

Bristol Community College
Fall River, Massachusetts

Board of Trustees
Meeting Minutes

January 14, 2019

A. Call to Order

The three hundred and sixty-fifth regular meeting of the Bristol Community College Board of Trustees was held on Monday, January 14, 2019, in Room D209 of the Hudnall Administration Building on our Fall River Campus at 777 Elsbree Street. Chair Joan Medeiros called the meeting to order at 4:07 p.m.

Trustees present: Joan Medeiros, Chair; Samir Bhattacharyya; Sara Hincapie; Keith Hovan; Lynn Malasi; Anthony Sapienza; Sandra Saunders, Esq., Secretary; Diane Silvia.

Trustees absent: Frank Baptista; Valentina Videva Dufresne; and Steven Torres, Esq., Vice Chair.

B. Chair's Remarks

Chair Medeiros said they were very busy during early December but the holidays are now over and we are back to regular activity. She provided a quick update on an employee settlement stating it had been settled the week prior.

C. 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 Meeting of December 10, 2018
- Report of the Finance and Audit Committee Meeting of December 10, 2018
- Report of Personnel Actions
- Report of Workforce and Community Education Contracts

Upon a motion made by Trustee Sapienza to accept the Consent Agenda Items and seconded by Trustee Silvia, it was

VOTED to accept the Consent Agenda Items.

(Trustee Keith Hovan arrived at this time – 4:10 p.m.)

D. President's Report

President Douglas said the following are Talking Points for the Board of Trustees:

BRISTOL-UMASSD TRANSFER PROGRAM

A Memorandum of Agreement was signed on August 20, 2018, between President Douglas and Chancellor Johnson of UMass Dartmouth (UMassD). The memorandum formalizes an initiative between Bristol and UMassD to create a seamless pathway for Bristol students to earn a Bachelor's Degree at UMassD. Under this new relationship which was launched in December 2018, both institutions will share academic records and student information in order to simplify the transfer process. While at Bristol, students will have access to many of the same opportunities that UMassD students have, including access to facilities and events. With this agreement, Bristol students will be part of both academic communities and develop the familiarity and comfort necessary to successfully progress from Bristol to UMassD with ease.

BROWN ENGAGED SCHOLARS

Enoch Lamptey, Ph.D. is one of 12 faculty and staff selected as the first cohort of Campus Compact's Eastern Region Engaged Scholars Initiative. Partnering with Brown University, the initiative seeks to develop, support and connect leaders who will co-created knowledge, critically engaged pedagogies, institutional change, and collaborative action to address societal issues. Selected from a highly competitive pool of candidates nominated by college and university presidents and chief academic officers, the scholars represent 11 institutions from seven states and D.C., and a variety of roles connected to civic and community engagement. Dr. Lamptey, Assistant Professor of Sociology, is one of two Community College scholars selected. He will participate in an 18-month learning and leadership process which includes professional development, collaboration and scholarship to help the individual participants and the cohort strengthen their scholarship, research and impact, culminating in the Eastern Region Campus Compact Conference in March 2019 at Brown University.

The Eastern Region Campus Compact includes Compacts in ME, NH, MA, CT, RI, NY, NJ, PA, DE, MD, and DC.

BRISTOL RECEIVES INCLUSIVE ENROLLMENT PLANNING GRANT

The Massachusetts Department of Higher Education (DHE) has awarded Bristol Community College a grant of \$35,329 to support planning efforts focused on the development of a campus-based inclusive concurrent enrollment program for students with intellectual disabilities, part of the Massachusetts Inclusive Concurrent Enrollment Initiative (MAICEI). Bristol will be part of a network of 15 public colleges and universities across the state and will partner with the Fall River, Dartmouth and Somerset/Berkley school districts. The first group of three to six students will enroll in fall 2019.

President Douglas discussed the following:

- Bristol Community College has received approval from the Commission on Dental Accreditation (CODA) to accept 22 dental hygiene students into the program for the fall 2019 semester and thereafter. Currently, the Dental Hygiene program accepts 20 students. These changes will allow Bristol to serve more students and prepare more workers for the field.
- The college has been approved to use STEM Starter Academy funds to create an undergraduate research program which will engage students (with stipends) in STEM research beginning this summer with our faculty. Dr. Mary Rapien, one of our science faculty members, will serve as the research coordinator.

Vice President Ed Cabellon gave a brief enrollment update report. Fall 2018 Enrollment Data:

- Total Full-Time Equivalency (FTE): -7.2%
- Total Unduplicated Headcount: -6.9%
 - Attleboro: -11.25%
 - eLearning (is the one area to gain): +3.20%

For spring 2019 Enrollment, we have received 1,900 applications with increases in both minority and 25+ populations. He will give a more detailed, updated report at the February Board Meeting.

Vice President for Academic Affairs Suzanne Buglione gave a presentation on her department.

V.P. Buglione said she has been in the position since mid-October and has been doing a lot of listening to faculty, staff, students and families. Academic Affairs consists of six academic areas, 128 full-time faculty, 498 adjuncts (decreased number due to a decreased number of students), 61 staff, deans on each campus and online learning, 69 programs, 56 certificates, \$3 million in grants, as well as TRIO and College Access (to SSEM). V.P. Buglione is working collaboratively with Vice President Ed Cabellon.

The Academic Affairs culture exhibits a high degree of caring for students. We need to take that care and move it to intervention. We need to get the faculty to make referrals to V.P. Cabellon's CARE Team. We are working on strategic plans for campuses and online learning, and pushing decision making out from the V.P. to the deans. We need to move from ignorance to inclusion; from mysterious to transparent; and from past practice to continuous improvement to innovation.

V.P. Buglione said the Academic Plan for 2018-2019 focuses on the following:

- Increase HIPs to close achievement and opportunity gaps.

- Pathways to the Future: Guided Pathways.
- Inescapable Support, Learning Commons.
- Increase online, hybrid offerings.
- Grow Early College and Dual Enrollment.
- Strategic, Data and Technology driven.
- Expand Transfer Opportunities.
- Prepare Civic Participators.
- Expand Shared Governance.
- Focused Assessment & Professional Development.
- New Faculty.
- Retention.

Regarding Academic Affairs Outcomes – culture affects measurable goals, strategy development, evidence-based practices and KPIs; overall measures as well as by HIPs and by underrepresented populations. Outcomes are formative (persistence/developmental education success) and summative (goal attainment/graduation rates/ retention).

On January 12, 2019, the five-year interim report of Bristol’s accreditation was sent to NECHE (formerly NEASC). It addressed four areas of concern: Assessment, Advising, Dual Enrollment and Shared Governance. We will be working on the following:

- New Strategic Plan
- Strategic Enrollment and Retention Plan
- Advanced Shared Governance
- Professional Development
- Equity Across the Campuses
- Focus on Part-time Students

V.P. Buglione asked if there was anything the Board would like to know about the college’s academic areas. How can we better help you understand principles of accreditation, student learning outcomes, and related educational concepts and practices? While we have just established institutional Key Performance Indicators for Bristol, what other measures of educational quality would be important for you to know and understand? Trustee Saunders asked if the college’s application was a standard across all Massachusetts community colleges or unique to Bristol Community College. V.P. Cabellon said that it is specific to just Bristol and is the same one they have used for about seven years. It was requested that Ms. Wordell forward a copy of the current application to the Board.

Chair Medeiros asked if many more students select general studies then other areas. V.P. Buglione said that general studies is our largest major and they are trying to redirect students from general studies majors to select metamajors as well as do career exploration with students at the beginning not at the end of study. Trustee Malasi asked if career exploration should be done before students come here. V.P. Buglione said ideally.

They are redesigning the First Year Experience with as much intervention and structure as possible. Trustee Bhattacharrya said they should adopt an evidence-based approach and develop a time-bound plan to change the existing culture. V.P. Buglione said she and V.P. Ed Cabellon conduct monthly trainings with department heads. The President's Leadership Team is also enlisting a broader strategy to orient new leaders.

Trustee Sapienza asked how the college measures academic excellence. V.P. Buglione said the measures need to be formative and summative, and they look at the DWF rate (D's, Withdrawals, F's, and Incompletes). Trustee Malasi asked if instructors were rated according to the DWF rates. V.P. Buglione said we usually measure a teacher using the DWF rate if we notice issues with certain teachers. We are working to improve HR hiring practices and hire faculty for their expertise and their teaching ability; we rely upon past experience with comparable institutions and references. Trustee Sapienza said it is important to provide all courses at all campuses. V.P. Buglione said in an effort to do so, they are providing more hybrid courses to students. Trustee Silvia asked if they conduct student evaluations for teachers at the end of classes. V.P. Buglione said they do. They also review/share the results with teachers, and have conversations with faculty with low scores.

Executive Director Paula Popeo suggested taking a snapshot of students as they go through the degree program and employment. V.P. Rhonda Gabovitch said we are required by the federal government to track students; it was previously for a two-year period but is now longer. V.P. Buglione said our efforts regarding assessment have grown and improved. President Douglas referred to an article, "Overseeing Educational Quality: A How-To Guide for Boards of Universities and Colleges." Ms. Wordell would forward this to the Board.

E. Report of the AD HOC Committee (Bylaws Review)

Chair Medeiros said that all previously suggested changes have been made to the revised Bylaws and asked if there were any further recommended edits. Trustee Hovan said the word "and" needs to be added to the title of the Nominating Governance Committee in Article 3 Section II, so as to read "Nominating and Governance Committee."

Chair Medeiros said the above change would be made to the Bylaws; she then requested a motion to approve the Bylaws.

Trustee Sapienza made a motion to approve the revised Board of Trustees Bylaws with the recommended edits. This was seconded by Trustee Silvia, and it was

VOTED to approve the revised Board of Trustees Bylaws with the recommended edits.

F. Report of the Student Trustee

Student Trustee Sara Hincapie gave her report to the Board. The following are some of the highlights:

- The next SAC Meeting will take place on Wednesday, January 23, 2019, at Quinsigamond Community College.
- New Trustee Orientation at MassBay Community College on January 29, 2019.
- Holidays Around the World event.
- During Finals Week:
 - Made ornaments to distress.
 - Addressing mental health issues (Student Senate to address).
 - Offered free snacks and coffee.

- Giving Tree – Student Life gave out gifts December 10 – 21, 2018.
- “Can’t Stop the Feeling” video.
- Mobile Mart.
- Cape Verdean Family Night on Wednesday, January 30.
- Men’s Basketball is doing well. We would like to see more support for sports and increased attendance at Bristol sporting events. Student Senate is to do a raffle.
- While a work-study student at the Taunton Campus, Trustee Hincapie has noticed that there needs to be more eLearning support at the Taunton and Attleboro campuses.

G. Financial Update

Vice President Steve Kenyon gave the following update:

- Due to the Federal Government shutdown, the IRS has relaxed its rules regarding transcripts.
- The National Science Foundation Grant of \$600,000 has been effected.
- Budget FY19 – Enrollment is the biggest concern; each percentage off is equal to -\$120,000 in revenue.
- Expect -\$1 million loss this year, even with cuts added to enrollment.
- -\$400,000 in realized gains.
- FY2020 budget – will be sending information to the Finance/Budget Committee soon.

H. Old Business

Chair Medeiros said that we are gathering information for a Retreat in March. Unfortunately, the dates of March 12 -13 will not work due to a schedule conflict, so we are looking at other dates and hope to get that information to the Board by the end of the week.

President Douglas gave an update of the President’s Approved Goals for 2018-2019:

- **Strategy I College Participation: Developing and Sustaining Enrollment**

- New Co-Curricular Development with Women’s and Multicultural Centers: Women's Center launched Stories that Inspire Series of speakers along with an open house and numerous collaborations with faculty and community members.
- Online Program Development: new Liberal Arts-Psychology online program in development for fall 2019 launch.
- New Campus and Online Learning Strategic Marketing Plans: Communications has developed a template business/marketing plan for campuses.
- Increase Dual Enrollment student numbers by 5%: Dual Enrollment students for spring 2019 have increased by 92% compared to spring 2018.
- **Strategy II College Completion: Fostering Students’ Educational Aspirations**
 - Increase portal activity by 20%: December 2018 visits up 24% over December 2017.
- **Strategy III Student Learning: Providing Robust, High-Quality Education**
 - New transfer and accelerated opportunities developed: Bristol+UMassD program rolled out December 2018.
 - College-wide calendar of the technology staffing resources available: staff from ITS will be available at each location beginning at the start of spring 2019.
- **Strategy IV Workforce Alignment: Transitioning from Classroom to Workplace**
 - Data-informed assessments guide Advisory Board and WEI planning and decision-making: three surveys to be administered spring 2019— ABE/ESOL, Corporate Services, and Community Education.
- **Strategy V Preparing Citizens: Connecting Individual and Community**
 - No new updates since December 2018.
- **Strategy VI Eliminating Disparities: Leveling the Playing Field**
 - Recommend a new committee structure by May 2019: Chairs of Central Committee will present plan at January 2019 Professional Day. Survey for the college community to comment regarding the future of college governance will be launched in late January 2019.
 - Develop a plan to address needs of employees who are women, people of color, LGBTQ and other underrepresented groups: Diversity Officer is conducting listening forums at all Bristol locations.
- **Strategy VII Institutional Advancement: Positioning the College**
 - Hold three college-wide meetings per academic year: two of three college-wide meetings completed.

- Analyze market to compare current compensation and conduct internal equity reviews: in process of determining "market" and then moving toward developing survey data and resources.
- Complete Sexual Harassment/Title IX training with all employee groups: as of 1/3/19, 913 employees have been trained in face-to-face format. There are 345 more employees to train.
- Review and revise all aspects of the hiring process: ongoing. Background check vendor secured.
- Reduce administrative paper use through electronic forms: two new forms soon to launch—performance of students at clinical lab sites and a course development form used by eLearning.
- Compliance Officer was hired: Bridgewater will share the expense of this position and possibly one other CONNECT school.
- Increase college community participation in Bristol's annual giving campaign: launched faculty and staff giving campaign in November. Since the launch, giving has increased by 26 new employee donations for a total of \$7,640. Fiscal year 2019 total giving stands at \$30K as compared to \$40K for the entire FY18.
- Launched an annual fund solicitation to 8,000 constituents: launched in late November, to date 116 gifts totaling \$13,572.
- Launch the Connect2Bristol alumni engagement platform achieve a participation rate of 500 members by June 30, 2019: 420 members to date.

I. New Business

Trustee Lynn Malasi, Chair of the Awards Committee, said the Committee met today to review the submitted nominations for the two awards to be presented at the Bristol Commencement in June 2019. The committee was impressed with the nominees. It was unanimously recommended that the awardee for the Honorary Degree would be Zelma Braga and the awardee for the Distinguished Citizen Award would be Nicholas Christ.

Due to time constraints to finalize the awardees, it was determined that the Committee's recommendations for both the Honorary Degree and Distinguished Citizen Awards would be brought before the full Board of Trustees at today's meeting for approval.

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

VOTED to accept the recommendations of the Awards Committee.

President Douglas said that she would contact the nominees to notify them of the awards.

Trustee Sapienza said he participated in a New Bedford Advisory Committee Meeting and suggested that the Board join these Advisory Committees in Attleboro, Taunton and Fall River also. President Douglas said that she and V.P. Buglione have discussed a template for adequate representation and are planning an Annual Advisory Board event to

give an overview of the college to advisory members. Chair Medeiros requested that the Board be included in the Advisory event.

J. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 5:44 p.m.

Respectfully submitted,

Sandra Saunders, Esq.

Sandra Saunders, Esq., Secretary

2/25/19
Date Approved

KAW_
Initials