

Bristol Community College  
Fall River, Massachusetts

Board of Trustees  
Meeting Minutes

May 14, 2018

A. Convening

The three hundred and fifty-ninth regular meeting of the Bristol Community College Board of Trustees was held on Monday, May 14, 2018, in Room D209 in the Hudnall Administration Building at the BCC Fall River campus located at 777 Elsbree Street, Fall River, Massachusetts. Chair Joan Medeiros called the meeting to order at 4:05 p.m.

Trustees present: Joan Medeiros, Chair; Frank Baptista; Samir Bhattacharyya; Keith Hovan; Lynn Malasi; Kylie Pasternak; Anthony Sapienza; Sandra Saunders, Esq., Secretary; Diane Silvia; and Steven Torres, Esq., Vice Chair.

Trustees absent: None.

B. Consideration of Minutes of the Meeting of April 9, 2018

Upon a Motion made by Trustee Torres to accept the Minutes of the Meeting of April 9, 2018, as submitted, and seconded by Trustee Saunders, it was

VOTED to accept the Minutes of the Meeting of April 9, 2018.

(Please note: Trustee Anthony Sapienza was not present for this vote.)

C. Chair's Report

Chair Medeiros welcomed all to the meeting. She said we had a very successful dedication of the Joseph A. Marshall Veterans Center on Friday, May 11 2018; it was very well attended.

D. President's Report

President Douglas reported on two new hires to the BCC Staff:

- Ed Cabellon – Vice President of Student and Enrollment Services - Edmund T. Cabellon, Ed.D. of Brockton, MA begins at BCC on June 18, 2018. Dr. Cabellon comes to BCC after working at Bridgewater State University for the past 12 years, most recently as director of Administration in the division of Student Affairs and Enrollment Management. He earned his Bachelor of Arts in Communication from Stonehill College, a Master of Science in Educational Leadership from Central

Connecticut State University and Doctor of Education in Educational Leadership from Johnson and Wales University in Providence, R.I. He has worked in higher education for more than twenty years.

- Robert Rezendes – Dean of Taunton - Robert Rezendes, BCC's Associate Dean of Library Services, has been selected as the new Dean of the Taunton Center. He has worked at the college for more than 20 years. Bob has a Bachelor of Science degree in Electrical Engineering from the University of Massachusetts Dartmouth, a Master's in Library and Information Studies from the University of Rhode Island, and is currently pursuing a Ph.D. in Educational Leadership and Policy Studies at UMD.

President Douglas said Vice President Paul Vigeant presented The Offshore Wind Workforce Report to the Massachusetts Clean Energy Center on April 26. The report was authored by Bristol Community College, UMass Dartmouth and the Massachusetts Maritime Academy, and provides analysis and recommendations to guide the training and development needs for the offshore wind industry workforce in Massachusetts. The report was released to the public the following day and highlights the opportunities that lie ahead related to offshore wind.

In April, President Douglas visited Cape Verde with BSU President Fred Clark and other delegates. They visited the University of Cape Verde, reviewed study abroad options, met with the Prime Minister and other officials, and discussed willingness to assist in their community college venture.

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

### **1. Asian Family Night and Open House**

On April 28, Bristol Community College held its first Asian Family Night. There were 109 attendees, including 18 prospective students. The evening consisted of food, dancing by a local Cambodian dance group and BCC students, as well as information about attending college. A \$500 scholarship was awarded to a new student.

Admissions held its first Open House on April 20 with 67 prospective students and their families attending. It was a collaborative effort with College Communications, Student Services and Academic Affairs.

### **2. Summer Enrollment Update**

Summer 2018 enrollment headcount is up by 19% over last summer at this time and credits are up by 26%. The change in Pell funding allowing students to enroll in the summer has had a significant impact on students registering for summer classes:

- 1,158 awarded some form of aid and registered for summer 2018.
- 915 are receiving the Pell Grant totaling \$1,312,373.
- 278 are receiving a Direct Subsidized Loan totaling \$253,152.
- 124 are receiving a Direct Unsubsidized Loan totaling \$191,853.

### **3. Honors, PTK and Presidential Scholars**

#### **Commonwealth Honors Program**

BCC's Commonwealth Honors Program (CHP) offers high-performing students the opportunity to engage in interdisciplinary seminars, honors sections of courses and faculty-mentored research projects as they complete their associates degrees. The program offers interdisciplinary honors seminars with topics such as Postmodern Theory; Emerging Paradigms in Science, Humanities, and Culture; Remembering the Holocaust through Literature and History; and a "city as text" seminar, Downtown New Bedford. In their final semester, students prepare extensive research projects and present them at the statewide Undergraduate Research Conference at UMass Amherst, and at BCC's Honors Showcase.

#### **Phi Theta Kappa**

Phi Theta Kappa (PTK) is the world's oldest, largest and most prestigious association of community college honor students. Academic excellence is recognized with the Golden Key Membership Pin, membership certificate, identification card and the privilege of wearing a gold stole at graduation that sets apart Phi Theta Kappa members. In addition, members are eligible to apply for designated PTK scholarships. In 2017, BCC students received \$34,000 in PTK scholarships. To be considered for membership in BCC's local chapter, a student must have a minimum grade point average of 3.50, be enrolled in a degree program, and have earned 24 credits at BCC. So far, in 2017-18, 159 BCC students have joined PTK. To assist low-income students in joining, this year BCC's Quest program paid for several Quest students to join.

#### **Presidential Scholars Program**

The Presidential Scholars Program (PSP) is a selective Bristol Community College program for high-achieving students who have recently graduated from high school. Presidential Scholars receive expert transfer counseling and academic advising to enhance their ability to transfer to a competitive college or university; counseling includes specialized assistance with transfer course selection, transcript evaluation and college application completion. Students also received guidance on developing college search strategies and finding unique scholarship opportunities. A maximum of ten new students are admitted to the program every fall with each student receiving the Presidential Scholarship, an award that grants half tuition and fees for two years at BCC (approximately \$3,000 per year).

President Douglas asked Joyce Brennan, Vice President for Communications, to give a presentation to the Board regarding a Branding Campaign. (See attached handout.)

V.P. Brennan discussed some new proposed changes to the Bristol Community College Brand. The logo will continue as a deep green color. “BCC”, “Bristol” and “Bristol Community College” have been used inconsistently at all locations. While “BCC” will never fully go away, it will no longer be used in college marketing materials and official statements. They will change the logo to “Bristol.” V.P. Brennan reviewed various logo options with the Board. The Board preferred #1 (see handout). This is to launch in September. The Board asked what the cost would be to do a full rebranding that would include letterhead, website, banners, etc. V.P. Brennan said she would bring an estimated budget and implementation timeframe back to the Board for review.

E. Report of the Facilities Committee

Trustee Anthony Sapienza, Chair of the Facilities Committee, said that an issue surfaced recently where an opportunity may exist to purchase a building next door to 800 Purchase Street. He will report to the Board after receiving more information.

F. Retreat Committee

Trustee Diane Silvia, Chair of the Retreat Committee, gave her report regarding the meeting of April 9.

Historically, the date for the Board Retreat has been the Monday before Labor Day. The Committee discussed and approved changing the date to Wednesday, August 22, 2018.

The venue the Committee approved was the Fall River Campus, Room J211, in the John J. Sbraga Health and Science Building.

It was determined that continental breakfast and a working lunch would be provided by BCC’s UNIDINE Food Service.

The Committee also discussed the possibility of having a facilitator conduct the Retreat.

The following possible topics were discussed and approved by the Committee. These were distributed to the Board for review:

- Briefing of President’s Vision.
- New Initiatives and Strategic Plan.
- Board of Trustees as being a resource to College President.
- Five-year projection of Student Enrollment and future finances of the College.

- BHE System Level Strategic Framework for academic excellence and opportunities for students. Infrastructure of the college as reported in the PACE report.
- Five-year projection Sustainability, Student Enrollment, Recruitment, future finances of the college and possible free tuition and resource to President.
- Relationship of the Foundation Board and the Board of Trustees.
- Review of the Gibson report and next steps.

Trustee Saunders asked why a facilitator would be necessary. It was discussed that it might be more objective to have one; the facilitator could keep the discussion on point, as some Retreats in the past have resembled Board meetings. Trustee Hovan said the Board needs to work more effectively; a facilitator may be able to provide input into producing meetings that are more efficient.

President Douglas said that she and Kathleen Wordell would check on facilitator names and bring them to the Board.

A recommendation was made that Ms. Wordell send out a Survey Monkey in the near future regarding the eight topics for the Board Retreat.

Upon a Motion made by Trustee Hovan and seconded by Trustee Sapienza, it was VOTED to approve the Board Retreat date of Wednesday, August 22, 2018.

#### G. Report of the Finance and Audit Committee

Trustee Lynn Malasi, Chair of the Finance and Audit Committee, gave a report to the Board of the Committee meeting on April 23, 2018.

The Finance and Audit Committee met on April 23 with the goal of determining if a fee increase was warranted and if so, how much.

Vice President Kenyon and Comptroller Keith Toni presented a very detailed analysis to support an increase in the student fee. The analysis was based on a preview of the fiscal year 2019 operating budget.

The significant budget items needing to be addressed in FY19 include:

- A projected enrollment decline of 5% or \$1.4 million.
- Unfunded contractual obligations of approximately \$300,000.
- An increase in the state fringe rate of 1% or \$70,000.
- IT infrastructure investment of \$500,000.

As part of balancing the operating budget for FY19, management recommended a \$5 per credit fee increase.

The \$5 increase represents a 2.6% increase over the current per credit cost and would generate approximately \$700,000 in revenue.

The college has reduced overall cost by almost \$2 million over the current fiscal year, mostly in payroll.

V.P. Kenyon provided a presentation to the Board. He noted that most schools' tuition and fees per credit increased; the average per credit fee increase is going to be \$8. BCC's appropriation per full-time enrollment (FTE) was \$3,752 for FY17. The budget includes a planned reduction of an additional \$800,000 in payroll for FY19.

With the recommend \$5 fee increase, Bristol will remain in the lower third of the 15 community colleges. The recommended fee increase would reduce the refund of a full-time student with a \$0 expected family contribution by \$120. Most students take less than a full-time course load so their impact would be less.

The Committee had voted to recommend a \$5 per credit fee increase.

Trustee Pasternak said she was at the Student Senate meeting when V.P. Kenyon presented; they were very accepting and wondered what they could do. The Student Senate would be okay with a \$5 increase but if it were more, they would need convincing.

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

VOTED to accept the Report of the Finance and Audit Committee and approve the \$5 per credit fee increase.

#### H. Report of the Alumni Trustee

Alumni Trustee Diane Silvia gave her report to the Board regarding the Alumni Association meeting of April 18. The following were highlights from her report:

- Awards were given in May.
- Emergency loans were given by the Financial Aid Office.
- Raisers Edge interfaced with Graduway (alumni database software).
- Bylaws - term limits discussed.
- V.P. Brennan gave a Branding presentation to the Alumni Association.
- Alumni pinning for Commencement; BCC stars purchased.

Trustee Silvia concluded her report.

May 14, 2018

I. Report of the Foundation Relations Committee

Trustee Silvia did not attend the Foundation Meeting. Chair Medeiros did attend and said it was a very good meeting. The Foundation said they would help support the Inauguration event and a scholarship. Vice President Paula Popeo said they are looking for a prospective budget at the June 18 meeting.

J. Report of the Student Trustee

Trustee Pasternak said that some Student Life events over the past several months included:

- Spring Fling on Friday
- Latin Dance Party in March
- Field Day
- April Farmers Market
- May Mobile Food Market
- Pizza and Politics on the topic of Freedom of Speech.

Also, the new Student Trustee was recently elected – Sara Hincapie. Trustee Pasternak will introduce her to the Board at the Board meeting on June 11.

Trustee Pasternak concluded her report.

K. Financial Update

Vice President Steve Kenyon gave the following updates:

- There are six weeks left of the Fiscal Year and we will exceed budget goals.
- We are working on the Fiscal Year 2019 budget.
- Summer enrollment is good; fall is too early to determine.
- \$200,000 for contract raises and grants.

L. Report of Personnel Actions

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

VOTED to accept the Report of the Personnel Actions.

M. Report of Workforce and Community Education Contracts

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

VOTED to accept the Report of Workforce and Community Education Contracts.

N. Old Business - Continued Action Items from Retreat - Review President's Goals

President Douglas said they have made good progress on the reports. Spring 2017 to Spring 2018 have seen gains for underrepresented groups. Areas of improvement have included the Branding presentation, wayfinding, social media ambassador program and IT portal. They have made strides with Career Services. President Douglas is conducting forums at all locations regarding Shared Governance and Transparency. Weekly enrollment reports have been going out to the college community.

O. New Business


Chair Medeiros thanked Student Trustee Pasternak for her service to the Board during the past year. She said Trustee Pasternak has been a delight to have on the Board and that she provided an incredible energy and passion to this position.

President Douglas said that two Vice Presidents will be retiring in June: Vice President for Enrollment Services Kathleen Torpey Garganta and Paul Vigeant, Vice President for Workforce Development, Lifelong Learning, Grant Development, and External Affairs.

P. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 5:50 p.m.

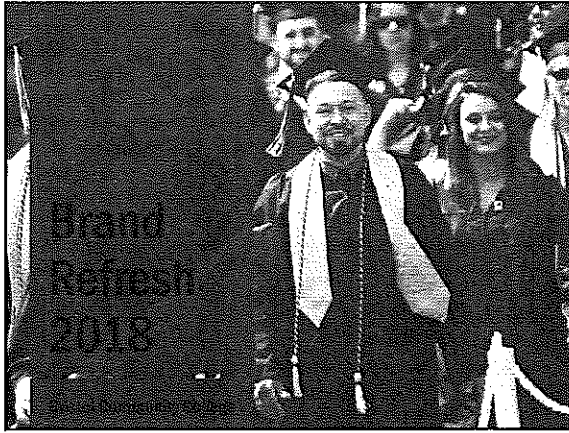
Respectfully submitted,

  
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Sandra Saunders, Esq., Secretary

6/11/18  
Date Approved

KAW  
Initials





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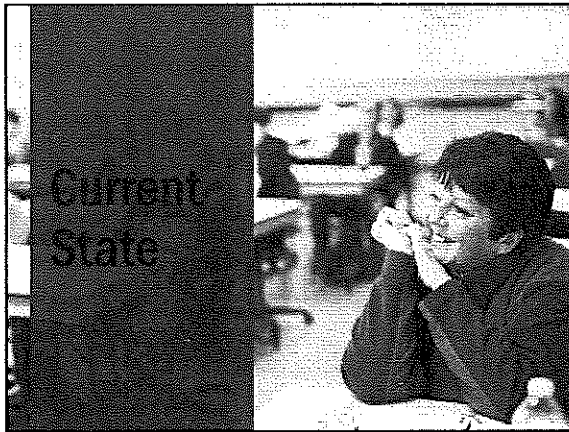
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**Our Current Logo**

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**BCC**  
BRISTOL COMMUNITY COLLEGE

**BCC**  
BRISTOL COMMUNITY COLLEGE  
Allamore • Fall River • New Bedford • Taunton • Warehousing

**BCC** | BRISTOL COMMUNITY COLLEGE

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### The Opportunity

- Some of the best known school brands rarely go by their acronym
  - Harvard (not HU)
  - Stanford (not SU)
  - Oxford (not OU)
- Massachusetts community colleges are mainly known by their name. Most use their name as a secondary reference and the acronym as a quick or internal reference.

Massasoit, Holyoke, Mass Bay, Roxbury,  
Middlesex, Mt. Wachusett

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### Other Institutions




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### Will the Real BCC Please Stand Up?

- BCC has different connotations locally:
  - Negative = Beer Can College
  - Positive = Best Cambodian College
  - Known in Fall River and New Bedford
  - Not well known in Taunton and Attleboro

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### Current Usage

"BCC", "Bristol" and "Bristol Community College" have been used inconsistently at all locations, therefore making it easier to make a transition.



We're not the Thought Police: We understand that "BCC" will never fully go away, but it will no longer be used in college marketing materials and official statements.

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### Bristol

Shift from building an identity around the "BCC" acronym, instead elevating "Bristol" with "Community College" secondary to afford opportunities to:

- **Give us a sense of place** – connect with our communities and the pride that comes with that.
- Signal there's a **change going on**, a transformation. Make everyone take notice.
- Make it memorable. **"I chose Bristol."**

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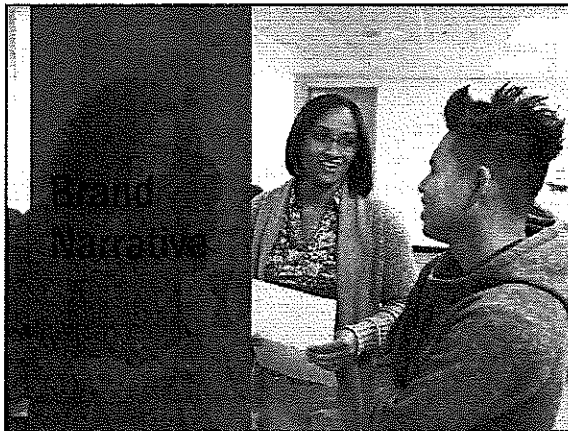
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**Your College. Your Future.**

**Quality**  
Promote caliber & expertise of faculty and programming  
Strong education

**Affordable**  
Low cost doesn't mean "cheap"  
Value

**Access**  
Locations throughout Bristol County & eLearning  
Fall River, Attleboro, New Bedford, Taunton  
(Ability to market eLearning beyond Bristol County)



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**Key Themes**

**Brand Tonality:**  
**warm + welcoming + encouraging + smart + helpful**

- Bristol delivers an incredible **VALUE** in **QUALITY** education
- Bristol provides a supportive, social and inclusive sense of **COMMUNITY**
- Bristol offers the **ENCOURAGEMENT** needed to help learners – wherever they are on their educational journey – find the right pathways to achieve their individual goals

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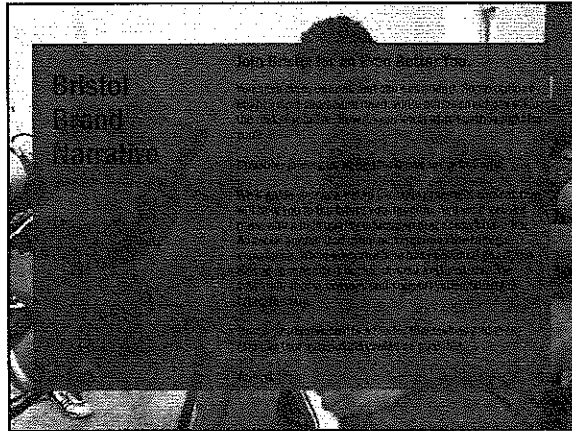
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**Design Variables**

- Font-based logotype
- Must reinforce "Bristol" **brand elevation**
- Must promote **modern**, contemporary image of institution
- Must have **flexibility** to complement sub- and affiliated brands (Bayhawk Athletics logo, etc.)
- Must have **longevity**

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**Design Variables**

- Continuity: utilize existing brand palette (specifically, "Bayhawk Green") and complement primary font

A collage of three images: a smartphone displaying a logo, a sign that says "FITNESS CENTER", and a person's hands.

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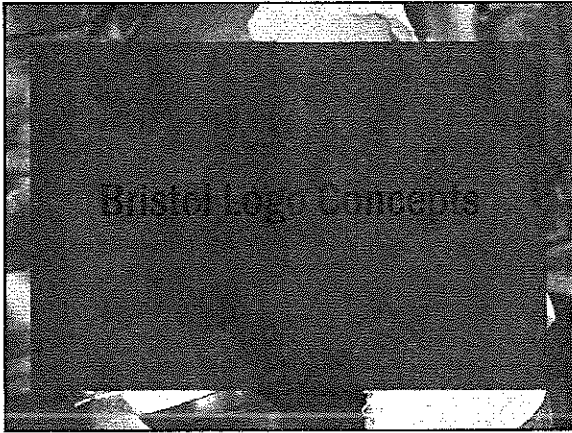
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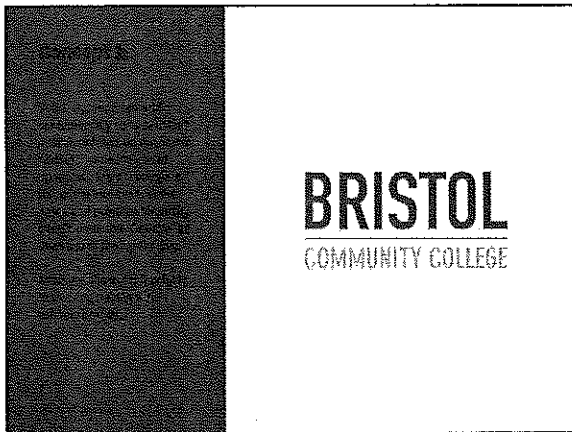
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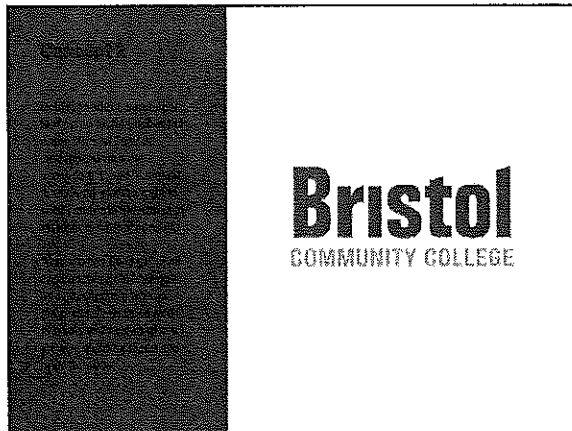
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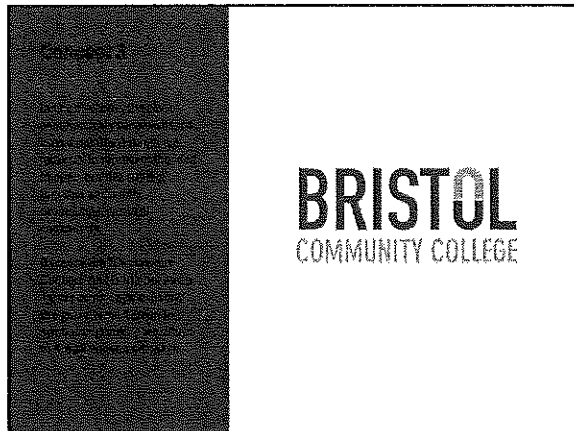
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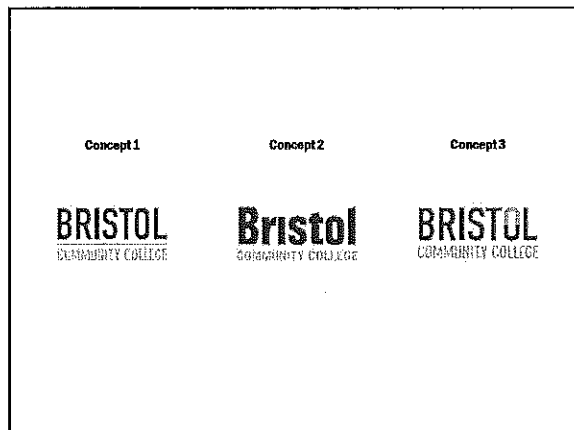
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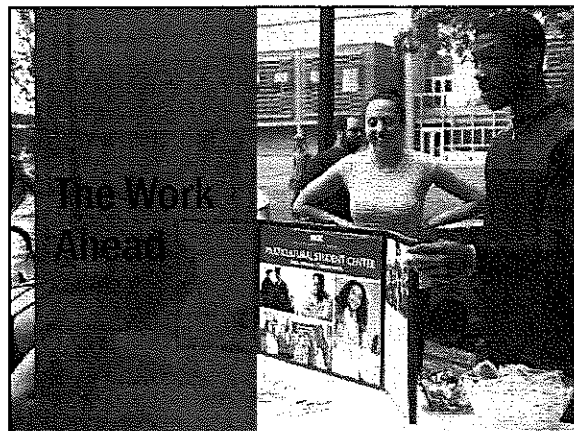
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### Show me the money

Knowing a rebrand was coming after the website launch, we have held back on numerous projects to save cost.

- Campaign will serve as '18 - '19 brand campaign
- Logos on the new doors on the Fall River location
- Permanent signage at the Taunton Center
- Co-branded signage in Attleboro with Bridgewater
- New Bedford signs are outdated and need replacing this summer
- Banners need to be replaced on Fall River campus inside the G building and exterior light poles
- Wayfinding that is underway
- Communications needs new backdrops
- Letterhead and business cards will be replaced as needed
- Website can be easily updated
- Communications depleted giveaway items

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### September roll out

- Launch projects that have been on hold.
- Begin using "Bristol" where BCC was used.
- Unveil new look, including font and official colors.
- Complete the audit of existing logos, marks, etc. and create consistent Brand Architecture.



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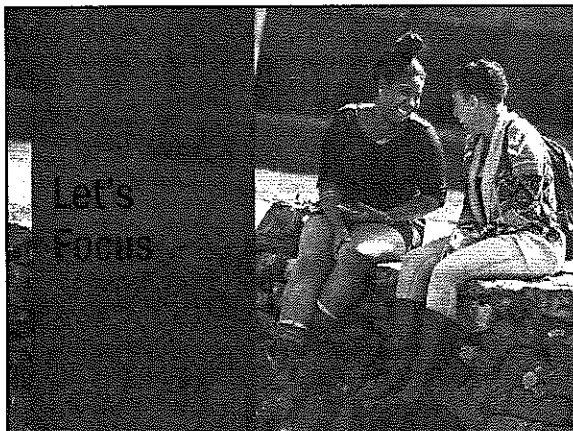
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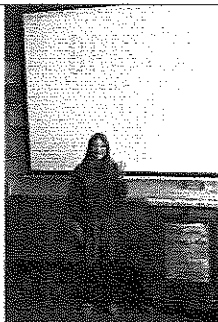
### Focus groups

- Internal

- Board of Trustees
- Alumni Association
- Foundation Board
- All college meeting
- Academic Affairs VPC
- Enrollment & Advising
- Facilities
- Taunton
- Attleboro
- New Bedford
- Faculty Senate
- Student Senate
- Communication classes
- Graphic Design class

- External

- Durfee High (FredTV)
- 5<sup>th</sup> Grade St. Phil's



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**Bristol Community College**

Fiscal Year 2019  
Board of Trustees Meeting  
May 14, 2018




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**Budget Process Calendar**

March 5, 2018	Preliminary discussion - Projections for FY19
April 23, 2018	Special meeting of the Finance and Audit Committee - Management FY19 budget presentation - Decision on FY19 college fee
May 14, 2018	Board of Trustees vote on college fee
May 14, 2018	Special meeting of the Finance and Audit Committee – FY19 Budget
June 11, 2018	Board of Trustees vote on FY19 budget

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**Assumptions for Fiscal Year 2019**

**Significant new budget items:**

• Enrollment decline of 5%	\$1,400,000
• Unfunded contractual obligations	\$ 300,000
• 1% increase in fringe rate	\$ 70,000
• IT infrastructure investment	<u>\$ 500,000</u>
Total	<u>\$2,270,000</u>

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### Assumptions for Fiscal Year 2019 (cont.)

**Plan to address new costs:**

- Reductions to PT payroll \$ 100,000
- Increase in state funding projection \$ 210,000
- Fee increase of \$5 *assumed* in projection \$ 700,000
- Adjunct faculty payroll savings \$ 300,000
- Full-time payroll savings \$ 400,000
- \$1,710,000**

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Discuss vote for \$5 fee increase (2.6%)

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### Massachusetts Public Community Colleges Fiscal Year 2018

Tuition and Fees Per Credit

Quincy	218
Greenfield	216
Ware	213
Worcester	212
Mass Bay	212
North Shore	206
Northern Essex	204
Meriden	198
Massasoit	195
SICC	195
Wohles	194
Cape Cod	189
Burien Hill	180
Holyoke	183
Endicott	180
Average	\$200

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**Massachusetts Public Community Colleges  
Projected Fiscal Year 2019**

Enrollment and Fees Per Credit

College	Enrollment	Fees Per Credit
Quincy	227	227
Berkshire	223	223
Greenfield	227	227
Mt. Wachusett	217	217
North Shore	225	225
Northern Essex	217	217
Mass Bay	212	212
Middlesex	215	215
SICC	203	203
Massasoit	201	201
Cape Cod	189	189
Bristol	198	198
Roxbury	211	211
Bunker Hill	196	196
Holyoke	192	192
<b>Average</b>	<b>204</b>	<b>204</b>

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**State Appropriation per FTE Fiscal Year 2017**

College	FTE Fall 2017	FY18 State Appropriation	Appropriation per FTE
Berkshire Community College	1,206	\$ 10,978,177	\$9,103
Roxbury Community College	1,406	\$ 12,054,706	\$8,574
Greenfield Community College	1,259	\$ 10,536,985	\$8,371
Springfield Tech. Community College	4,142	\$ 25,242,046	\$6,095
Cape Cod Community College	2,114	\$ 12,311,578	\$5,824
Mt. Wachusett Community College	2,739	\$ 14,830,111	\$5,407
Northern Essex Community College	3,871	\$ 19,729,822	\$5,096
North Shore Community College	4,283	\$ 21,519,575	\$5,048
Mass Bay Community College	3,218	\$ 16,118,997	\$5,007
Worcester Community College	4,173	\$ 20,296,256	\$4,843
Massachusetts Community College	5,022	\$ 21,194,138	\$4,216
Middlesex Community College	5,670	\$ 23,462,816	\$4,138
Quincy Community College	5,241	\$ 20,772,190	\$3,963
Bristol Community College	5,581	\$ 20,941,813	\$3,762
Bunker Hill Community College	3,671	\$ 26,947,933	\$7,341
<b>Community College</b>	<b>56,597</b>	<b>\$ 275,927,233</b>	<b>\$4,709</b>

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College Statistics			Impact on students with an EFC of \$0				
Student Status	FY18 Student Headcount	FY18 Cost T&F	FY19 Federal Grants	State Grants	Total Grants	Refund to Student	\$5 per credit impact
<b>Full Time:</b>							
30 credits	461	5,820	6,120	1,850	7,970	2,150	150
24 credits	1,755	4,656	6,120	1,850	7,970	3,314	120
<b>Part Time:</b>							
18 credits	1,485	3,492	4,440	762	5,202	1,710	90
12 credits	2,811	2,328	2,960	525	3,485	1,157	60
6 credits	3,014	1,164	1,480	162	1,642	478	30
<b>Total</b>	<b>9,526</b>						

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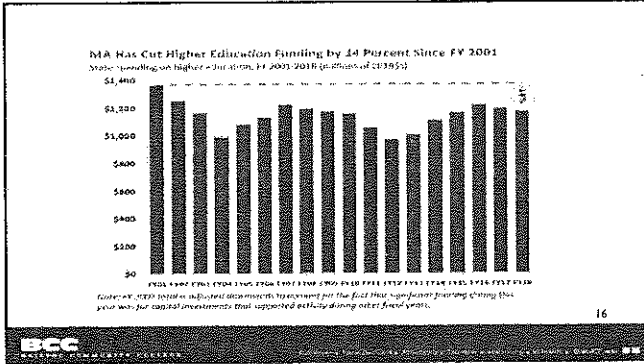
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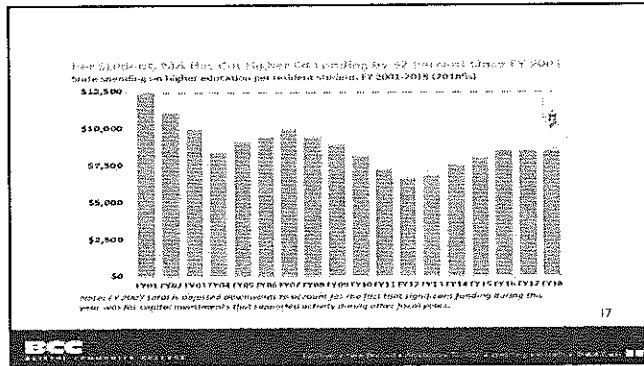
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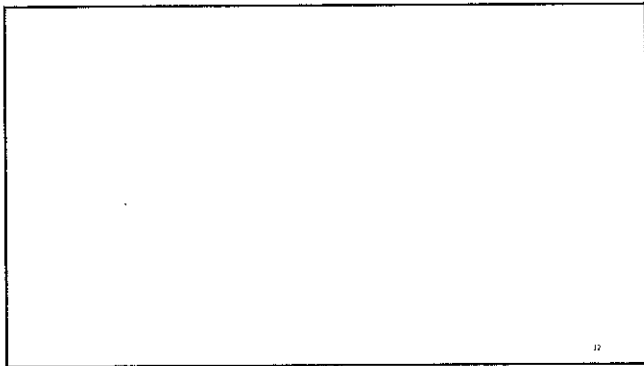
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