

Bristol Community College
Fall River, Massachusetts

Board of Trustees
Meeting Minutes

June 13, 2016

A. Convening

The three hundred and forty-second regular meeting of the Bristol Community College Board of Trustees was held on Monday, June 13, 2016, in Room D 209 of the Hudnall Administration Building, on the Fall River Campus at 777 Elsbree Street. Chair Joseph Marshall called the meeting to order at 4:02 p.m.

Trustees present: Joseph Marshall, Chair; Dr. Patricia Andrade; Jahziel Chase; Keith Hovan; Cynthia Rose; Anthony Sapienza; Sandra Saunders, Esq.; Dr. Ronald Schwartz; Diane Silvia, Vice Chair; Steven Torres, Esq.; Max Volterra, Esq., Secretary.

Trustees absent: None.

B. Information from the Chair

Chair Joseph Marshall welcomed all to the meeting. He then introduced Samuel Lema as the newly-elected Student Trustee for 2016-2017. Trustee Lema is a graduate of Durfee High School in Fall River, is enrolled in the Engineering Science Transfer program, and plans to pursue a bachelor's degree in Aerospace Engineering.

C. Consideration of Minutes of Meeting of May 2, 2016

Upon a Motion made by Trustee Chase to accept the Minutes of the May 2, 2016, meeting, as submitted, and seconded by Trustee Silvia, it was

VOTED to accept the Minutes of the May 2, 2016, meeting as submitted.

D. Presidential Search Update

Chair Marshall gave an update to the Board regarding the Presidential Search. He distributed a handout that explained the charge from the Board of Trustees to the Presidential Search Committee, summarizing their objectives:

- To assist in the conduct of an active national search for a President of Bristol Community College following Affirmative Action and Equal Employment Opportunity guidelines and considerations as well as the regulations of the Commonwealth of Massachusetts.

- To follow the timetable for the search that will bring recommendations to the Board of Trustees by December 2016.
- To observe the policies of strict confidentiality with regard to candidates, applicants, and nominees for the position.
- To recommend three to five candidates, in unranked alphabetical order, to the Board of Trustees for its selection of the President of the College.

Chair Marshall reviewed the Executive Search Profile with the Board. He said that once the final version is approved by the Board, the document will be given to R.H. Perry and Associates to use in advertising for the position. It lists the requirements necessary for the new president including experience and qualifications. Also noted is the removal of the R.H. Perry logo in the document.

Upon a Motion made by Trustee Rose to approve the Executive Search Profile and seconded by Trustee Schwartz, it was

VOTED to approve the Executive Search Profile.

E. President's Report

President Sbrega said that the draft Strategic Plan was presented to the Department of Higher Education (DHE)/Board of Higher Education (BHE) in Boston on May 13. It went very well; we needed the approval of the DHE to continue. Many College constituencies, including the Board of Trustees, participated from BCC. Aiding us in this endeavor were consultants Kathe German and Phil Sbaratta as well as Livia Neubert and Shawn Tivnan, co-chairs of the Strategic Planning Committee; and Vice Presidents Rhonda Gabovitch and Sally Cameron.

Vice President Gabovitch said they started the process in August when they received the planning document and synopsis of goals. It was very comprehensive and systemic, collaborative and highly participatory.

Vice President Cameron said that the DHE was infused within the process of the Strategic Plan. The first meeting was in June 2015 when the DHE explained what was needed. This was very helpful for BCC. On May 13, 2016, President Sbrega and members of the Strategic Plan Committee attended the DHE meeting and showed how our plan aligned itself with the Vision Project. The DHE thanked us saying that the "Staff and Board heartily endorsed the BCC plan" and praised President Sbrega for being connected with the Vision Project.

(Trustee Andrade joined the meeting at this time.)

Consultant Kathe German said that the Planning Process unfolded in five phases:

1. Develop a Strategic Vision
2. Analyze the Environment
3. Identify Strategic Priorities and Strategies
4. Create a Draft Plan
5. Develop an Implementation Process

She said that they had a marvelous team. The Committee members never missed a meeting (even with Work to Rule) and worked hard reviewing the 120 pages of the plan. Kudos to Livia Neubert, Shawn Tivnan, and Vice Presidents Rhonda Gabovitch and Sally Cameron; without a team like this we could not have proceeded.

To support the planning process, two environmental scans were produced. One addressed external conditions – demographic changes, workforce, Higher Ed environment, and changes in technology. The other addressed internal conditions – Vision goals, student enrollment data, completion date, student learning, civic engagement, advancement, Human Resources, buildings, fundraising, etc.

Phil Sbaratta said there was a series of priorities; the President requested we visit as many groups (constituencies) as possible. Twenty-one focus groups and listening sessions were conducted on each of the five College locations. Multiple sessions were conducted with faculty, students, staff, the Board of Trustees, Foundation, etc. After each session, reports were put on the Strategic Planning Blog. The Vision Project needed to be incorporated into the Strategic Plan per the DHE. An online survey was implemented that resulted in 82 responses from faculty and staff.

Ms. Neubert and Mr. Tivnan enumerated the goals (Strategic Directions and Key Strategies) of the *Strategic Plan 2016-2020: Shaping the Future*:

1. College Participation: Developing and Sustaining Enrollment
2. College Completion: Fostering Students' Educational Aspirations
3. Student Learning: Providing Robust, High-Quality Education
4. Workforce Alignment: Transitioning from Classroom to Workplace
5. Preparing Citizens: Connecting Individual and Community
6. Eliminating Disparities: Leveling the Playing Field
7. Institutional Advancement: Positioning the College

Regarding 6. *Eliminating Disparities*, Trustee Rose asked if this was something we do currently. How does this change? Ms. Neubert responded that we would improve upon what we do now. Mr. Tivnan added that there are things we could do in a more streamlined way. Vice President Cameron said that we have made progress in hiring faculty and staff; we have hired individuals who are models for students and will create a welcoming environment to help attract more students.

Trustee Torres asked what the metric was that was used for 3. *Student Learning*. Ms. Neubert said it was 80 percent - C or better in a course.

Trustee Torres asked what the metric was that was used for 7. *Institutional Advancement*. Mr. Tivnan said that it is noted on page 26 of the Plan – “increase the institutional effectiveness measure for primary reserve to 0.17.” They want us to be at 10 percent, but we are already at 15 percent. If we streamline our programs, we can expand funds.

Mr. Sbaratta said the Plan went through multiple versions based upon commentary brought to the Committee. The last Strategic Planning Meeting was at the end of April; 22 members attended. It was an intensive process and produced a representative document. The next phase is the implementation process. We used the old process as the springboard. It all begins with the President’s goals, the Vice Presidents goals, and then the rest of the College.

Trustee Volterra said that on page 11 it discussed levels of placement into developmental coursework; it is difficult to find where it will be attached. He could not find in the plan the driving point of the developmental plan. Trustee Andrade asked is the idea to have a group address each idea and develop it further? Is part of the Implementation plan to have groups add to it? Mr. Tivnan said this the Strategic Plan for the College. We use this list and each year the President and Vice Presidents address what the issues are dependent upon what resources are available. Groups within the College will write proposals for funding of certain programs. Mr. Sbaratta said the implementation process develops from the President’s goals. Each year it is determined what the goals are and the funding available, and then proceed from there. Staff and faculty will propose an idea and it is funded with funds set aside for that purpose. Chair Marshall said that you must remember this is a four-year plan with check points along the way.

Vice President Cameron said that regarding Trustee Volterra question concerning developmental education – we have no control of what students will enroll; we take everybody. Vice President Greg Sethares has piloted programs that are not expressed directly in the College’s overall Strategic Plan but are part of his plan. Trustee Volterra feels it hides behind the educational jargon. Mr. Tivnan said that they are open to edits in the plan; specifics are usually addressed at the departmental level. Mr. Sbaratta said that this plan is coordinated with the President’s goals and each Vice President addresses each component and always filtered through. Trustee Sapienza asked what the tactical plan was for next year. Vice President Cameron said that will be determined in August. President Sbrega said that every year for the Annual Evaluation the College plan is folded with the Vision Project and is incorporated into the President’s Evaluation. The Board (through the Personnel Committee) approves the Presidential Evaluation of the last year as well as the goals for the upcoming year. The Vice Presidents take their cue for their goals and objectives from the President’s Goals and Objectives. Regarding developmental education – we are very fortunate that Vice President Sethares came from a mathematics background as he has restructured our approach to developmental education.

Trustee Volterra said he would like to add a line or paragraph regarding developmental education to 1. *College Participation* on page 19. Mr. Tivnan asked if they amend it and add a line, would it then be acceptable. Trustee Volterra said yes.

Trustee Andrade said that at the Board Retreat we should review the Strategic Plan as a Board and address this and each one as well as the implementation plan, specifically with how we are to meet the goals. It is not just the Vice Presidents responsibility but the Board's also. Trustee Keith Hovan said that our job is to govern; management's job is to implement. The Vice Presidents run the show – we need to have the Vice Presidents do that.

Chair Marshall requested that a motion be made for approval of the Strategic Plan with the amended language.

Upon a Motion made by Trustee Volterra to approve the Strategic Plan with the amended language and seconded by Trustee Rose, it was

VOTED unanimously to approve the Strategic Plan with the amended language.

President Sbrega gave his report to the Board.

President Sbrega welcomed Samuel Lema as the elected Student Trustee for 2016-2017.

The BCC Taunton Center ribbon cutting ceremony was held on Friday, June 3, and was a well-attended event.

The BCC Preparedness Team has conducted meetings with the Silver City Galleria Mall synchronizing operations in summer joint exercises and training.

Gloria Saddler, Dean of the BCC Taunton Center, has been meeting with the Greater Attleboro Taunton Regional Transit Authority (GATRA) to extend bus service to 7 p.m.

BCC Taunton Center end-of-year awards ceremony was held on May 4.

On May 10, the Nursing Assistant pinning ceremony was held.

On May 16, the end-of-year Tutor Celebration took place.

Annual Experiential Education Recognition Breakfast was held on Tuesday, May 17 (combined Co-op and Civic Engagement).

The ESL graduation was held on May 17.

The BCC Athletic Banquet was on May 18.

The 2016 Pinning/Awards Ceremonies were held on:

- May 23 – Nursing
- May 24 – Combined Allied Health

- May 25 – Dental Hygiene
- May 26 – Student Awards Ceremony

June 1 was the Gateway to College graduation ceremony.

BCC's Commencement was held on Saturday, June 4.

On June 5, BCC's Multicultural Festival for the 50th Anniversary was held.

Adult Basic Education (HiSET) graduation took place on June 6.

Scoop-by-Scoop took place at the following BCC locations:

- April 27 - BCC Attleboro
- May 4 – BCC Taunton
- May 6 – BCC Fall River
- May 10 – BCC New Bedford
- May 18 – Davol Street

SkillsUSA – BCC Culinary Arts Students

- Gold –
 - Erene Maurides
 - Abigail Swass
 - Bryhana Jeffries
- Silver –
 - Keysha Luna

Best Buy in the Silver City Galleria Mall will offer “Products of the Month” discounts for BCC students.

BCC was on of 44 national campuses selected to serve as the Experimental Site for the Pell Initiative for Dual Enrollment Students for the next three years. This is currently offered at all four BCC locations.

On-line learning (eLearning) is up 20 percent this summer - 58 percent of total summer and 52 percent of all credits during the summer. It is 40 percent live in either New Bedford (21 percent) or Fall River (19 percent). Trustee Sapienza said that on-line education was the government's justification for not giving us funding for bricks and mortar. Trustee Andrade asked if students take on-line courses are they “enrolled”? President Sbraga said absolutely; on-line courses offered are BCC courses regardless. Trustee Andrade asked if there is an increase in students taking on-line courses then that will increase enrollment. Vice President Sethares said yes. Trustee Saunders said that most students need interaction however. President Sbraga said that hybrid courses that are offered at BCC combine on-line instruction as well as physical meetings also.

Other Items of Interest

This was BCC's Inaugural Golf Season; two of the five golfers, Matthew Murphy and Beau Jacques, qualified for the National Tournament in Chautauqua, New York.

As mentioned previously, on May 13, the members of the Strategic Planning Committee and President Sbrega attended the DHE meeting for our Strategic Plan.

On May 20, President Sbrega, Trustee Sapienza, Vice President Sethares, and Dean Jim Daniels met with Audra Riding from Senator Marc Montigny's Office to discuss New Bedford.

A Taunton Campaign Subcommittee Meeting was held on June 2.

BCC received a state grant for \$219,000 for Training Resources and Internship Networks (TRAIN) that will provide training for the persistently unemployed, remediation training, work readiness certificate, CNA training, and home health aide.

BCC was awarded \$602,883 to fund Water Treatment Training (Community College network across New England).

National Off-Shore Wind Institute and New Bedford Mayor Mitchell's research and training initiative. BCC members – Vice President Paul Vigeant and Associate Vice President Anthony Ucci.

Gaming – BCC and Cape Cod Community College are offering upgrading skills for Wampanoag Tribe. BCC's Workforce Education Institute and CATCH providing support for Project First Light. Existing CATCH curriculum – the anchor.

Building Performance Institute (BPI) – BCC is approved to provide on-site training and testing "Test Cabin" at the Davol Street location - Healthy Home Evaluation.

The Vice President of College Communications Search is on-going. A decision should be made soon.

Our Resource Development Office has received \$1,163,566.73 total to date. There is \$1,000,000 pending. The President's Cabinet is narrowing project priorities.

Retention – focusing on transportation, mentoring, and student engagement.

May 5 was Portuguese Language Day.

Recognition Breakfast for full-time faculty and staff was held on May 5.

The BCC Golf Tournament was held on May 9.

The Fall River School Counselor Breakfast took place on May 12.

On May 19, STEAM Interactive Workshops were held for middle school students.

Vice President Sally Cameron's retirement party was held on May 20.

Nursing faculty member Kathleen Plante successfully defended her doctorate dissertation at UMass Dartmouth. She is a BCC graduate and has received her BSN, MSN, and Ph.D. at UMass Dartmouth. Others who also recently received their doctorates are Vice President Greg Sethares from UMass Dartmouth, and Patrico Jorge from Johnson & Wales.

F. Report of the Nominating Committee

Trustee Steve Torres, Chair of the Nominating Committee, gave his report to the Board from the meeting on May 2, 2016.

Trustee Torres shared the letter of intent and nomination with the Nominating Committee during the meeting. Nominations were to keep the current Vice Chair Diane Silvia and Secretary Max Volterra. The nominations were approved by all the Committee members.

The Nominating Committee also reviewed the 2009 vote of the Board regarding the three-year limitation on consecutive terms for officers as well as the 2012 opinion from Community College Counsel Ken Tashjy on the issue. The restriction not being contained in the By-laws, the Committee did not apply its terms in considering the nominations but did agree to place recommended, improved language to the Trustees for discussion in a future meeting and proper revision to the By-laws. Trustee Torres ended his report.

Chair Marshall asked if there were any other nominations for consideration for Vice Chair and Secretary. No other nominations were made from the floor. The nominations for consideration were:

Vice Chair - Diane Silvia
Secretary - Max Volterra, Esq.

Chair Marshall called for the vote.

All VOTED unanimously to approve the recommended names.

Chair Marshall stated that Trustee Diane Silvia was elected as Vice Chair and Trustee Max Volterra was elected as Secretary for the 2016-2017 year. Congratulations were offered to both elected Trustees.

G. Report of the Retreat Committee

Trustee Cynthia Rose, Chair of the Retreat Committee, gave her report to the Board from the meeting on May 2, 2016.

The meeting date of August 29, 2016, with a scheduled time of 8:00 a.m. until 1:00 p.m. was agreed upon by the Committee. The venue that they discussed was the new BCC Taunton Center. Trustee Rose had spoken with Gloria Saddler, Dean of the BCC Taunton Center, who informed her that there is a large, conference room that can accommodate all of us. The Committee agreed to this location as it would be a good way to have the Board see and use the new site.

The Committee agreed to start our part of the Retreat at 8:00 a.m. with continental breakfast and then begin our session by 8:30 am. Besides the Board of Trustees, the only other person for this segment would be Kathleen Wordell, Executive Assistant. Prior to the Retreat, Trustee Rose will send out homework assignments for each member to provide two to three topics of what they would like to discuss at the Retreat. They will request an easel so as to write down all the topics. This session should end by 10:30 a.m. Once they discuss their topics of interest, the Board will submit whatever questions and discussions that are needed from the President and his Cabinet at a later date.

The next part of the agenda would be to have a regularly scheduled meeting with the President and whomever else he wants on his agenda. The meeting should begin at 11:00 a.m. and end by 1:00 p.m. with all Board members having a working lunch while conducting the meeting.

Upon a Motion made by Trustee Silvia and seconded by Trustee Schwartz, it was

VOTED unanimously to accept the Report of the Retreat Committee.

H. Report of the Facilities Committee

Trustee Anthony Sapienza, Chair of the Facilities Committee, gave his Facilities Report of the Special Joint Meeting of May 23, 2016. (The Facilities Committee and Finance and Audit Committee met jointly as discussions regarding the New Bedford Campus might have had an impact on the fiscal year 2017 budget.)

The College's partner at our 800 Purchase Street location is Higher Education Partners (HEP). They invested \$5-6 million in our campus with the hopes of receiving 20 percent of our revenues when profitable. They have done this at three Massachusetts Community Colleges and several in Ohio. BCC being the initial site, HEP overspent on the improvements and is paying \$770,000 per year to lease the building which is only 75 percent occupied.

The College and HEP wish to end their relationship and need to determine what to do with the property. The property is owned by STORE Capital and leased entirely to HEP.

We currently pay \$477,000 per year (\$12.68) for 39,000 SF plus utilities (which total approximately \$500,000) to HEP. To lease the building would be \$655,000 (STORE concession from \$770K) plus taxes (\$97,000), utilities and insurance (\$40,000). There is currently \$130,000 per year in rental income from two existing tenants.

The College would like to lease its current space from STORE directly but STORE wants to lease the entire building or sell it. They are asking \$8.9 million.

The Facilities Committee authorized management (Vice President Steve Kenyon) to conduct an appraisal of the property. The appraisal will be completed in the next 2-3 weeks.

The Facilities Committee felt comfortable that if the College could buy the building for approximately \$4 million that would be reasonable. STORE has rejected that non-binding offer. STORE is reluctant to sign a DCAMM lease because of the language that allows the state agency to default if state funding is reduced. The College and DCAMM are working on language that may be a compromise. STORE would still like to lease the entire building and not have to manage multiple tenants.

The College feels that either a 10-year lease with STORE for our existing space or some additional space would be the best scenario. In the unlikely scenario that STORE would sell for \$4-5 million the College could partner with the Foundation to acquire the property. The mortgage on a \$4 million purchase is \$485,000. This is about what we are currently paying to lease our space. Discussions with STORE and HEP will continue. The goal is for the College to remain in the space that is built out to our specification either in a long-term lease or purchase.

The Facilities Committee seeks the Board's support to continue to negotiate a purchase or lease with STORE. Any final decisions will be subject to Board approval.

Vice President Kenyon added that the appraisal is being done today by Mark Freitas. He said there is a lot of value in leases. HEP is breaking a twenty-year lease and UMass has a ten-year lease.

Trustee Torres said that this should be continued at the next meeting during an Executive Session as discussion to consider the purchase, exchange, lease or value of real property may have a detrimental effect on the negotiating position of the public body.

Upon a Motion made by Trustee Volterra and seconded by Trustee Schwartz, it was

VOTED unanimously to accept the Report of the Facilities Committee.

I. Report of the Finance and Audit Committee

Trustee Cynthia Rose, Chair of the Finance and Audit Committee, gave her Finance and Audit Committee Report of the Special Joint Meeting of May 23, 2016.

At our May 23 joint meeting we approved the Bad Debt Write off for FY14.

We approved a budget of \$90,000 for the Presidential Search which includes R.H. Perry and Associates and expenses for the candidates.

We approved retaining O'Connor & Drew as our independent auditors for FY16.

We discussed at great length the Fiscal Year 2017 operating budget. Management presented an operating budget that included a \$300,000 loss and \$5 per credit fee increase.

After lengthy discussion that included the budget cuts necessary to get to the presented budget, the Committee discussed increasing the fee by \$7 per credit. We took into consideration that the presented budget had over \$1.2 million in eliminated positions. In considering the \$7 fee increase we discussed:

- Bristol Community College is the second largest community college in Massachusetts. We have for decades been one of the worst state funded colleges, currently 14 out of 15.
- Despite being poorly funded by the Commonwealth we remain one of the least expensive, currently 9 out of 15.
- The current administration has eliminated the Performance Funding that had benefited BCC so well in recent years.
- Full PELL is \$5,816 per year, which is \$1,472 more than our annual tuition and fees.
- A fee increase of \$7 per credit would increase annual cost by \$168 per year, well within excess PELL available to students.

Trustee Rose said taking those statistics and the anticipated fee increases of the other schools, the Committee is recommending a \$7 fee increase to the Board today. Vice President Kenyon said that the fee increase would not be effective until the fall and does not affect summer courses.

Upon a Motion made by Trustee Torres and seconded by Trustee Sapienza, it was

VOTED by majority vote to accept the Report of the Finance and Audit Committee including the fee increase of \$7 per credit. Trustee Jahziel Chase opposed the motion.

J. Report of the Alumni Trustee

Alumni Trustee Diane Silvia gave her report to the Board.

Associate Vice President Kate Brezina is trying to recruit more alumni from the Attleboro area.

At the Student Pinning Ceremonies, there was a good alumni presence.

The Association is currently working on getting contact information from alumni to update the database.

Vice President Kathy Garganta did a wonderful presentation for the Hunger Program.

The Paragon Awards and Outstanding Service Awards integrate well with the African American Alumnus and Alumni of the Year.

The Alumni Association is reaching out to BCC Graduates through social media ambassador program.

As of September 1, there are five openings on the Alumni Association Board; Kate Brezina is recruited alumni for these positions.

Upon a Motion made by Trustee Rose and seconded by Trustee Volterra, it was

VOTED unanimously to accept the Report of the Alumni Trustee.

K. Report of the Foundation Relations Committee

Trustee Diane Silvia, Chair of the Foundation Relations Committee, gave her report to the Board.

The last Foundation meeting was held on April 13. The next meeting will be this Wednesday, June 15.

October 15 is the date for the Gala event to be held in G Building on the Fall River Campus.

The Golden Opportunity Gala for the 50th Anniversary that was held this past Saturday, June 11 was spectacular. She heard very good comments from attendees.

The Foundation will have its annual financial audit in August; September 7 will be the final report.

Upon a Motion made by Trustee Volterra and seconded by Trustee Torres, it was

VOTED unanimously to accept the Report of the Foundation Relations Committee.

L. Report of the Student Trustee

Student Trustee Jahziel Chase gave his last report to the Board.

As President Sbrega mentioned, it was a very busy month with the Student Awards Ceremony, Graduation, and HiSET Graduation (Trustee Chase said that he himself was a HiSET Graduate).

The BCC Celebrates Southcoast event with Samantha Johnson was a great success on June 5.

Trustee Chase had an update on Valedictorian John Connor Dvorsky – he got a full ride to Brown University.

Trustee Chase has been asked by the DHE to be a Segmental Advisor. He is to attend the BHE Academic Affairs meeting next week.

BCC has the highest GPA requirements for CHP for the community colleges – 3.45.

Upon a Motion made by Trustee Schwartz and seconded by Trustee Volterra, it was

VOTED unanimously to accept the Report of the Student Trustee.

Everyone wished Trustee Chase well.

M. Report of Personnel Actions

Upon a Motion made by Trustee Rose and seconded by Trustee Silvia, it was

VOTED unanimously to accept the Report of the Personnel Actions.

N. Request for Approval of Workforce and Community Education Contracts

Upon a Motion made by Trustee Rose and seconded by Trustee Volterra, it was

VOTED unanimously to accept the Contracts.

O. Old Business

Regarding the litigation in October – Gina Yarborough and Anne McLaughlin are expected to attend the August 29 Board Meeting to give an update.

Vice President Garganta will provide another Enrollment Update at the Board of Trustees Meeting of November 7 or December 5.

P. New Business

Trustee Chase said that Robert Chase has been requesting new benches on the Fall River Campus. There is a picnic table area outside of A Building, however we do need more benches on campus. Vice President Kenyon said that there will be three more benches added to the area between D and H Building in front of the courtyard and wooden benches to be added elsewhere.

Trustee Volterra said that the Manhattan Short Film Festival will again take place at Attleboro Campus on September 23 – 24, and on September 28 in New Bedford at the Whaling Museum.

Q. Adjournment

There being no further business to come before the Board, Chair Marshall declared the meeting adjourned. The time was 5:49 p.m.

Respectfully submitted,

Max Volterra, Esq., Secretary

8/29/16
Date Approved

KAW
Initials