

BRISTOL COMMUNITY COLLEGE

Board of Trustees

Board Meeting

MEETING MINUTES

Monday, November 4, 2024

4:00 p.m. – 6:00 p.m.

1. Call to Order

The four hundred and seventeenth meeting of the Bristol Community College Board of Trustees was held on Monday, November 4, 2024. The meeting was held in person on the college's Attleboro campus located at 11 Field Road, Attleboro, MA, in Room 212.

Chair Medeiros called the meeting to order at 4:14 p.m.

Board Members present: Joan Medeiros, Chair of the Board; Renee Clark; Joseph Ferreira; Pamela Gauvin; Silvia Jones; Lynn Motta; and Todd McGhee (virtual)

Board Members absent: Jeffrey Karam and John Morris

Others present: Laura Douglas, President; Lucinda Poudrier-Aaronson, Board Liaison; Jo Ann Bentley; Emmanuel Echevarria; Andrew Fisher; Steve Kenyon; April Lynch; Kate O'Hara; Judi Urquhart; Kathleen Hancock; and Erin Smith

2. Chair's Remarks

Chair Medeiros shared that we are continuing to coordinate with PENC (Public Education Nominating Council) and the Department of Higher Education on new trustee appointments. Their next meeting is scheduled in December. We have TWO vacancies to fill. An updated trustee directory is in your material including contact information and appointment terms.

Chair Medeiros also shared that the Presidential Search process is progressing, and we are continuing to work with the search firm, Issacson, Miller. She stated the semi-finalist interviews are now complete, and five finalists have been selected. Interviews will be conducted between November 20th – December 10th and all the finalist's materials (cover letter, CV, bio, and interview schedule) will soon be available on the college website. At this time, the search committee's work is complete.

3. Consent Agenda

Chair Medeiros asked if there were any questions or discussion needed related to Consent Agenda items presented:

- Consideration of Minutes of Board of Trustees Meeting for November 4, 2024
- Report of Personnel Actions November 2024
- Report of Workforce and Community Education/Contracts November 2024

Hearing none, Chair Medeiros asked for a motion to approve the Consent Agenda items as presented. A motion was made by Trustee Motta to approve the Consent Agenda items as presented and this motion was seconded by Trustee Clark. The motion was approved unanimously.

4. President's Report

- Review President's Key Goals 2024-2025
- Community Partnership Highlight: Stakeholder Engagement in the Strategic Planning Process, *April Lynch*, Chief Strategy Officer
- Trustee Talking Points
 - NOWI Renovation Award and Mass Save Recognition – *Jo Ann Bentley*, Associate VP Administration/Facilities
 - Button Project – *Kathleen Hancock*, Director Art Gallery
 - Voting Project & Fall River Campus Polling Location – *Erin Smith*, Coordinator of Career Planning & Placement
- Financial Update – *Steve Kenyon*, Vice President, Administration and Finance

President Douglas provided updates on the 2024-2025 President's Key Goals previously presented to and approved by the Board of Trustees. She reviewed the strategies and goals, and related progress to date.

President Douglas invited April Lynch, the college's Chief Strategy Officer, to highlight partnerships and engagement of stakeholders in the strategic planning process. CSO Lynch shared that community partners and stakeholders have been invited to participate in multifaceted brainstorming events. She shared that to date, the college has engaged 175 students and 30 community members in the strategic planning process.

President Douglas thanked CSO Lynch. She stated we had three talking points to share today, and reminded the Trustees that these talking point were intended to be quick snippets of information for Trustees to utilize while out and about in the communities we serve.

President Douglas introduced Jo Ann Bentley, the college's Associate Vice President for Administration/Facilities. Associate VP Bentley shared that the NOWI was selected as the New England Regional Award winner for the best renovation/restoration project of 2024. She also shared a time lapse video covering 18 months of the renovation work at the NOWI.

Associate VP Bentley then shared the college has recently been recognized as the 2024 Mass Save Climate Leader, citing projects such as steam trap repairs, extensive window upgrades, and variable refrigerant flow (VRF) system upgrades. She also noted collaborations with both National Grid and Liberty to take advantage of rebates totaling over one million dollars.

Associate VP Bentley also reported the college received a 2024 Department of Energy Resources Leading By Example (LBE) Decarbonization Grant for battery powered equipment. The LBE Grant allowed us to purchase \$21,260 worth of landscaping equipment for \$5,281. She shared that a second application for electric golf carts has been submitted. If the application is approved, the college will be able to purchase 3 golf carts worth \$41,241 for \$16,258.

Lastly, Associate VP Bentley shared the college was recently featured in the Operational Services Division (OSD) publication of 'Buy the Way'. This feature was related to the Office of Vehicle Management (OVM) lease program, and Bristol's acquisition of our first all-electric vehicle. The college has leased a 2023 Chevy Bolt EUV through the OSD OVM lease program.

Associate VP Bentley thanked the Trustees for their time and asked if there were any questions. Hearing none, President Douglas introduced Kathleen Hancock, the Director of the college's art gallery.

<Board Liaison Poudrier-Aaronson erroneously did not include Director Hancock's slides in the final slide deck for the board meeting. Board Liaison LPA apologized and shared she would forward the slides to Trustees in the morning. Director Hancock provided an update without the visual impact of the slides. >

Director Hancock shared she has been collaborating on an important project with the Holocaust and Genocide Center, under the direction of Ron Weisberger. It is called The Button Project. Since 2017, the Holocaust and Genocide Center has undertaken an ambitious project to collect 1.5 million buttons, which represent the number of Jewish children who were murdered during the Holocaust. In 2019, Professor Marisa Millard, students, alumni, and other faculty joined the effort to sort the buttons, at that time around 600,000, into a suitable color palette from which they could create two portraits. The 4 x 4-foot portraits, composed entirely of garment buttons, depict Holocaust victim Anne Frank and survivor Stephan Ross which now hang in the lobby of the Jackson Arts Center at Bristol's Fall River campus.

Director Hancock explained now that the collection is complete, the Holocaust and Genocide Center has sought to find a meaningful way to permanently display the full collection. She shared while initially considering indoor options like a mosaic wall in the library or other public spaces, the project evolved. This past summer, with President Douglas's support, a committee was formed to establish criteria for a public artwork. In October 2024, the college launched an international call for proposals for a site-specific outdoor installation on the Fall River campus grounds. The call for proposals is ongoing through the end of the year. In early January, The Button Project Committee will review the applications and select 3 finalists for an in-person presentation

Concurrent with the RFP process, Director Hancock shared that the gallery is preparing a temporary installation for March 2025. This will be the first display of the entire button collection. Arranged as a sea of buttons on the gallery floor, the installation will include interpretative wall texts and allow visitors to contribute additional buttons.

The winning proposal for the permanent artwork will be announced at the opening reception for the temporary installation entitled "Bearing Witness: A Sea of Buttons in Memory of the Holocaust's Youngest Victims." This show will run March 6th through April 3, 2025, and we expect that the construction of the permanent work of art will begin after the temporary show's close. She stated it is hard to predict exactly when the formal public work of art will be complete, but the committee is proposing a September 2025 dedication event.

Director Hancock thanked the Trustees for their time and asked if there were any questions. Board Liaison Poudrier-Aaronson reminded Trustees that Director Hancock's slide would be forwarded to them after the meeting.

President Douglas introduced Erin Smith, Civic Engagement Coordinator, at the college's Experiential Education Center. Coordinator Smith shared the college has been actively communicating and branding a student focused voter registration and participation campaign. She shared two Spring 2024 classes (HST 114 and ART 292) collaborated to create voter information social media campaign.

Director Smith also shared that Bristol had received the All-In Democracy Challenge Bronze Award citing 2022 mid-term election rates; Bristol was in the top 5 among Massachusetts community colleges. She also shared that Bristol is participating in the 2024 Challenge as well.

Director Smith shared with the Trustees a promotional video entitled “Why I Vote” and other activities in an effort to increase student voter registration and participation in the 2024 election.

She shared with the Trustees, that the Fall River campus, in collaboration with the City of Fall River and several campus departments, will serve as a polling location for tomorrow’s election.

Director Smith thanked the Trustees for their time and asked if there were any questions. Hearing none, President Douglas introduced Steve Kenyon, Vice President for Administration and Finance, to provide the college’s financial update.

VP Kenyon shared with Trustees the Public Screening Dashboard Summary noting five-year appropriations and enrollment (2020-2024). See the Public Screening Dashboard Summary presented:

Public Screening Dashboard Summary

Institution	Collection Year				
CFI Measures	2020	2021	2022	2023	2024
LT: Primary Reserve Ratio	-0.01	0.08	0.11	0.18	0.30
LT: Viability Ratio	-0.54	5.08	1.57	2.36	4.08
ST: Net Operating Revenue Ratio	1%	9%	2%	7%	8%
ST: Return on Net Position Ratio	42%	38%	-5%	12%	9%
Appropriations	2020	2021	2022	2023	2024
ST: 1Y % Change in Total State Appropriations	2.9%	3.5%	8.2%	9.6%	9.8%
Enrollment	2020	2021	2022	2023	2024
ST: 1Y % Change in Fall FTE	-8.3%	-8.3%	-6.8%	4.5%	3.8%
ST: 1Y % Change in Net Student Revenue	0.8%	-15.2%	38.4%	3.2%	1.3%
LT: 3Y % Change in Fall FTE	-11.7%	-15.9%	-14.6%	-2.6%	8.5%
Total					
Red Flags	3	2	2	0	0
Warnings	2	2	3	1	0
CFI Measures					
PRR and/or VR Red Flags	2	0	0	0	0
Other CFI Red Flags	0	0	1	0	0
Warnings	1	1	2	1	0
Appropriations					
Red Flags	0	0	0	0	0
Warnings	0	0	0	0	0
Enrollment					
Red Flags	1	2	1	0	0
Warnings	1	1	1	0	0

Thresholds					
CFI Measures	Benchmark	Warning	Red Flag		
LT: Primary Reserve Ratio	0.4 +	0.25	0		
LT: Viability Ratio	1.25 +	0.70	0		
ST: Net Operating Revenue Ratio	4% +	2%	0		
ST: Return on Net Position	6% +	3%	0		
Appropriations	Benchmark	Warning	Red Flag		
ST: 1Y % Change in Total State Appropriation	n/a	-5%	-10%		
Enrollment	Benchmark	Warning	Red Flag		
ST: 1Y % Change in Fall FTE	n/a	-5%	-10%		
ST: 1Y % Change in Net Student Revenue	n/a	-5%	-10%		
LT: 3Y % Change in Fall FTE					
ARFE					
Report: 3 Red Flags; one must be PRR or VR	2020	2021	2022	2023	2024
	YES	NO	NO	NO	NO
Trigger thresholds					
Total red flags	3				
PRR and/or VR red flags	1				

SCREEN-IN CRITERIA: 3 Red Flags (with one being the Primary Reserve or Viability Ratio)

THRESHOLD BACK TESTING:
Pilot institutions run their data through the model. Collect the data and review the distribution of results for each metric. Analyze distributions to set warning and red flags. The sample for the pilot should be large enough to have some reliability.

Public Screening Dashboard Summary							
INPUT VARIABLES (\$millions)							
Except for FTE enrollment	2018	2019	2020	2021	2022	2023	2024
CFI Measures							
Unrestricted Net Assets		(7.3)	(4.6)	6.0	9.1	14.7	24.7
Restricted Expendable Net Assets		4.2	3.9	0.6	0.3	0.2	0.2
Total Operating Expenses		73.1	74.8	81.1	84.7	83.8	82.3
Total Non-Operating Expenses							
Total Long-term Debt		1.1	1.3	1.3	6.0	6.3	6.1
Total Operating Revenues		38.3	40.3	42.7	34.9	38.7	43.1
Total Non-Operating Revenues		33.9	35.4	46.7	51.4	51.8	46.8
Total Net Assets/Position		53.3	75.8	104.9	100.1	112.1	122.4
Appropriations							
Total State Appropriations		30.8	31.7	32.8	35.5	38.9	42.7
Enrollment							
Fall FTE Enrollment *		4574	4401	4037	3700	3447	3739
Net Student Revenue		12.3	13.1	13.2	11.2	15.5	16.2

* <https://www.mass.edu/datacenter/factbook/fallenrollment.asp>
 CFI - Composite financial index

BRISTOL
COMMUNITY COLLEGE

At the conclusion of the President’s report, Chair Medeiros thanked President Douglas, the Leadership Team, and other guests presenting today for providing valuable updates to the Trustees. She then invited Kate O’Hara, Vice President for Student Services & Enrollment Management, to provide a presentation to the Board related to Fall 2024 enrollment.

5. Fall 2024 Enrollment Overview – *Kate O’Hara*, Vice President, Student Services & Enrollment Management

Vice President O’Hara provided a snapshot of the Fall 2024 enrollment. Highlights included:

- Headcount +14%
- BIPOC students +15%
- Part-time students +22%
- Adult learners +31%
- Summer 2024 had highest enrollment in a decade +29%

VP O’Hara provided an overview of free community college programs including MassReconnect and MassEducate highlighting impacts, trends, and themes.

She shared the simple message of “free college” works by allowing the college to sort through the funding sources and programs behind the scene. In this way, students do not need to get bogged down in the details, and can focus more of their attention on the goal of enrolling rather than all the administrative details.

Notable themes included:

- **MassReconnect** serves a more post-traditional, adult learner population
 - Part-time (6-8 credits at a time)
 - Tried college before and coming back
 - Older student (20s or 30s)
 - While less diverse than the overall population, more diverse than MassEducate students
- **MassEducate** serves a more traditional student population
 - Full-time (12+ credits at a time)
 - More than 75% are first-time college students
 - Younger student, directly from high school or 1-2 years removed

Next steps included:

- Disaggregate data on students who did not receive these funds
- Analyze data on book stipends
- Dig into the data on traditionally underserved populations
- Explore persistence and retention rates for MassEducate and MassReconnect students
- Align academic and student support services to meet the needs of these differing populations

Chair Medeiros thanked VP O’Hara for her presentation, and invited Trustee Gauvin to provide a report of the Risk Management Committee.

6. Report of the Risk Management Committee – *Trustee Pam Gauvin*

Trustee Gauvin shared that the board’s reconstituted Board Risk Management Committee held a meeting on October 10, 2024. Trustees on the committee include myself, Silvia Jones, and John Morris. She noted that the college hired a new Risk/Compliance Officer in June 2024. His name is Stephen Bassler and he reports to VP Steve Kenyon. She shared that Mr. Bassler has 30 years of risk and compliance program development and implementation experience, having previously worked at Santander Holdings and Fidelity Investments.

Trustee Gauvin shared that at the October 10th meeting, Mr. Bassler provided an overview of the Enterprise Risk Management program he is developing with a high-level of engagement and support from the President's Leadership Team.

His review included:

- An overview of the Massachusetts Comptroller's Office Internal Controls Act, which establishes the requirements and guidelines for an enterprise risk management program.
- The need for management to document a *Bristol Internal Controls Plan*, which is currently being updated and will be submitted to the Board for awareness (target December 2, 2024).
- The Bristol Risk Management Program Objectives – communicated on Fall term Opening Day:
 - Enhance, instill, and mature a culture of effective risk management, regulatory compliance, and ethical behavior.
 - Embed a reliable, risk-based, and consistent Policy management program that reflects current Bristol practices.
 - Define, communicate, and foster a process of risk identification, assessment, and escalation across Bristol.
 - Key message to employees: *"Everyone is a Risk Manager! Be part of the solution!"*
- A review of the eight (8) Bristol Risk Management Components:
 - Governance & Framework – Committees and Risk Policies
 - Risk Identification – protocol and scope for the escalation of risks
 - Risk Categorization – supports risk confirmation and assigning ownership
 - Risk Assessment Methodology – enables evaluation and prioritization of risks
 - Risk Response – agreed action plans to mitigate risk (ex. 5year Strategy, Policies Program)
 - Internal Controls Plan & Activities – MA Comptroller required deliverables
 - Communication & Training – awareness and availability of resources for all staff
 - Monitoring & Reporting – tracking the effectiveness of the program's activities and routine reporting to management and the Board

Trustee Gauvin also reported that Mr. Bassler reviewed a newly proposed *Board Risk Committee Charter* which formally defines the role and responsibilities of the Committee (i.e., similar to the Board's By-Laws). She shared that Committee members reviewed the Charter, agree with its objectives and expectations, and will recommend Board approval during the December 2 meeting.

She shared the next meeting of the Committee will be held on November 8, 2024; the Committee will review the updated *Bristol Risk Management Policy* and expects to recommend Board approval during the December 2 meeting.

Chair Medeiros thanked Trustee Gauvin for the Risk Management Committee report. She invited Trustee Motta to provide a report of the Finance/Budget Committee.

7. Report of the Finance/Budget Committee – *Trustee Lynn Motta*

Trustee Motta shared that the Finance/Budget Committee met on October 7, 2024, and met again for a special meeting on October 18, 2024.

From the October 7th meeting, Trustee Motta shared that they reviewed the fourth-quarter Trust Fund report. She stated that Management provided a high-level overview of the detailed report including:

- There were several departments that had unexpended balance

- The adjunct faculty costs were higher because of a 36% increase in summer enrollment compared to the previous year so the expense was over budget.

Trustee Motta shared that Management provided a review of the College's reserves for the period ending August 31, 2024. She noted the Committee discussed several CD maturities that were able to maintain about a 5% yield for another six months or so. She also shared the Committee had some discussion about the level of reserves losing pace with some of our colleagues. Trustee Motta noted a metric provided by the New England Commission of Higher Education (NECHE) had been identified and we will use it to benchmark in the future.

On October 7th, Trustee Motta shared that the Committee also reviewed the budget update through September 16, 2024. Some of the key highlights she noted were:

- Fee revenue is up about \$2M because of the 20% increase in fall enrollment from last year.
- We have not revised our spring enrollment estimates but are comfortable we will exceed our projected 5% increase.
- Our unrealized gains are currently \$800K over budget.
- While compensation is in line with budget it has increased as a result of negotiated contractual increases; she noted most of these are funded by the state who negotiates the contracts centrally.

Trustee Motta stated the Committee received a presentation from Scott Quattromani from Fidelity Investments, and that Scott has been our investment adviser since 2008. She shared that our two investment accounts were up 20 and 23% respectively from this September to last September. Our performance for the last 5 years was 8% and in the last ten years it was 6%. Scott explained that being with Fidelity means we have over 200 researchers analyzing data and rebalancing our portfolio as necessary. We do have a few CDs with Fidelity that are fully insured.

Trustee Motta shared the Committee also discussed the annual independent audit and some of the items we were waiting for to complete the audit making a special Committee meeting necessary.

Trustee Motta shared that the Finance/Budget Committee met again on October 18, 2024, to review the draft audited financial statements. She stated Management presented the statements and walked through the most important items including:

- Cash increased about \$1M year over year and investments increased about \$2M year over year.
- Because of very significant entries that needed to be adjust the pension liability the college had an increase in net position of over \$9.5M
- The Board will receive a presentation of the statements at the December board meeting and our auditors will be there to present.

Chair Medeiros thanked Trustee Motta for the Finance/Budget Committee report. Chair Medeiros then invited Student Trustee, Silvia Jones, to provide the Student Trustee Report.

8. Student Trustee Report – *Trustee Silvia Jones*

Trustee Jones reported on several student-facing items including:

- Student Veterans of America attending Veterans Transition House Veteran of the Year Award Dinner on November 7, 2023, where Ken Levesque will be honored. Kate O'Hara and Thomas Morgan will be attending with student Veterans.
- The 2nd Annual St. James Salute to Veterans fundraiser will be held on November 10, 2024.
- Max Poole 1 of 27 named to EVOS Student Veteran Council
- Amanda Scott, former Bristol student, 1 of 40 individuals named to GI Jobs Student Veteran Leadership Awards
- Student Senate Updates were noted:
 - Several vacant positions have been filled but still lacking some elected seats.
 - Discussion of potential social media and advertising options to engage students.
 - Chapter Advisors will be reviewing active/inactive clubs

Chair Medeiros thanked Student Trustee Jones for her report.

9. Old Business

Chair Medeiros reminded Trustee that the list of Board of Trustee meeting dates for 2024-2025 and upcoming topics were available in their material today as well as available electronically in the Trustees shared files. She noted these dates have also been sent as Outlook calendar invites as well.

Chair Medeiros invited any additional items related to Old Business. Hearing none, she invited any items for consideration as New Business in addition to the policies for Board review and approval noted on today's agenda.

10. New Business

- Policies for Board Review and Approval - *Steve Kenyon*, Vice President, Administration and Finance
 - Policy on Policies
 - College Debt Policy
 - Investment Policy
 - College Awards Policy

Hearing no additional items for New Business, Chair Medeiros invited VP Steve Kenyon to present the four policies for review and approval today.

VP Kenyon provided an overview of the Policy on Policies as well as a summary of changes and next steps. Chair Medeiros asked for a motion to approve the Policy on Policies as presented. A motion was made by Trustee Motta to approve the Policy on Policies as presented. The motion was seconded by Trustee Gauvin. The motion was unanimously approved.

Next, VP Kenyon provided an overview of the College Debt Policy as well as a summary of changes and next steps. Chair Medeiros asked for a motion to approve the College Debt Policy as presented. A motion was made by Trustee Ferreira to approve the College Debt Policy as presented. The motion was seconded by Trustee Clark. The motion was unanimously approved.

Next, VP Kenyon provided an overview of the Investment Policy as well as a summary of changes and next steps. Chair Medeiros asked for a motion to approve the Investment Policy as presented. A motion was made by Trustee Ferreira to approve the Investment Policy as presented. The motion was seconded by Trustee Gauvin. The motion was unanimously approved.

Then, VP Kenyon provided an overview of the College Awards Policy as well as a summary of changes and next steps. Chair Medeiros asked for a motion to approve the College Awards Policy as presented. A motion was made by Trustee Clark to approve the College Awards Policy as presented. The motion was seconded by Trustee Gauvin. The motion was unanimously approved.

Chair Medeiros thanked VP Kenyon for providing these four policies for the Board to review and approval.

11. Adjournment

Chair Medeiros invited any final items or questions for Board consideration. She noted President Douglas' retirement party is scheduled for Friday, November 22nd and hoped the Trustees were able to attend.

Hearing no additional items, Chair Medeiros asked for a motion to adjourn the board meeting at 5:39 p.m.

A motion was made by Trustee Clark to adjourn the board meeting and was seconded by Trustee Motta. The board meeting was adjourned at 5:39 p.m.