

BRISTOL

COMMUNITY COLLEGE

BOARD OF TRUSTEES

MINI RETREAT MINUTES

Wednesday, March 20, 2024

1. The Bristol Community College Board of Trustees Mini Retreat was held on Wednesday, March, 20, 2024, in person at Bristol Community College's Fall River campus located at 777 Elsbree Street, Fall River, Massachusetts, in the John J. Sbrega Health & Science Building (J-137, Clinical Conference Room). The Mini Retreat began with lunch and gathering time between 12:00-12:30 p.m.

Trustees present: Joan Medeiros, Chair; Jeffrey Karam, Vice Chair; Valentina Videva Dufresne, Secretary; Frank Baptista; Renee Clark; Pamela Gauvin; Joseph Ferreira; James Mathes; Todd McGhee; Lynn Motta; and Silvia Jones

Trustees absent: None

Other Attendees: Laura Douglas, President; Lucinda Poudrier-Aaronson, Assistant to the President and Board Liaison; Andrew Fisher, Vice President of Academic Affairs and Chief Academic Officer; Kate O'Hara, Vice President of Student Services and Enrollment Management; and April Lynch, Chief of Staff and Strategy Development

Joan Medeiros, Board Chair, welcomed all to the mini retreat this afternoon.

At 12:34 p.m. the regular Board meeting was called to order. Refer to the March 20, 2024, Board of Trustees meeting minutes prepared and submitted independent of the Mini Retreat itinerary. The regular Board meeting was adjourned at 12:50 p.m. Chair Medeiros invited everyone to take a short break and then resume the Mini Retreat agenda.

2. **Standard 8 (Educational Effectiveness)**

Chair Medeiros invited Laura Douglas, April Lynch, Andrew Fisher and Kate O'Hara to lead a review Standard 8, Educational Effectiveness.

President Douglas asked the Trustees to take out their individualized black NECHE notebooks and turn to Standard 8 to take notes on our discussion. She shared Standard 8 is an important standard as we need to show that the institution demonstrates its effectiveness by ensuring satisfactory levels of student achievement on mission-appropriate student outcomes. President Douglas reminded Trustees that based on verifiable information, Standard 8 seeks to understand what students have gained as a result of their education. She shared that what we hope that you see at Bristol is that our educational effectiveness is based on evidence, and that our assessment efforts result in opportunities for planning and improvement, appropriate alignment of resources, and informing the public about the college. President Douglas also shared that we hope Trustees see that our student success rates are on par or better than our peers.

President Douglas invited VP O'Hara to explore with Trustees how the evidence supports our claim that the college uses data to better understand the various groups that comprise our student body and that we have measures that define student success related to specifically recruited populations. VP O'Hara reminded Trustees these measures include rates of progression, retention, transfer, and graduation; default and loan repayment rates; licensure passage rates; and employment.

Next, President Douglas invited VP Fisher to explore with Trustees how the evidence supports our claim that the college identifies what students are to gain from their education at the college and assesses student learning.

VP O'Hara asked Trustees what evidence supports our claim that the college has goals for students' co-curricular learning and has systems in place to measure how well these goals are achieved?

Chief of Staff Lynch asked Trustees what evidence supports our claim that the college has implemented High Impact Practices across its multiple programs to increase student success? She also asked what evidence supports our claim that we use a variety of valid quantitative and qualitative methods to understand the experiences and learning outcomes of our students, employing external perspectives including benchmarks and peer comparisons?

VP Fished asked Trustees what evidence supports our claim that the college uses the results of its assessment of student success as ways to improve the curriculum, results for students, planning, and resource allocation?

President Douglas reminded Trustees that Standard 8 is all about the ways in which we collect data, measure how well we are doing, and after analyzing our outcomes, how we build plans and take efforts to improve. She shared that our hope is that Trustees see this through the Board education presentations we provide each meeting, as well as in the President's Goals that are also updated and reported on each month.

President Douglas announced we will take a short break, then re-convene to conclude the Board's NECHE site visit preparation.

3. Final Preparation for our NECHE Site Visit

President Douglas reviewed the dates and rhythm of the NECHE site visit. She shared our 8 guests will be staying at the Marriot TownePlace Suites in Westport. Transportation to and from the college has been arranged with Fisher Bus Company, our local vendor.

She shared on Tuesday, March 19, 2024, we already had one NECHE evaluator visit our Taunton and New Bedford locations. The full visit begins with the Welcome Dinner on Sunday, March 24 at 6 p.m. There will be approximately 70 attendees including the NECHE team, Board members, faculty, staff and students. We will have one NECHE team member and one Board member at each of eight tables in G Building. There will be Cabo Jazz music performed by Candida Rose and we will have appetizer stations so that people can move around and greet people. Then, we will have a brief welcome and invite people to the buffet line. The rest of the meal will be sit-down, and our culinary students will be preparing and serving the meal. At the end of the meal, Andrew Fisher, our NECHE Liaison, will review some items related to the NECHE team's schedule and the President will present the NECHE team with welcome bags and explain the local-based contents.

President Douglas reminded them that the NECHE visiting site team will meet with the Bristol Board of Trustees on Monday, March 25th from 11:00 a.m. to Noon. She shared we are asking Trustees to gather in the G Building at 10:30 a.m. as we may have some last-minute prep and we want to be prepared to start and end on time.

She shared that after a full day of interviewing Trustees, students, faculty and staff, the visiting team will dine at The Black Whale in New Bedford.

On Tuesday, March 26, President Douglas shared the campus visit and interviews will resume. In the evening, the visiting site team will dine at Sagres Restaurant in Fall River.

President Douglas announced that on Wednesday, the site team will work on their exit report. At 10:30 a.m., we will gather in the Margaret Jackson Theater on the Fall River Campus and present their findings to the college community. They will discuss our strengths and also share any areas of concern that we will be asked to work on. President Douglas shared it is generally understood that the site team will share areas where they believe we could improve.

Trustees were invited to attend the exit report gathering. If you cannot make it, the President noted the findings will be shared with you in an email. At the conclusion of the exit report, we will have a celebration lunch that we hope you can join.

President Douglas asked the Trustees what questions they might have, and reminded all that members of this visiting team are volunteers and hold positions at other institutions in New England. One of the Trustees asked if we could make the biographical information for the visiting team available to them in advance. President Douglas stated those bios would be emailed to them after the mini retreat today.

Next, President Douglas shared she would lead Trustees in mock interviews to simulate what they may be asked on Monday, March 25th. She asked Trustees to break into three smaller groups.

In these small groups, Trustees will ask each other the questions for Standards 1, 2 and 3.

Standard 1: Mission and Purposes

- How did the Board contribute to the development of Bristol's current mission statement?
- What is Bristol's mission?
- How does Bristol, consistent with its mission, endeavor to enhance the communities it serves?
- How does Bristol's Mission inform Board decisions?
- How does Bristol's Mission shape the way the Board prioritizes and evaluates it work?

Standard 2: Planning and Evaluation

- How does planning and evaluation help us accomplish our mission and improve what we do?
- Describe the ways in which planning at the college is broad-based and inclusive.
- How are plans and evaluation methods implemented across the college?
- How do plans, evaluations and assessments inform future planning?

Standard 3: Organization and Governance

- Employing Bristol's governance structure, how does the Board maintain productive channels of communication among its members and with the college community?
- How does the Board demonstrate its responsibility for institutional quality and integrity? How does the Board demonstrate their fiduciary responsibilities? How does the Board approach the approval of institutional policies?
- How does the Board review the performance of the President?
- How does the Board ensure that senior officers identify and manage risks and ensure regulatory compliance?
- Describe how the Board assesses its own effectiveness and strives to improve.
- Describe some of the major decisions that have been made by the Board. How have those decisions aligned with the college's mission, purpose, and capacity?
- How does the Board make provisions for the views of students and other relevant perspectives?

President Douglas then shared that each small group will get additional questions for practice

Small Group 1: Standards 4 and 7

Small Group 2: Standards 5 and 8

Small Group 3: Standards 6 and 9

President Douglas thanked the Trustees for their time and attention in preparing for the upcoming NECHE visit over the course the last 8 months. She reminded them to read and become familiar with the self-study, Hawk's Notes, etc. She shared that all of these items, including their own individualized NECHE notebook, were available to them within their material today.

President Douglas invited any additional questions or discussion to be NECHE ready.

4. Board Self-Assessment

Chair Medeiros reviewed the summative results of the Board self-assessment located in Trustees materials. She then led a discussion on how the Board might approach their work in the year ahead asking “what should we keep doing? what should we do differently?”

Chair Medeiros and President Douglas asked some additional questions for consideration from the Board’s self-assessment results:

- How can Board members keep the President informed of community contacts?
- How can the Board assist in developing partnerships with educational institutions, community agencies, businesses and local government?
- How can the Board monitor and advance the impact that the college has on the community?
- How can the Board better understand the college’s facilities needs and plans?
- How can the president and senior leadership team help the Board understand state and federal accountability requirements and review appropriate agency reports?
- How can the president help keep you abreast of key higher education issues?
- How can we increase the attendance of Trustees at college events?
- How can we bring the student voice to the Boardroom?
- How can the college best demonstrate that offerings are on par with what students need and want?

Chair Medeiros then distributed a list of potential Board education topics for the 2024-2025 year, and asked if there were any additional topics to include on the list. Each Trustee was then asked to choose their top 10 Board education topics. Chair Medeiros shared that based on the results of this top ten survey, the most requested Board education topics will be incorporated into meetings during the next academic year.

5. Wrap-up and Closing

Chair Medeiros handed out a list of Legislative Priorities for 2024-2025 which she shared could also be used to inform the Board’s work in the coming year. She also thanked everyone for coming to the mini-retreat and expressed appreciation for their active engagement in the NECHE accreditation visit.

The mini-retreat ended at 4:00 p.m.