

**BRISTOL COMMUNITY COLLEGE
FALL RIVER MASSACHUSETTS**

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

DECEMBER 13, 2021

I. CONVENING

The joint meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors was held on Monday, December 13, 2021, in person in the Atrium 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 5:09 p.m.

Trustees Present: Joan Medeiros, Chair; Renee Clark; Pamela Gauvin, Esq.; Bruno Moreno; Lynn Motta; Diane Silvia; and Steven Torres, Esq., Vice Chair.

Trustees Absent: Frank Baptista; Samir Bhattacharyya; Valentina Videva Dufresne, Secretary; and Jeffrey Karam.

Foundation Directors Present: Thomas Murray, President; Frank Sousa, Executive Vice President; Kathleen MacLean, Co-Vice President; Peter Silva, Clerk; Richard Terry; Liz Isherwood; Patrick Murray, Jr.; Greg O'Donnell; Donald Smyth; Luke Travis, Esq.; and Cynthia Flanagan. Foundation Members present who are also Trustees were Joan Medeiros and Diane Silvia.

Foundation Directors Absent: Elliot Rosenfield, Treasurer; Nicholas Christ; John McMahon; Benita Rose-Monteiro; Anthony Sapienza, Co-Vice President; Max Volterra, Esq.; and Richard Wolfson.

II. OPENING REMARKS/WELCOME

Board Chair Joan Medeiros welcomed all to the Joint Board Meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors. Since the two Boards had not met in person for quite some time, she asked everyone present to introduce themselves.

After the introductions, Foundation President Thomas Murray welcomed all and gave a Foundation update to the Boards. The following are some of the highlights of his report.

As of the June 30, 2021, audited financial statements, the Foundation has

- \$21,394,000 in total assets
 - Of which \$16.6 million is in investments and cash and \$4.7 million is in property. The properties include the Attleboro campus, a parcel of land in New Bedford adjacent to the Pleasant Street campus, and improvements to the New Bedford and Attleboro campuses.
- \$4,429,000 in total liabilities
 - Of which \$400,000 is current and \$2,229,000 is long-term.

- Equity is \$18,700,000 of which \$14,300,000 is donor restricted.
- The Foundation's invested funds are diversified into Mutual Funds (27%), Common Stocks (61%), and Corporate and Government Bonds and Trusts (12%).
- Contribution revenue is \$804,000, up \$90,000 from the prior year. Investment revenue including unrealized gains is \$3,171,000 up \$2.5 million from the prior year.
- The distribution for the year were \$3,600,000 to the college, scholarships, and grants; \$123,000 to general administrative expenses; and \$75,000 for fundraising expenses.

Foundation President Thomas Murray said the Foundation has executed long term-leases for the Taunton Campus at the former Coyle & Cassidy High School and for the National Off-Shore Wind Institute (NOWI) on the New Bedford Waterfront.

He said the Foundation has been without an executive director for 11 months now and they are beginning their third search. He commended Vice President for Marketing and Communications Joyce Brennan for her intelligent and diligent leadership for chairing the searches. In the interim, they contracted with James Russell to conduct the annual fund drive which exceeded last year's goal. Several new donors contributed gifts of \$50,000 each. In addition, 100% of the Foundation Directors contributed and nearly all of the Trustees. He thanked the Foundation Directors and Board of Trustees for their donations. Recently, James Russell resigned and is not applying for the position of Chief Development Officer of the Foundation. The Foundation thanked him for his service to the college and wished him well.

Going forward, the Foundation is reforming committees and reviewing events for the college. In 2022, they hope to again have a Gala, a Student Donor Luncheon, and a Paragon Award Dinner. The Foundation By-Laws Committee will be considering various changes to the By-Laws that are necessary to meet changing policies of the college and Foundation. For the upcoming year, they anticipate NOWI investments, and will grow the Annual Fund drive and Capital Campaign drive.

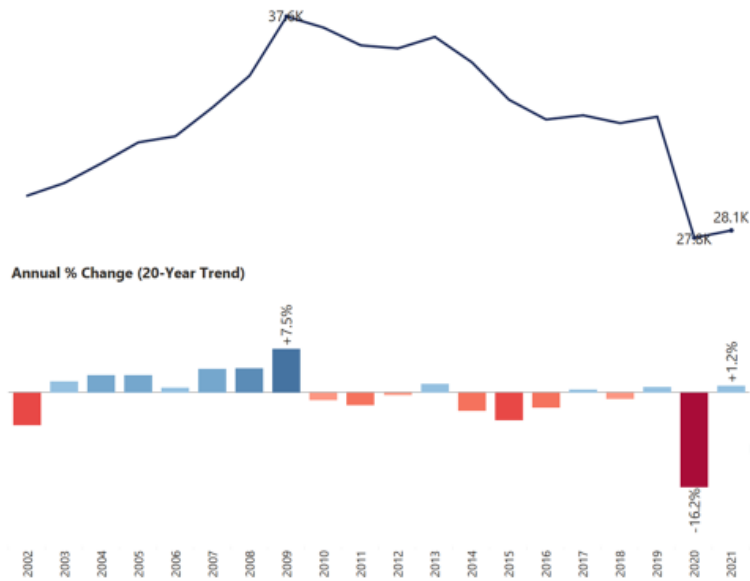
III. STRATEGIC ENROLLMENT MANAGEMENT PLAN

Chair Medeiros introduced Kate O'Hara, Vice President, Student Services and Enrollment Management to give a presentation to the Board regarding the Strategic Enrollment Management Plan. V.P. O'Hara also introduced Joe DiMaria, Associate Vice President of Student Success, who had joined the college in October. Mr. DiMaria said he was thrilled to be a part of Bristol Community College and the Student Services and Enrollment Management Team. The following are highlights of V.P. O'Hara's presentation.

Enrollment Landscape



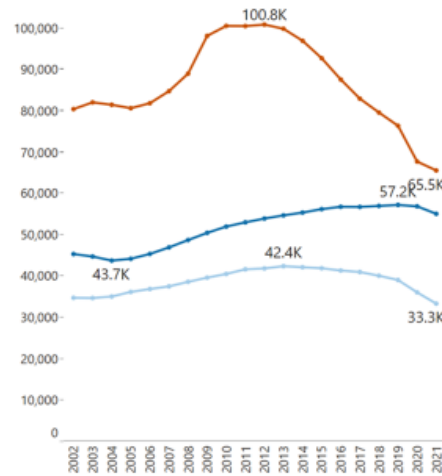
Undergraduate Students Enrolled—Total (20-Year Trend)



Data displayed is headcount enrollment of undergraduate students enrolled for credit in Massachusetts public higher education each fall. 2021 data are estimates prior to final fall data collection in December 2021. Source: Massachusetts Department of Higher Education.



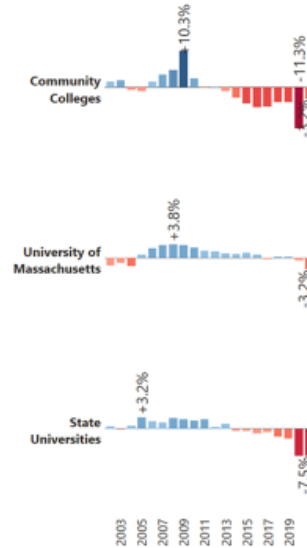
Undergraduate Students Enrolled—By Segment (20-Year Trend)



Data displayed is headcount enrollment of undergraduate students enrolled for credit in Massachusetts public higher education each fall. 2021 data are estimates prior to final fall data collection in December 2021. Source: Massachusetts Department of Higher Education.

Community Colleges University of Massachus. State Universities

Annual % Change (20-Year Trend)



Bristol Enrollment and Courses

	FL2017	FL2018	FL2019	FL2020	FL2021
Headcount	7,637	7,214	6,851	6,258	5,997
New	39%	40%	39%	38%	41%
Continuing	61%	60%	61%	62%	59%

FTE	4,874.4	4,573.8	4,401.3	4,037.3	3,699.9
Credit Course Sections	1,449	1,353	1,340	1,123	1,056
Registered Credits (excluding 3rd part contract courses)	73,116	68,607	66,019	60,559	55,499

Bristol Student Demographics

	FL2017	FL2018	FL2019	FL2020	FL2021
Part-time Headcount (less than 12 credits)	56%	58%	57%	57%	61%
Female	63%	63%	61%	66%	64%
Average Age	25.2	25.5	25.2	25.2	25.1
Ethnicity					
White	70%	68%	59%	67%	64%
Black or African American + Cape Verdean	8%	9%	10%	9%	11%
Latinx	9%	9%	9%	9%	10%

	FL2017	FL2018	FL2019	FL2020	FL2021
Degree Level					
Associate	88%	87%	87%	85%	84%
Certificate	4%	4%	4%	4%	5%
Non-Degree	9%	10%	9%	10%	11%
Dual Enrollment	1%	3%	3%	5%	6%

Pillars of the Strategic Enrollment Plan

- Recruitment
- Retention
- Technology
- Data

Recruitment

- Develop targeted recruitment strategies to reach traditionally underserved populations, including students of color, first-generation and Pell-eligible students.
- Define the unique needs of adult learners and offer tailored programs and services.
- Collaborate with Academic Affairs on a comprehensive analysis of program offerings that meet student demand and labor market needs. Develop targeted enrollment and marketing strategies around these programs.

- Adopt an outcomes-focused approach to student recruitment, focusing on the value proposition.
- Expand Early College programs throughout Bristol County.
- Implement a multi-year recruitment plan for the Athletics program.
- Decentralize enrollment efforts for each campus location to best meet the needs of each community.

Retention

- Expand the Student Success Center to support current students at risk of stopping out; assess the effectiveness of this model and apply best practices to other student-facing areas across the college.
- Implement proactive academic, career and transfer advising for all students, from the point of inquiry through graduation.
- Revamp and improve a comprehensive early alert system to identify at-risk students and provide appropriate intervention strategies to support their success.
- Enhance wraparound services to support students with identified barriers to success, including basic needs support, wellness and counseling services, and academic support services.
- Implement targeted interventions and engagement opportunities for traditionally underserved students.
- Provide an intentional onboarding experience for students that meets their individualized needs and connects them to the Bristol community.

Technology

- Leverage technology to provide 24/7 access to assistance and resources.
- Fully implement the recruitment module in Slate (our new Customer Relations Management System) to customize the student enrollment experience and provide tailored communication and messaging.
- Update student information systems such as Banner and DegreeWorks to improve the advising experience; leverage existing technology to streamline student support services.
- Develop and implement a protocol for "just-in-time" responses to student concerns and questions on various platforms, including the Bristol App and social media.

Data

- Identify and collect a comprehensive list of internal data and reporting needs to inform enrollment decisions; assign timelines for the creation/revision of reports.
- Establish enrollment goals and benchmarks for the institution, as well as for individual departments; create models to assess the effectiveness of recruitment and retention strategies.
- Utilize external data, including labor market statistics and census data, to inform recruitment strategies at each campus location.
- Utilize disaggregated student success data to inform and support equity initiatives.

Chair Medeiros thanked V.P. O'Hara for the very thorough report.

IV. NOWI UPDATE

Chair Medeiros introduced Jennifer Menard, Vice President Economic and Business Development, and Steve Kenyon, Vice President Administration and Finance and asked them to give an update on the National Offshore Wind Institute (NOWI). The following are some of the highlights of the presentation.

Economic and Business Development

Business Solutions and Partnerships

- Customized Corporate Training including supporting grant funds for employers such as the Commonwealth Corporation's Workforce Training Fund Program.
- Career and Technical trainings providing short term competency based trainings for credentials, professional development and upskilling for individuals.

Grant Development

- Develops proposals for local, state and national funding opportunities to achieve the college's strategic priorities and initiatives through private and public grants. Awarded over \$9 million since July 2021.

Adult Education

- High School Equivalency Program including the HiSET and GED programs.
- English for Speakers of Other Languages (ESOL) program.

National Offshore Wind Institute (NOWI)

The NOWI will offer a comprehensive array of required training to ensure the local and regional workforce has the skills, competencies and certifications required for careers in the offshore wind industry.

Programs and Training

- Health and Safety training such as Global Wind Organization (GWO) certified training.
 - GWO Basic Safety Training, GWO Basic Technical Training, Blade Repair, etc.
- Customized trainings for the Offshore wind developers, Original Equipment Manufacturers and supply chain companies.
- Offshore Wind Bridging program/Professional Development.
 - Orientation to Offshore Wind.
 - Onshore Wind and Offshore Wind.
- Innovation and Entrepreneurship Program.
- Offshore Wind Power Technology Associates Degree and Certificate. (*Academic program*)

Timeline for NOWI

2019

NOWI's external plan was to open in July 2019.

2019/2020

NOWI Program reset:

- Lack of support at federal level.

- Paused external marketing.
- Visited multiple facilities in Europe, met with GWO.
- Partnered with Maersk Training.
- Facility Development/Revamped project to best-practice model:
 - Visited/rejected 18 sites, committed to locating in New Bedford.
 - At least six months focused on Duchene Boulevard parcel in industrial park.

January 2021

Bristol entered into a long-term lease for Herman Melville Blvd.

Concurrently in the Industry

December 2020 - Vineyard Wind pulled permitting review, paused industry and training timelines.

March 2021 - New Administration set new clean and renewable energy goals.

President Biden committed to generating 30 gigawatts of energy by 2030, pushing the offshore wind industry forward with a bang!

Offshore Wind is here!

- Vineyard Wind One (*CIP/Avangrid Renewables*): The nation's first commercial-scale offshore wind project will consist of 62 wind turbines, each capable of generating 13 MVs of electricity, powering over 400,000 homes with 800 MVs.
- Mayflower Wind (*Shell/EDP Renewables*): The second project in Massachusetts is in the permitting pipeline after it signed a power purchase agreement in January 2020 for its 804 MV project.
- Avangrid and Mayflower Wind have submitted bids for the third Massachusetts offshore wind solicitation for 800 and 1,600 MVs. Decision by December 17, 2021.
- South Fork Wind Project (*Orsted*): This is the second approved project in U.S. with 130 MVs, powering 70,000 homes through 12 turbines.
- Bureau of Energy Management or BOEM reports that there are 16 plans for commercial offshore wind energy projects in the pipeline, representing 19 GW of clean energy.

Sources and Uses of Funds

Sources

- Grants Received:
 - \$460,000: Massachusetts Clean Energy Center
 - \$495,725: Commonwealth of MA
- Federal earmark requests in place.
- MOU with wind companies established for possible investment.
- Conventional financing planned for construction.
- Future lease and operating costs will support the college's operating budget.

Uses

- \$5 million: Construction of NOWI Facility.
- \$900,000: Equipment and fixtures.
- \$300,000: Programs, Certification and Train the Trainer Program.

Timeline

Bristol Community College

Timeline

Project Tasks	Anticipated Completion
I. Department of Environmental Protection Chapter 91 pre-application	
<ul style="list-style-type: none"> Informal Chapter 91 pre-application meeting with the Department of Environmental Protection (DEP). 	May 2021 / Completed
<ul style="list-style-type: none"> Application requirements: Site survey performed. 	July 22, 2021 / Completed
<ul style="list-style-type: none"> Application submission date to the DEP. 	August 18, 2021 / Completed
II. Department of Environmental Protection application review and approval process	
<ul style="list-style-type: none"> DEP assigned a file number. 	September 2021 / Completed DEEP awarded water depended status, no MEPA review required. Project approved for DPA.
<ul style="list-style-type: none"> Public comment period to run until Jan 20, 2022. 	January 2022
<ul style="list-style-type: none"> DEP required to complete Administrative Completeness Review. 	February 2022
<ul style="list-style-type: none"> DEP to issue their draft or final permit. 	April 2022



Bristol Community College

Timeline

Project Tasks	Anticipated Completion
I. Renovations and Site Completion	
<ul style="list-style-type: none"> Renovations originally scheduled to begin. 	February 2022
<ul style="list-style-type: none"> NOWI's renovations will be completed and can open for training in the Fall of 2022. 	September 2022
II. Additional Approvals	
Concurrently with Chapter 91 process, attaining additional consents from: <ul style="list-style-type: none"> Local Municipal Zoning Compliance Certificate process Zoning Board Planning Board Building Permit Required Early Demolition Permit 	September 2021 – December 2021
<i>(A demolition permit can be submitted to start demolition activities while developing a full set of building plans and waiting for additional approvals.)</i>	



Chapter 91. What is it?

- The Commonwealth's primary tool for protection and promotion of public use of its tidelands (filled and flowing) and waterways is Massachusetts General Law Chapter 91, the waterways licensing program. The Commonwealth formally established the program in 1866, but dates back to Colonial Ordinances of 1641-1647.
- Filled Tidelands - Inside Designated Port Areas, the historic Mean High Water shoreline (i.e., all filled areas). The Bristol NOWI is in a designated port area at 198

Herman Melville Blvd. MassDEP has agreed the proposed NOWI use is appropriate for licensing in the designated port area.

- Activities subject to Chapter 91 authorization include a change in use - any use of the authorized premises or structures for a purpose unrelated to the authorized use, whether express or implied. An example of such a change in use would be the conversion of a commercial fishing establishment to an office building.
- Licenses are in effect for a fixed term not to exceed 30 years, and are renewable for additional 30-year terms.

V.P. Kenyon said they have hired an attorney to assist with the Chapter 91 process. He introduced Attorney Jamy Buchanan Madeja from Buchanan & Associates to the Boards to help answer any questions they might have regarding Chapter 91.

Environmental permitting

- Buchanan & Associates counsels clients on waterfront development, wetlands management and actions under the Massachusetts Environmental Policy Act (MEPA).
- Buchanan & Associates handles extensive Chapter 91 licensing matters.

Foundation Director Peter Silva asked if Pell grant money was available for this. V.P. Kenyon said this is not eligible for Pell.

Foundation Director Silva asked if the accreditation for the NOWI was national. V.P. Menard said it was actually global.

Attorney Madeja gave an overview regarding Chapter 91.

Chapter 91 and its impact on the timeline

- Herman Melville Boulevard parcel fit well into the best-practice model and Maersk Training highly approved the alignment of its physical attributes with the training plan.
- Chapter 91 permitting required, property is in Designated Port Area.
- Bristol hired the most respected and knowledgeable attorney to guide us through the permitting process.
- Bristol has made steady progress on the timeline and has many industry, local, state and federal advocates who have stated their support for the project.
- Bristol team now believes the likelihood of securing a Chapter 91 license is assured, although delaying appeals are available to abutters or opposing entities.

Trustee Pamela Gauvin asked who bears the cost of fees. Attorney Madeja said everyone bears their own costs.

Foundation President Tom Murray asked how long the period was to appeal. Attorney Madeja said it was 30 days to appeal.

Challenges with delaying opening of the NOWI

- Milestones not met.
- Grant funding impacted, lost or delayed depending on funder.

- Bristol would be out of compliance with Maersk training contract.
- Bristol is unable to sign contracts with offshore wind companies for training without an opening date.
- Competition from other possible training providers growing.
- Timeline for DEP process is always uncertain, although the Program Director has personally committed to get this license issued in a timely fashion.
- Supply chain issues may add additional months to the construction process.

The Key Question - Do we begin construction on interior renovations in February 2022?

Pros

- Start GWO audit earlier.
- Start construction four months earlier.
- Help compete by earlier entry in the market/competition.
- Begin generating cash flow for NOWI leased space.

Cons

- Risk of spending construction money prior to securing all permits and appeal period running. Doing renovations permitted but opening could be delayed if decision appealed.

Some Questions

Foundation President Murray asked will money that comes in from vendors be funneled through the Foundation. V.P. Kenyon said yes, college management will manage the funds similar to that of the Attleboro Campus.

Foundation Director Luke Travis asked if there is competition stateside. V.P. Menard said yes, other states are investing for basic training, however they do not know as much as Bristol does about Offshore Wind. We are under the gun to get and stay ahead.

Foundation Director Kathy MacLean asked if Bristol has the permits in hand from New Bedford. Jo Ann Bentley, Associate Vice President for Administration and Facilities, said that the permits from the City of New Bedford, building and site plan review, are on the February 9 docket. They want to submit for an early demolition permit so they can start sooner. Ms. MacLean asked how long that would take. Ms. Bentley said inside demolition would take about five to six weeks. Ms. MacLean asked about supply chain issues – do you order the elevator and steel before the permits. Ms. Bentley said the RFP goes for subcontractor bid and submit to architects for review. Then the material is ordered. It will take approximately 20 weeks for steel due to supply chain issue. Foundation Member Frank Sousa asked how much money is needed before starting the process. Ms. Bentley said at the start you know the overall cost but construction costs are billed monthly. The first portion is demolition; costs are spread out over the time of the project.

V.P.s Menard and Kenyon said they would provide regular updates to the Boards.

Vote to proceed with construction in the first quarter of 2022

Board of Trustees:

A motion was made by Trustee Torres to proceed with construction in the first quarter of 2022; this was seconded by Trustee Clark. The motion was approved.

Foundation Board of Directors:

A motion was made by Foundation Director Don Smyth to proceed with construction in the first quarter of 2022; this was seconded by Foundation Director Liz Isherwood. The motion was approved.

V. OTHER BUSINESS

Board of Trustees Chair Medeiros said she had a special honor to announce. Today at the Board of Trustees Meeting, the Trustees voted to award the *John J. Sbrega, Ph.D., Exemplary Service Award* to Foundation Board of Directors Member Max Volterra, Esq. for his outstanding service to the college over many years. Both Boards expressed remarks that it was well-deserved.

VI. ADJOURNMENT

There being no further issues to discuss, the Joint Board Meeting concluded at 6:24 p.m.

Respectfully submitted,

Kathleen Wordell

Kathleen Wordell, Recording Secretary

1/31/22
Date Approved

KAW____
Initials