our students and family during lockdown
2/13/2020	Removing Course Modality	IP	Implementation of the process has not begun but is in talks with registrar on possibility
5/18/2020	Fall Modality Planning	Yes	The planning for fall 2020 modalities included senate and union workgroups with administration and resulted in a more solid fall roll out
9/10/2020	Withdrawals Registrar	Yes	Students who do not withdraw officially but fail to complete work etc. now will receive WF grade.
10/14/2020	Pitch for new programs	Yes	Pitch for new program process within CWCC edited and implemented to help streamline the process
10/14/2020	CWCC move to learning council	Yes	CWCC has moved to learning council
11/4/2020	Attendance Registrar	Yes	Clearly defined definitions of attendance for enrollment verification
11/5/2020	HR Training Classroom	Yes	All HR training is now available in one place on blackboard for employees
11/6/2020	Advising Task force	Yes	Task force formed and developed new proactive advising plans and advising changes
11/13/2020	Modules within semester	Yes	Created modules in 15, 12, 7 week modules as standards for college.
2/8/2021	Academic Calendar Planning	Yes	Academic calendar workgroup created to better plan ahead- academic calendar created for multiple years and posted on website
3/31/2021	Dean's recognition merit list	Yes	Merit list to be adjusted to include more students- in process now with registrar, communications
3/31/2021	Introduction to online learning	Yes	New online learning introduction to better transition students to learning in blackboard
4/20/2021	Mandatory Student Orientation	IP	Mandatory orientation implementation planning/discussions occurring
5/12/2021	CAS Program Review	Yes	Changing CAS review process to a continuous review model from the one year review every five years and providing support and resources
5/24/2021	Employee Education Group	Yes	Will Duffy created a group for employees who are continuing their education
10/10/2021	Work area reorganization	No	Feedback received generated questions on best process- plan is tabled until a better process can be created that is more universal
11/5/2021	Training for search committee	IP	Training is being implemented for search training to begin in march
11/15/2021	Holistic Admissions	Yes	Piloting a holistic admissions process in nursing began spring 2022
11/16/2021	Service learning Shift in Term	Yes	Service learning terminology changing to community based learning to better connect to community partners
12/13/2021	Limiting General Studies	Yes	Process begun
12/14/2021	IPC Checklist	IP	CWI process complete, IPC to implement
3/15/2022	RSI Process	IP	CWI in progress
3/30/2022	Academic room scheduling	IP	CWI in progress

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## Student Retention and Success

Senate Goal	Progress Made	Plans/Suggestions for Spring 2022
Follow up on college's assessment planning with the CTL and monitor the institutional assessment plan of student learning outcomes with active senate participation in planning	Significant planning and progress around assessment	continue this process
Create a subcommittee that meets regularly with CTL to facilitate collaboration for general education requirements.	CTL liaison for now until we establish a better process	continue this process
Monitor Advising changes while actively promoting the new advising process	Advising updates to senate more regular	Propose aligning faculty advisors with Student Success Coaches (and/or academic coordinators in SSC) for every Bristol student.
Identify a senator liaison to advising	Completed	
Monitor and help facilitate High impact practices within the classroom and first year experience	More HIP programming	Bring HIPs specialist into Senate meetings
Advocate for faculty and staff training on High Impact Practices.	More HIP programming	Bring HIPs specialist into Senate meetings
Collaboratively create new student, faculty and staff surveys evaluating the Fall learning modalities and utilize data collected comparatively with the spring semester evaluation to prepare for spring semester.	On hold this semester	Propose faculty on the IRB develop surveys evaluating the Fall Learning modalities.
Monitor the Holistic Admissions Task Force progress in addressing equity issues in admissions for selective health programs.	ongoing	Request assessment
Monitor and help facilitate the use of the CITE lab new online learning introduction	ongoing	Assess at end of first year? IRB?

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## Professional Development and Recognition of Employees

Senate Goal	Progress Made	Plans/Suggestions for Spring 2022
<p>Work with LASH and Administration to plan professional development and trainings for the academic year including the following recommendations:</p> <p>Closing the loop on initiatives</p> <p>Just-in time training/professional development</p> <p>Topic-based approach to address the major initiative of the year</p> <p>Include opportunities to reflect on what worked or did not work in prior semesters</p> <p>Consider roundtable discussions of best practices</p> <p>Call for proposals based on themes/tracks</p> <p>Unconference sessions</p> <p>External presenter/keynote tied to themes</p> <p>Create space for sharing scholarly work or conference presentations</p> <p>Create a subcommittee that meets regularly with CTL to facilitate collaboration.</p> <p>Propose the Senate's input on classroom-based strategies for All Academic meeting planning.</p> <p>Request and support the provision of education and support for faculty and staff in course modalities, advising, and online model to facilitate successful student outcomes.</p> <p>Collaborate with administration to provide faculty support for course modality changes and shifts to an online advising model.</p> <p>Encourage and monitor support of faculty members in high impact practice inclusion models.</p> <p>Support group for returning staff/faculty education</p>	<p>More support for faculty and staff</p> <p>CGC working in conjunction with senate on this</p> <p>Senate has not had involvement in planning these past few years and we look to reestablish this-</p> <p>Senate helped develop schedules, guides, modalities etc through pandemic</p> <p>Senate helped develop schedules, guides, modalities etc through pandemic</p> <p>senate involved in OER workshops and planning</p> <p>Developed and launched</p>	<p>See below</p> <p>establish a process</p> <p>Propose trainings and suggest reinstating co-planning professional development days.</p> <p>Continue to offer remote services to students because we will always have online students</p> <p>Continue this process</p> <p>Continue this process</p> <p>Continue this process</p>

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## Senate Sustainability

Senate Goal	Progress Made	Plans/Suggestions for Spring 2022
Continue working on a strong marketing plan for the Senate to increase awareness of Senate functionality and the importance of participation.	<p>Senator roles and guide processes developed</p>	<p>Include the senate responsibility list to all nomination forms so that those nominating know what the key responsibilities are. This is especially important for self nomination.</p>
Continue to foster a culture of mutual respect, civility, and trust in the Senate and in the interactions with other entities in the institution.	<p>Good culture in group</p>	<p>continue this process</p>
Promote the continued use of remote meetings in combination with face-to-face meetings to facilitate senator participation in the future.	<p>Remote meetings still have high turnout</p> <p>President-elect position implemented, will be used in other orgs on campus</p>	<p>continue this process</p> <p>continue this process</p>
Leadership mentoring/president elect.		<p>continue this process</p>

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## Governance

Senate Goal	Progress Made	Plans/Suggestions for Spring 2022
Continue to advocate use of and monitor the college wide initiatives using the Senate Protocol for Responding to Academic Initiatives.	CWI process officially in shared governance process	Assess use of CWI process to determine effectiveness in promoting shared governance
Work with Central Governance Council to develop a procedure for college wide initiative process using Academic Initiative guidelines and the newly formed Institutional Initiative Form including deadlines for submission and review in the senate.	Guide is complete for administration and initiators- located in shared governance tab written by senate president adjunct reps have been added to councils, senate president to continue as CGC co chair after stepping down from president seat	Continue monitoring- add a senate rep to CGC?
Support the new Shared governance model and advocate for council elections, support, student and adjunct faculty inclusion and collaboration .	Culture is collaborative and respectful	Continue monitoring- add a senate rep to CGC?
Continue to foster a culture of mutual respect, civility, and trust within the institution.		Continue this process
Continue to actively support and include the institution's Strategic plan in Senate planning	Ongoing	Continue this process

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## Communication

Senate Goal	Progress Made	Plans/Suggestions for Spring 2022
Work with administration to create a task force to develop communication guidelines that foster respectful, positive, and constructive communication including: Reasonable communication guidelines Accountability Policy communication New Technology usage Training and support Fostering employee and student wellness with reasonable boundaries at home Continuing the online meeting modalities to better connect faculty and staff across all campus locations	All still in talks and planning stage	

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