

BRISTOL COMMUNITY COLLEGE

Board of Trustees

Board Meeting

MEETING MINUTES

Wednesday, August 19, 2026

1. Call to Order

The four hundred and thirty third meeting of the Bristol Community College Board of Trustees was held on Wednesday, August 19, 2026. The meeting was held in person at the Segregansett Country Club (85 Gulliver Street, Taunton, MA).

Chair Karam called the meeting to order at 8:45 a.m. and confirmed with Lucinda Poudrier-Aaronson (Board Liaison) that there was no one participating online so roll call votes were not necessary.

Board Members present: Jeffrey Karam, Chair of the Board; Todd McGhee, Vice-Chair; Lynn Motta, Secretary; Renee Clark; Pamela Gauvin; Maria Gonzalez; Antonio (Tony) Lima; Steven Martins; John Morris and Daniel DeCosta (*newly appointed Trustee but not yet sworn in*).

Others present: Sedgwick Harris, President; Lucinda Poudrier-Aaronson, Board Liaison; and members of the President's Leadership Team including Joyce Brennan; Jillian Bumpus; Emmanuel Echevarria; April Lynch; Kate O'Hara; and Judi Urquhart. Also in attendance was Stephen Bassler.

The Annual Board Retreat immediately followed this board meeting.

2. Chair's Remarks

Chair Karam stated we will quickly and efficiently complete the board meeting before beginning the board retreat topics for the day. He noted that Trustees had agendas for both this meeting and the full retreat day.

Chair Karam asked Trustees to join him in welcoming newly appointed Trustee, Daniel DeCosta. He shared that Dan is with Bay Coast Bank as an Executive Vice President & Chief Information Officer. He noted that Dan has more than two decades of experience in financial services, governance, and community leadership, and brings a strategic, risk-aware perspective to his board service, with deep expertise in enterprise technology oversight and cybersecurity risk. Chair Karam asked Trustees to introduce themselves to Dan. President Harris also asked members of the Leadership Team to also introduce themselves. *<around the room>*

Chair Karam thanked Dan and noted that we are glad he was here today. He shared that we would schedule a time for Dan to sit down with President Harris and himself to begin the on-boarding process.

Chair Karam stated that we learned yesterday that our Student Trustee is unable to fulfill the role. He shared the Student Services team will begin the process to initiate a student election this Fall to name the new 2026-2027 Student Trustee. He noted that an updated Trustee directory is in your material today and that it will be updated and provided in the Trustee material for the next meeting. He asked Trustees to check for accuracy of their information and to let our Board Liaison, Lucinda, know if any changes are necessary.

3. Consent Agenda

- Consideration of Minutes of Board of Trustees Meeting for June 1, 2026
- Report of Personnel Actions June-August 2026

- Report of Workforce and Community Education Contracts August 2026
- Financial Update for 08.19.2026 (*on behalf of Steve Kenyon*)

Chair Karam stated he hoped that Trustees have had the opportunity to review consent agenda items posted electronically and also within your materials, today. He noted that there was one additional consent agenda item for this meeting. He shared that item was the college's financial update from Steve Kenyon who is on a well-deserved vacation in Alaska.

He asked if there were any questions or items that need to be moved for discussion before a vote?

Hearing none, Chair Karam stated he was seeking a motion to approve the Consent Agenda items and listed each consent agenda item.

A motion to approve the Consent Agenda items as presented was made by Trustee Clark and seconded by Trustee Gauvin.

Chair Karam asked for all those in favor and for all those opposed. He stated the motion to approve Consent Agenda items as presented was approved.

Chair Karam invited Dr. Sedgwick Harris to provide the President's Report.

4. **President's Report**

- President's Key Goals 2025-2026 – Final Wrap-up Report
- Introduction of President's Key Goals 2026-2027

President Harris began by providing an update and final status of the President's Key Goals for 2025-2026. He shared that in consultation of President's Leadership Team (PLT), he was pleased to share that with the support and leadership of the PLT that all goals had been achieved except for those specifically noted for carryover.

President Harris shared updates and current status for the carryover items including:

- PKG #6:** Expand the outreach of the Advancement Office to include increasing of fundraising, planned giving programs, grants, and alumni involvement;
- PKG #1:** Create a seamless, intuitive digital environment that empowers everyone on campus. Specifically to deliver a reliable, user-friendly systems and responsive support, ensuring that both staff and students can focus on teaching, learning, and discovery;
- PKG #3:** Create evaluation tool for PLT to ensure that this group is effective and prioritizes the most impactful initiatives for the institution;
- PKG #4:** Increase employment satisfaction; and
- PKG #8:** The college will explore the ability to collaborate with UMass-Dartmouth and Bridgewater State University to enhance the international student profile.

President Harris thanked the Leadership Team and noted that this work would continue in the President's Key Goals being established for 2026-2027. He shared that he would briefly introduce a draft of the President's Key Goals for 2026-2027, but that the final review and a request for approval from the Board would occur at the October board meeting. He shared he hoped this would provide the Trustee ample opportunity to review the material before the meeting in October.

Chair Karam thanked President Harris and the PLT for the information and insight provided to the Trustees.

Chair Karam noted that there would be no Student Trustee Report today as mentioned earlier. He asked Trustee Motta to provide the Finance/Budget Committee Report.

5. **Student Trustee Report** – *Trustee Katy Orway*

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

Finance/Budget Sub-Committee Chair Lynn Motta reported that the Finance Committee met on June 1, 2026, at the New Bedford Campus on Purchase Street prior to the June Board Meeting.

She stated the first item of business was a review and approval of the Third Quarter FY26 Trust Fund report. Management went through the highlights for the quarter with the Committee. We discussed that we have \$3.4M in unspent funds with three months remaining. Management stated that based on the quarter end amount of unspent funds and their projection it is expected that the surplus will be slightly higher than budgeted, assuming all those funds would likely not be spent. We also discussed the large increase in adjunct faculty costs that are supporting the enrollment increase, which is also more than our budgeted figures. There was a question why software costs were over budget in a couple of areas. Management is looking into this overage.

Sub-Committee Chair Motta noted they discussed the impact of the blizzard and other snowstorms had on the budget. Especially in the physical plant account and overtime.

She shared that Management next reported on the College Reserves through March 31, 2026. There was one CD that matured last quarter and two upcoming maturities. The Committee agreed to roll the CDs over at the most competitive rate management could achieve. The target is to keep getting about 4% on our CDs.

Sub-Committee Chair Motta noted they discussed the current strategy of adding \$900,000 per quarter to our Fidelity account. We discussed the possibility of putting some of the newly invested funds into something a bit more aggressive than our current portfolio. We would not change the mix of our current accounts but possibly invest some new deposits in something less conservative. The Committee asked management to speak with Fidelity and come back with some suggestions. The Committee agreed that any future investment changes would balance the potential return with risk and consider enrollment trends and various economic scenarios. It would also seek the full Board's support and possibly a change to our investment policy.

We next reviewed the Budget update through March 31. Tuition and fee revenue continues to exceed budget based on enrollment being over budget. The original operating budget had a \$1.2M surplus but all indications are that we will exceed that amount. Current estimates are at least \$3M. This surplus includes unrealized gains and depreciation expense of over \$7M. As a result, we anticipate an increase in cash for the year of \$4-5M.

The Sub-Committee next reviewed the Bad Debt write off presented by management. Management explained that a significant portion of the write-off was from students withdrawing from classes or otherwise stopping their attendance. The recommended write-off was \$357,000, representing 1.4% of college revenue. These accounts have been subject to over two years of collection efforts. Both the percentage of write-off and collection efforts are consistent with prior years. The Committee voted to approve the write-off.

Sub-Committee Chair Motta noted that the last half hour of the sub-committee meeting was a presentation and discussion with our Fidelity representative, Scott Quatronmonni. Scott shared with us last year's performance of our portfolio and how the performance is directly related to the risk tolerance of the Board. We currently follow a growth

and income strategy with a target of 60% equities and 40% fixed income. We discussed our cash needs, investment horizon, and risk tolerance to be sure the portfolio remained aligned with our financial goals. We also discussed the recent year's performance, which was a 21% return. We discussed how annual performance may vary but that our risk tolerance remains consistent. The current portfolio is approximately 42% US equities, 20% international equities and about 38% fixed income. We do not have any exposure to crypto currency or Russian securities.

Lastly, Sub-Committee Chair Motta share the sub-committee reviewed and approved the President's expenses for the quarter, which were minimal. These expenses were accepted as presented.

Trustee Motta asked if there were any questions.

Hearing none, Chair Karam stated he will invite Trustee Lima to provide the Human Resources Sub-Committee Report. However, before doing so, he stated he would like to request a motion to enter Executive Session for the purpose of discussing President Harris' 2025-2026 annual evaluation including reputation and character, and the subsequent submission of the drafted evaluation letter to the Commissioner at the Department of Higher Education. Chair Karam noted that President Harris is fully aware of this process. He also stated the Board will reconvene in Open Session after the Executive Session ends.

Chair Karam asked for a motion to enter Executive Session. A motion to enter Executive Session as presented was made by Trustee McGhee and seconded by Trustee Martins.

As required by law, Chair Karam asked Board Liaison, Lucinda, to proceed with a roll-call vote to enter Executive Session for the purpose presented.

NAME	YES	NO
Renee Clark	x	
Pamela Gauvin	x	
Maria Gonzalez	x	
Antonio Lima	x	
Steven Martins	x	
Todd McGhee	x	
John Morris (Alumni Trustee)	x	
Lynn Motta	x	
Board Chair Jeff Karam	x	

Chair Karam noted the motion to enter Executive Session was approved as presented unanimously. He requested that all individuals other than the Trustees and Board Liaison leave the meeting space. He noted that all would be invited to return to the Open Session once the Executive Session is concluded.

<Executive Session meeting minutes maintained separately.>

7. **Report of the Human Resources Sub-Committee – Trustee Tony Lima**

At the conclusion of the Executive Session, Chair Karam resumed the board meeting in Open Session. He asked Board Liaison, Lucinda to invite all individuals to return.

Once everyone returned, Chair Karam announced that the Executive Session had concluded and we had reconvened the meeting in Open Session.

8. **Old Business**

Chair Karam asked if there were any Old Business items to consider. Hearing none, he invited any items as New Business.

9. **New Business**

Hearing no items for New Business, Chair Karam invited any final thoughts, comments, or questions from Trustees for Board consideration before adjourning regular board meeting.

10. **Adjournment**

Hearing none, Chair Karam asked for a motion to adjourn the Board meeting. A motion to adjourn the meeting was made by Trustee Clark and seconded by Trustee Martins. Chair Karam asked for all those in favor and for all those opposed.

Chair Karam stated the motion to adjourn was approved unanimously. He stated the meeting was adjourned at 9:26 a.m.

Chair Karam announced that we would take a 10-15 break before we continue with the Board Retreat portion of the day. He suggested that we would resume at 9:45 a.m.

**Board of Trustees
2026 Summer Retreat
Segregansett Country Club
85 Gulliver Street
Taunton, Massachusetts 02780

Wednesday, August 19, 2026
8:30 AM – 3:30 PM**

Time	Topic
8:30 – 8:45	Light Breakfast
8:45 – 9:45	Board of Trustees Meeting

9:45 – 10:00	Break
10:00-12:00	SPECIAL TOPIC PRESENTATIONS: • Board Sub-Committee Structure (<i>Stephen Bassler</i>) • Brand Awareness (<i>Joyce Brennan and Andrea Fortier</i>) • Introduction to Shared Governance (<i>April Lynch</i>)
12:00 – 1:00	Lunch
1:00 – 2:30	SPECIAL TOPIC PRESENTATIONS: • Bristol STATS Accountability (<i>Alaina Marcotte</i>) • Achieving The Dream [ATD] (<i>April Lynch and President Harris</i>)
2:30 – 3:30	Presidential Updates – On the Horizon • College Updates • BoT 2026-2027 Meetings (<i>Dates, Location, Topics</i>) • Bristol BoT Bylaws (<i>updates w/ no revision since Nov 2021</i>) • Board of Trustees Sub-Committee Restructure (<i>upon approval</i>)
3:30	Adjourn

At 9:41 a.m., everyone had returned to their respective seats and Chair Karam reconvened the Trustees for the retreat portion of the day.

At this time, Chair Karam invited Stephen Bassler, the college's Risk/Compliance Officer, to review and propose a Board Sub-Committee restructure which would collapse the current eight board sub-committees to five instead. With both a new President and a new Board Chair, and the recent launch of a new 5-year strategic plan, Stephen Bassler noted that timing might be ideal. He also cited other new PLT positions being filled and several college wide projects including Ellucian/Banner, Achieving the Dream (ATD), and an expanded role of Advancement and engagement of Alumni.

Stephen Bassler posed a question for thought and discussion. *Is the Board receiving sufficient information from the current committee structure to effectively oversee the college?*

DRAFT – For Discussion Purposes Only - DRAFT

4 | Evolve Option for Consideration by the Board

Proposed

- 1) Establish documented Sub-Committee scope of oversight responsibilities, activity, and meeting frequencies.
- 2) Explicitly expand scope of oversight coverage to include Strategy, Information Technology, Employee Relations, and Advancement.
- 3) Reduce the number of Sub-Committees to ease Trustee participation burden, while increasing engagement.

Bristol Board of Trustees

Sub-Committee Scope (see subsequent slides for details)
Governance and Awards (2x/year) • Governance / Nominations of Board (i.e., By-Laws, Trustees, Charters etc.) • President's Goals/Objectives and Evaluation • Annual approval and granting of Awards and Honorary Degrees
Finance and Advancement (Q) • Finance & Budget – oversight, approvals, Independent Audit • Advancement, Grants, and Alumni (e.g., fundraising) related activities • Facilities – Capital Improvements
Instruction and Student (Q) • Instructional Programs / Curricula – Academic and Workforce • Student Services – Recruit, Enroll, Retain/Persist, and Wraparound • Community-focus: Regional Secondary Education & Vo-Tech Partnerships
Institutional Operations (Q) • Human Resources – Employee Relations, CBA, Training, Organizational Change • Information Technology – Strategic IT Roadmap, Support, and InfoSec/Cyber • Other: Procurement, Auxiliary Services, Campus Safety
Strategy and Risk (Q) • 5-Year Strategy and Annual Plan delivery status • Community-focus: Business and Industry Partnerships • Monitoring of Risk Framework

Actions Required:

- 1) **Assign accountable Bristol PLT leadership for each Sub-Committee.**
- 2) **Assign Trustee Members to each SubCommittee, including SubCommittee Chair role.**
- 3) **Confirm Charters for each SubCommittee- scope, responsibilities, frequency, and obtain approval.**
- 4) **Update Board Bylaws and obtain approval.**
- 5) **Develop required reporting (e.g., topic rotation, key metrics, resources, templates).**

26 S. Bassler reviewed current committees including meeting frequency and concern that the current Bylaws do not define the scope of oversight responsibilities or activities. He proposed a sub-committee restructure for Trustees consideration.

President Harris asked Trustees to review material and consider the proposed restructure with a board related vote for approved adoption of new structure at the October board meeting.

President Harris and Stephen Bassler invited questions and discussions. At the conclusion, President Harris invited the college's Vice President of Marketing and Communication, Joyce Brennan, and Director of Marketing, Andrea Fortier, to provide a presentation on the college's brand awareness and perception.

VP Brennan began citing a survey administration and sample in April 2026. The survey was administered online by Hanover Research and included 178 qualifying respondents who were between 18-70 years old and resided within the targeted geographical region.

She noted that the survey revealed a 94% brand awareness, including being the #1 most recognized higher education institution within our service area. She cited that 77% of survey respondents hold a positive or very positive impression of Bristol with "affordability" and "proximity" dominating Bristol's brand image.

Trustee Gauvin reflected upon and remembered a student highlighted previously. She remembered an alumna who graduated from Bristol and went on to attend the Naval Academy. VP Brennan shared that coincidentally, alumna Victoria Perry, was just featured in a college video profile. This profile would be available soon and could be shared with Trustees.

As the presentation continued, presenters noted that 70% of respondents agreed or strongly agreed that the college is the leading education and workforce training institution in our region. While the responses were favorable, she noted room to grow these perceptions and brand awareness. Strong name recognition and positive perceptions build a powerful foundation on which to build..

Director Andrea Fortier and VP Brennan shared that repositioning the brand around workforce outcomes and career success is essential to drive future enrollment at the college. This direction aligns favorably with a marketing campaign launched in the spring:



Strategic marketing goals will position the college as key economic driver and leader in education and workforce training in the region, and aims to:

- Solidify our leadership in workforce training
- Highlight career-ready opportunities
- Promote credit and non-credit programs
- Lay the promotional groundwork for the development of the Workforce Training Center

The launch of HVAC Program, and partnership with Diman Regional Vocational Technical High school, was highlighted as an example of this direction and growth. With the continued use of social media and other advertising platforms the Marketing and Communications team will highlight technical training and highlight faculty profiles and the college's academic programs.

Director Fortier ended the presentation with a dental hygiene student video profile (Gabrielle Palmeira).

President Harris thanked Joyce Brennan and Andrea Fortier for their presentation and invited Chief Strategy Officer, April Lynch, to provide an update related to Shared Governance.

CSO Lynch provide details on how and why a modernized shared governance would move the college from a service based structure to a transparent, clearly defined decision-making framework.

What changed?

Previous Approach	New Model
Primarily focused on college service	Focused on purposeful participation and decision-making
Roles were sometimes unclear	Decision rights and responsibilities are defined
Multiple pathways for input	Clear, consistent process
Communication could end with the decision	Close-the-loop communication is built into the process
Participation varied by issue	Criteria determines when broader input is needed

BRISTOL COMMUNITY COLLEGE
ATTLEBORO
FALL RIVER
NEW BEDFORD
TAUNTON
ONLINE

She provided insight into institutional outcomes that would result in a more transparent and collaborative governance system that strengthens trust, clarifies accountability, and improves institutional decision-making. She also outlined how shared governance intersects with the Board of Trustees.

Shared Governance and Board of Trustees

- The Board retains its statutory governance and fiduciary responsibilities.
- Shared Governance strengthens institutional decision-making before matters reach the Board.
- The Board continues to establish policy, approve major institutional actions, and provide strategic oversight.
- A transparent governance process results in more informed recommendations and stronger implementation.

BRISTOL COMMUNITY COLLEGE	ATTLEBORO	FALL RIVER	NEW BEDFORD	TAUNTON	ONLINE
---------------------------	-----------	------------	-------------	---------	--------

CSO Lynch also highlighted college engagement in the process to date noting both Fall 2025 and Spring 2026 participation.

Fall 2025 Participation

- 3 brainstorming meetings (over 400 attendees)
- 5 Discovery Day sessions (over 150 attendees)
- Town Hall (approximately 185 attendees)

Spring 2026 Participation

- 4 smaller working groups (approx. 60 participants)
- Peer Review Process

She noted that the new Shared Governance model would be soft launched in Fall 2026.

The three morning presentations ran ahead of schedule allowing President Harris to provide Presidential Updates slated for the afternoon to be reviewed and discussed earlier than planned allowing for a possible early finish for the retreat day.

President Harris provided several college updates related to organizational changes and recent announcements. He announced the retirement of Vice President of Steve Kenyon. After over 30 years of service, VP Kenyon will retire in February 2027. He noted that this is a well-deserved retirement with significant impacts to college operations and historical perspectives.

President Harris provided Trustees with a proposed/projected timeline:

- August 12th Announcements made to VP Kenyon's staff and PLT
- August 19th Announcement and update to the Board of Trustees
- Week of August 24th Institutional announcement and the position vacancy posted nationally
- Mid-September–November 2026 Applicant Review and Interviews
- December 2026 Finalist Announcement
- January–February 2027 Final Candidate On-Boarding & Mentorship with VP Kenyon

President Harris also made note of several other recent title changes and interim appointments:

Additional Updates

TITLE CHANGES

- Vice President of Strategy & Innovation
Ms. April Lynch
- Vice President of Economic & Workforce Solutions
Dr. Jillian Bumpus
- Chief of Staff
Mr. Emmanuel Echevarria
- Chief Human Resources Officer
Mrs. Jill Woodcome

INTERIM APPOINTMENTS

- Interim Vice President of Academic Affairs
Dr. Christine Hubbard
- Interim Executive Dean of Academic Affairs
Dr. Michael Nester
- Interim Dean of Language, Arts, Humanities, Social Sciences
Dr. Janet Ray
- Interim Campus Director at Attleboro
Mr. Mike Fox
- Interim Campus Director at New Bedford
Ms. Jodi Hocking

BRISTOL
COMMUNITY COLLEGE

President Harris answered Trustee questions and facilitated discussion regarding these additional updates and changes.

President Harris provided details related to Board Meetings for 2026-2027 including locations and the board education topics suggested by Trustees.

He also followed up with the presentation Stephen Bassler provided this morning related to the Board of Trustee sub-committee restructure proposal and the resulting possible impact on the current bylaws. He noted that the Board of Trustees Bylaws had not been reviewed since November 2021 (5 years ago). President Harris asked Trustees to thoroughly review the proposed restructure and to ask him questions before the October board meeting. He reminded Trustees that we were intentionally waiting until October to provide ample opportunity for their thoughtful review.

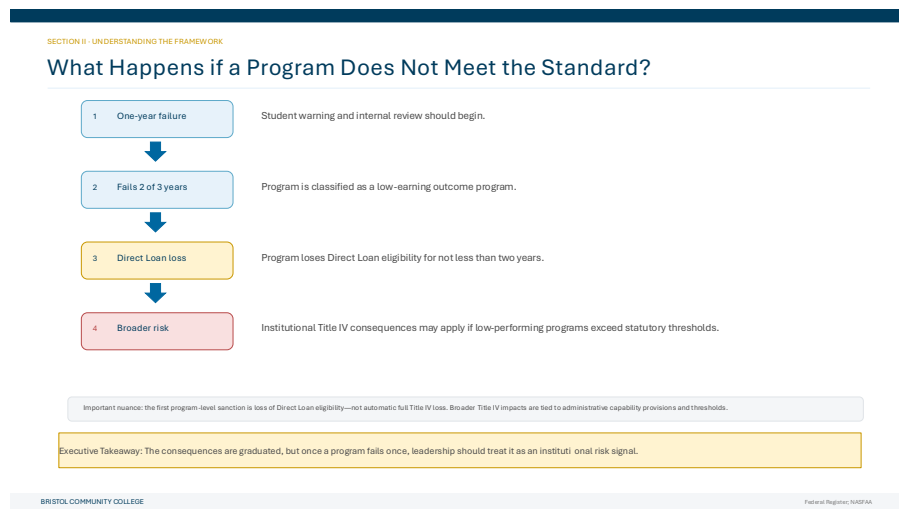
At 11:45 a.m., lunch was ready to be served and the retreat group broke for lunch.

At 12:45 p.m., the Trustees reconvened for the afternoon retreat presentations.

President Harris introduced the college's Director of Financial Aid, Alaina Marcotte. Director Marcotte provided a presentation related to federal STATS and accountability regulations highlighting a Department of Education strategic shift from federally mandated reporting and disclosure toward federal evaluation of programs' value and loan eligibility.

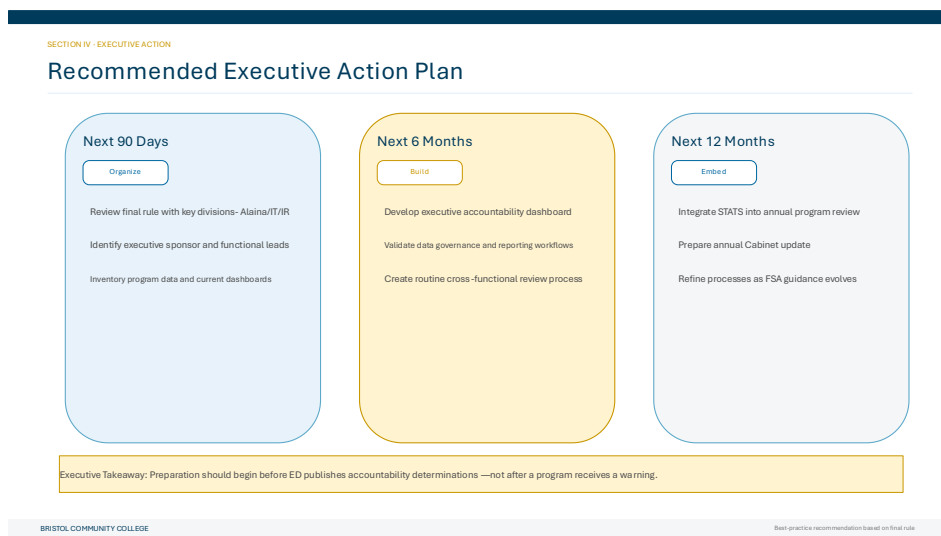
Director Marcotte shared the new rules simplify the metric structure but expands the consequences of program outcomes. She provided insight into how Education Department will evaluate academic programs including specific workforce related programs.

She provided insight into what happens, and when, if a program does not meet the standard:



Director Marcotte noted that while community colleges are the primary target of these changes the public Associate Degree programs are not part of the Education Department's accountability universe.

She noted Bristol is positioned to respond proactively because the college has already navigated major federal and state implementation changes, and she recommended an executive plan of action:



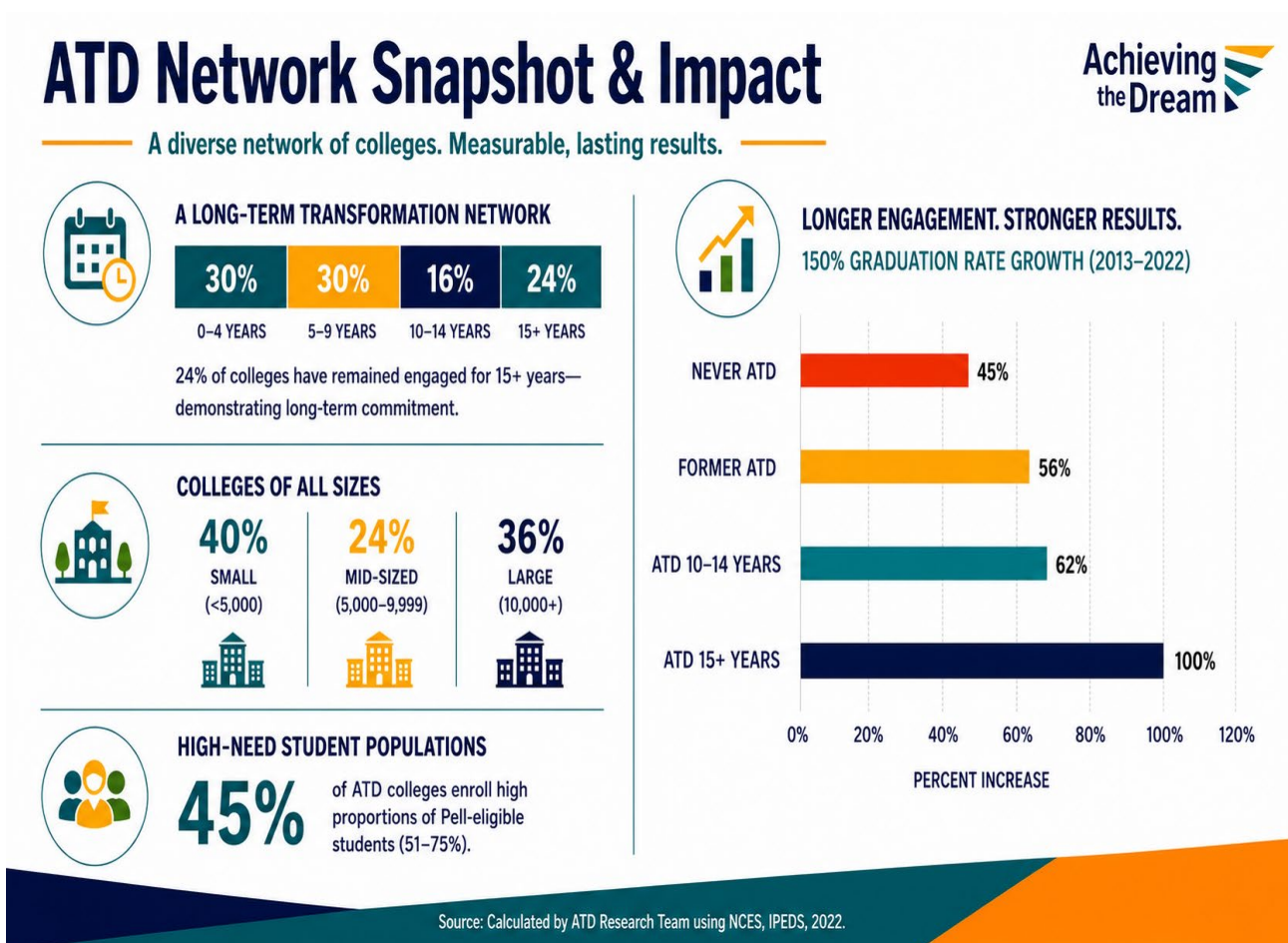
She outlined THREE key takeaways for the college's leadership:

1. Federal accountability has changed
2. The metric is simpler; the stakes are higher
3. Institutional collaboration is essential

Director Marcotte invited questions and discussion. She focused on the ways that Bristol can monitor program performance before federal accountability results are published. She noted that the collaboration among college entities and on-going clear, concise communication to students will be essential.

President Harris thanked Director Marcotte for her presentation and asked Trustees to stay tuned as we navigate federal changes and impacts.

President Harris shared that the college had been invited to join Achieving the Dream (ATD). He invited Chief Strategy Office, April Lynch, to provide insight into the college's ATD membership.



CSO Lynch noted that ATD has created a three-year framework and approach designed to transform institution's student success models and outcomes. She identified several Massachusetts Community Colleges who are currently participating in ATD. They are:

- Berkshire Community College
- Bristol Community College
- Bunker Hill Community College
- Middlesex Community College
- Northern Essex Community College
- Roxbury Community College
- Springfield Technical Community College

CSO Lynch outlined the national context for connecting institutional progress to societal gains including alumni data, STATS, and economic driver positioning. She noted that we've heard about a few of these college related concepts today. She also shared how ATD's framework aligns with Bristol's strategy.

ATD's Framework Alignment with Bristol's Strategy



BRISTOL
COMMUNITY COLLEGE

CSO Lynch provided Trustees with a context for a three-year implementation framework including:

- Aligns key institutional initiatives within a unified strategic framework.
- Connects the Strategic Plan, Ellucian ERP, and Data Governance & Literacy initiatives.
- Establishes common definitions, metrics, and institutional reporting.
- Engages key stakeholders to inform and strengthen implementation.
- Leverage peer learning through ATD institutions and communities of practice.
- Aligns implementation with the College's Shared Governance Model.

She also provided the Trustees with next steps at Bristol:

- Core Team established with cross-functional representation
- Student Success Inventory – COMPLETED – (awaiting results)
- College-wide introduction and kick-off– Opening Day 9/3
- Site Visit will be 1.5 days with meetings happening with Core Team
- Initial Activity: Institutional Capacity Framework and Assessment Tool (ICAT)
- Monthly Check-In Meetings (with deliverables)
- Development of communication cadence

President Harris thanked CSO Lynch for the overview and reiterated the importance of Bristol's participation in the ATD Network.

President Harris asked Chair Karam and the Trustees if there were any remaining questions or linger thoughts from throughout the day.

President Harris and Chair Karam thanked everyone for their time and participation. The retreat day officially ended at approximately 2:45 p.m.

Respectfully submitted – L. Poudrier-Aaronson
September 28, 2026
Approved 10.05.2026/lpa