

BRISTOL COMMUNITY COLLEGE

Board of Trustees

Board Meeting and Retreat Day

MEETING MINUTES

Wednesday, August 21, 2024

8:30 a.m. – 4:30 p.m.

The Board of Trustees met on Wednesday, August 21, 2024, for both a retreat day and a formal board meeting. The meetings were held in person at the National Offshore Wind Institute (NOWI) located at 198 Herman Melville Blvd, New Bedford, MA.

A light breakfast and informal networking were available between 8:00 a.m. and 8:30 a.m.

Chair Medeiros welcomed everyone to the NOWI sharing the retreat day would start with a board meeting and then move to our retreat day topics.

1. Call to Order

Chair Medeiros called the four hundred and fifteenth regular meeting of the Bristol Community College Board of Trustees to order at 8:35 a.m. sharing Trustee Gauvin was with us via phone from NH where she was handling her mother's recent medical emergency. Chair Medeiros noted there was not quorum to conduct board business at this specific time.

Board Members present: Joan Medeiros, Chair of the Board; Renee Clark; Joseph Ferreira (8:43 a.m. arrival); Pamela Gauvin (available on the phone); Jeffrey Karam; Lynn Motta (9:00 a.m. arrival – planned); and, Todd McGhee

Board Members absent: Frank Baptista; Silvia Jones; and, John Morris

Others present: Laura Douglas, President; Lucinda Poudrier-Aaronson, Board Liaison; Joyce Brennan; Emmanuel Echevarria; Andrew Fisher; April Lynch; Jo-Ann Pelletier; Kate O'Hara; and Judi Urquhart

2. Chair's Remarks

Chair Medeiros welcomed back, John Morris, sharing that the Development Office's Alumni Committee recently selected John as our new Alumni Trustee to fulfill Jim Mathes' remaining term. John graciously accepted, but unfortunately, had a work-related obligation before his trustee role began.

Chair Medeiros then shared news of Valentina Videva Dufresne's recent resignation from the Board of Trustees, sharing we are coordinating with PENC (Public Education Nominating Council) and the Department of Higher Education on a new trustee appointment. She shared an updated directory is in the trustee material including contact information and appointment terms.

Chair Medeiros then provided a brief update of the Presidential Search process stating Issacson, Miller, the search firm, was creating a candidate pool and the first presentation of candidates to the search committee is scheduled on September 9th.

Trustee Joe Ferreira arrived at 8:43 a.m.

3. Consent Agenda

Chair Medeiros tabled the Consent Agenda items because there was not in person quorum to conduct board business. She stated we would come back to the Consent Agenda if/when quorum was reached.

Therefore, Chair Medeiros invited President Douglas to provide her report.

4. President's Report

- President's Goals 2023-2024 – Wrap-up Report
- Introduce President's Goals 2024-2025
- Financial Update

President Douglas provided her report beginning with a summary, wrap-up of the 2023-2024 President's Goals. All goals were met with the exception of three goals only partially completed and carried over to 2024-2025 academic year:

- i. Develop specific adult learner recruitment and retention plans for Attleboro, Fall River, New Bedford, Taunton, and Online students (Page 3 – Strategy 1, Objective 2)
- ii. Disaggregate online courses success rates by program, age, gender, ethnicity (Page 8 – Strategy 1, Objective 3)
- iii. Develop and implement employee retention strategies aimed at developing and promoting employees who develop leadership competencies and skills, making opportunities inclusive and equitable (Page 11 – Strategy 2, Objective 1)

President Douglas shared everything else in the 2023-2024 Key Goals has a check mark and indicates completion.

President Douglas then introduced 2024-2025 President's Key Goals including a new easier to review format. She reviewed the strategies and goals, and asked if there were any questions. She shared these 2024-2025 President's Key Goals would come before the board for approval in October and she wanted to provide ample time for Trustee review.

President Douglas shared that Steve Kenyon was in Scotland related to NOWI activity and she would provide the college's financial update in his place. She shared the FY2025 budget breakdown for the college including increases, decreases and state impacts.

Trustee Lynn Motta arrived at 9:02 a.m.

At the conclusion of the President's report, Chair Medeiros thanked President Douglas and the Leadership Team members present.

With the arrival of Trustee Motta, Board Liaison Poudrier-Aaronson announced we now had quorum and recommended we go back to the Consent Agenda items at this time.

Chair Medeiros stated her hope that Trustees have had the opportunity to review the consent agenda items posted electronically last week and included within your materials, today. She asked if there were any questions or items that need to be moved for discussion.

- Consideration of Minutes of Board of Trustees Meeting for June 3, 2024
- Consideration of Minutes of Special Board of Trustees Meeting for July 25, 2024
- Report of Personnel Actions August 2024
- Report of Workforce and Community Education Contracts August 2024

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

Chair Medeiros invited Trustee Motta to provide the Finance/Budget Committee Report.

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

Trustee Motta provided the following report:

- The Finance/Budget Committee met on June 3, 2024, for our quarterly meeting.
- We reviewed the Third Quarter Trust Fund report with Management. Overall budget to actuals were on track with no significant variances to report.
- We then reviewed the Report on Reserves. The report was through April 30 and our unrealized gain was over \$1.5M for the year on the approximate \$17M balance. Our upcoming schedule includes a review of the portfolio with Fidelity at our October meeting.
- We had some CDs renewed and rates were increased to over 5%.
- We then reviewed the quarterly budget update through May 13, 2024. Enrollment increases over budget accounted for \$3.3M in additional revenue.
- Summer enrollment was at an all-time high, up over 35% from the prior year.
- We also noted an increase in Financial Aid awarded of 17% from the prior year which is attributed to MassReconnect.
- We briefly discussed the impact of \$6.2 million in depreciation expenses on our income statement.
- Overall, we feel the College will finish the fiscal year cash flow positive.
- We then approved the bad debt write-off for fiscal year 2022 which was \$82,372. This is the first year post pandemic that we had a write-off. The College used HEERF funds to pay off outstanding balances, but those funds have been exhausted.
- The amount represents less than 1% of our tuition and fee revenue. All bad debt write-offs are put into the state's Intercept Program. This will intercept any state payment including tax refunds until the debt is settled.
- Lastly, we approved the President's credit card expenditures after reviewing the transactions.

At the conclusion of Trustee Motta's financial report, Chair Medeiros thanked her for providing the report of the Finance/Budget Committee.

Chair Medeiros shared that Student Trustee Jones had a medical emergency which prevented her from attending today. She shared she invited Trustee Jones to provide the Student Trustee Report in writing.

6. Student Trustee Report – Trustee Silvia Jones

Chair Medeiros shared that the Student Trustee’s written report would be uploaded to Trustee’s shared folder as well as the three slides with that information in today’s slide deck.

7. Old Business

Chair Medeiros reminded all that the list of Board of Trustee meeting dates for 2024-2025 is in your material today, and stated Board Liaison Poudrier-Aaronson will continue to send Outlook calendar invites as well.

If no other Old Business, Chair Medeiros invited any items for consideration as New Business in addition to the American Rescue Plan Act (ARPA) Grant.

8. New Business

- City of New Bedford’s request related to American Rescue Plan Act (ARPA) Grant
- 2024-2025 Board Meeting Plan & Dates

Chair Medeiros shared that in order to complete the process for \$250,000 in ARPA funds from the City of New Bedford, the grantor is requesting documentation of a vote of the Board of Trustees that Steve Kenyon, Vice President for Administration and Finance is authorized to sign the grant contract on behalf of the College. He already has authority from the College and the State but the grantor is requesting a board vote documenting his authorization. Chair Medeiros reviewed the related .ppt slide.

Cost 1: eLearning modules	\$120,000.00
Cost 2: Registration Platform	\$45,000.00
Cost 3: Asset Management Platform	\$5,000.00
Cost 4: Business Development	\$80,000.00

Chair Medeiros shared the funds will be for the NOWI and the first three items are software products, and the last is funding to help with business development, specifically the cost associated with bringing in new business to the NOWI.

Chair Medeiros asked for a motion to authorize Steve Kenyon, Vice President for Administration and Finance, to execute agreements between the College and the City of New Bedford pertaining to the receipt of ARPA funds.

A motion was made by Trustee McGhee to authorize Steve Kenyon to execute agreements between the College and the City of New Bedford pertaining to the receipt of ARPA funds. The motion was seconded by Trustee Clark. The motion was approved.

Chair Medeiros shared that in Trustee material today is a draft copy of board meeting topics and dates for AY 2024-2025, stating that the content is directly related to the board education topics selected by Trustees in the spring. She asked if there were any questions, and asked Trustees to review for discussion at a future board meeting.

9. Adjournment

Chair Medeiros invited any final items or questions for board consideration.

Hearing none, Chair Medeiros asked for a motion to adjourn this board meeting at 9:40 a.m.

A motion was made by Trustee Ferreira to adjourn the board meeting and was seconded by Trustee McGhee. The board meeting was adjourned.

Chair Medeiros stated we will take a short break before launching into the Retreat Day agenda. She suggested we reconvene at 9:55 a.m.

After the board meeting adjourned, Trustee Pamela Gauvin left the meeting and retreat day (via phone) to manage an out of state family emergency.

Members of the President's Leadership Team, with the exception of Dr. Andrew Fisher, also left after the board meeting.

BOARD OF TRUSTEES - RETREAT DAY

8:00 – 8:30 a.m.	Continental Breakfast
8:30 – 9:30 a.m.	Board of Trustees Meeting (<i>See meeting minutes 08.21.2024</i>)
9:30 – 9:45 a.m.	Break
9:45 a.m. – Noon	Board Development w/ <u>Dr. Francesca Purcell</u> , Senior Lecturer on Education, Harvard Graduate School of Education

This interactive session will focus on evaluating Bristol's context within the national higher education landscape ahead; exploring strategies to strengthen board performance and impact; and taking stock of our board members' expectations and assessment.

At 9:55 a.m., Chair Medeiros reconvened the Trustees and invited President Douglas to introduce the retreat's invited guest speaker and facilitator, Dr. Francesca Purcell. President Douglas shared that Dr. Purcell is currently Faculty Co-Chair for the Online Master's in Education Program at Harvard Graduate School of Education. She also serves as a Senior Lecturer of Education at Harvard. President Douglas also shared that Dr. Purcell is also a Trustee at one of the other Massachusetts' Community Colleges.

President Douglas left the conference room in an effort to create an environment where Trustees would feel comfortable discussing their experience at Bristol Community College. She shared she would remain accessible at the NOWI facility.

With that, Dr. Purcell facilitated an interactive discussion with the Trustees on the TOP 10 national postsecondary education trends and local implications. She reviewed each trend individually and

facilitated discussion amongst the Trustees as they shared their own thoughts, observations, and implications for the college.

1. Student Enrollment
2. Pandemic-Related Impact on K-12 Student Learning
3. Student Mental Health
4. Student Completion
5. Workforce Preparation

After the first five trends, Dr. Purcell stopped to ask the Trustees “which trends most strongly resonate for you and Bristol Community College? Why?”

6. Effective Teaching
7. Human Resources
8. Fiscal Instability (Private nonprofit and Public)
9. Public Perception
10. Political Interference

After the next 5 trends, Dr. Purcell again asked the Trustees “which of these trends most strongly resonate for you and Bristol Community College? Why?”

At 12:05 p.m., Chair Medeiros thanked Dr. Purcell for the lively discussion and asked everyone to break for lunch and be ready to reconvene at 12:45 p.m.

NOON – 12:45 p.m.

Lunch

12:45 – 2:00 p.m.

**Bristol’s Academic Programs – Relevance & Community Needs w/
*Vice President/Chief Academic Officer Andrew Fisher and President
Laura Douglas***

How does Bristol ensure that its academic programs stay relevant and meet employer needs? This presentation will focus on the process Bristol uses to adopt new academic programs and the 5-year program review process we have developed to ensure that programs are relevant and produce graduates that meet industry needs.

At 12:50 p.m., Chair Medeiros reconvened the Trustees and invited President Douglas and Dr. Andrew Fisher, to provide some thoughts and perspectives on Bristol’s Academic Programs.

President Douglas reminded Trustees this Academic Programs presentation came directly from our Trustees’ feedback and was requested as a board education topic. The President then turned the presentation over to Dr. Fisher to begin.

He began his presentation entitled, “Aligning Academic Programs with Industry Needs”. He stated the intent of this conversation is to answer questions related to how Bristol ensures that our programs stay relevant and meet employer needs.

Dr. Fisher talked the Trustees through the new program approval process, samples of LightCast data, use of advisory boards, and the importance of educational impact on the working economy. He discussed the importance of identifying emerging trends and market opportunities; and the 5-year lifecycle of new academic programs including annual deliverables.

Dr. Fisher then presented four different new academic program scenarios and facilitated the related discussion for each scenario.

Scenarios reviewed and discussed included:

1. Medical Assistant
2. Micro-Credentials
3. Liberal Arts and General Studies
4. Sub 120 Hour Bachelor's Degrees

Dr. Fisher asked if there were any final thoughts or questions to add to the discussion. Hearing no further questions or additional items for discussion, Dr. Fisher thanked the Trustees for their participation.

Chair Medeiros thanked Dr. Fisher for his presentation and invited Trustees to take a short break, stating we would reconvene at 2:30 p.m. as we were just a little bit off schedule.

2:00 – 2:15 p.m.

Break

2:15 – 3:30 p.m.

Preparing for a New President w/ Dr. Francesca Purcell, Senior Lecturer on Education, Harvard Graduate School of Education

This discussion will focus on the institution's imminent leadership transition including how Trustees can support and connect the new president to Bristol's various communities; set expectations and norms while allowing for new approaches; and monitor/measure performance and outcomes.

At approximately 2:30 p.m., Chair Medeiros reconvened the Trustees and welcomed back Dr. Francesca Purcell to explore with Trustees the board's role in preparation for a new president. Dr. Purcell began by asking Trustees what characteristics and hopes they had for a new president. Trustees shared they hoped for a good communicator and a relationship builder with abilities to connect with the college community, donors and community members. They discussed the benefits and need for no surprises and a president's ability to make it "easy" for Trustees ("I" it up). Skills or characteristics also mentioned were geographic/cultural sensitivity and labor relations experience.

Chair Medeiros mentioned that during and after the last search and President Douglas arrival, there was a Presidential Transition Team in place which was very helpful. Chair Medeiros asked Board Liaison Poudrier-Aaronson to talk with Steve Kenyon about the formulation of a transition team for the new President.

~3:00 p.m. – Trustee Ferreira left the retreat day citing another obligation.

Dr. Purcell facilitated continued discussion related to how Trustees could support the new president and assist in connecting them to Bristol's various communities and stakeholders on and off campus.

Chair Medeiros thanked Dr. Purcell for spending the day with Trustees. President Douglas also thanked Dr. Purcell and presented her with a small Bristol branded gift (blanket) in appreciation.

3:30 – 4:00 p.m.

Board Operations and Reminders w/ Board Chair, Joan Medeiros and Board Liaison, Lucinda Poudrier-Aaronson

Chair Medeiros shared that she and Board Liaison Poudrier-Aaronson wanted to take the last few minutes of our retreat day to provide some board operation details and reminders.

She stated that in 'Trustees' materials today are the board education topics and plan for AY 2024-2025. Chair Medeiros shared these topics were derived and developed from the Trustees collective feedback earlier this spring related to board education topics. She asked if there were any thoughts or questions for discussion.

Hearing none, Chair Medeiros shared that in Trustees' material today, we have also provided a copy of the Bristol Community College Board of Trustees Bylaws. She asked Trustees to pay particular attention to the "Attendance" section (Article VII, Section 3, page 9).

Chair Medeiros stated that during and after the pandemic we may have become a bit lax related to trustee attendance so we wanted to purposefully revisit the attendance requirements with all as we go into the new academic year. She reminded Trustees about the attendance requirement as outlined in the board bylaws, *"If a member is absent from four regular meetings in any academic year.... that person's membership on the board shall terminate...."*

Chair Medeiros noted that at her request, Board Liaison Poudrier-Aaronson, will take a proactive approach regarding attendance with the following planned communications:

1. **ATTENDANCE NOTICE** – *Trustee has missed two (2) regular meetings in the current academic year*
2. **ATTENDANCE WARNING** - *Trustee has missed three (3) regular meetings in the current academic year*
3. **ATTENDANCE TERMINATION** - *Trustee has missed four (4) regular meetings in current academic year*

Chair Medeiros asked if there were any questions or further discussion needed related to Trustee Attendance?

Hearing none, Chair Medeiros invited Trustees to review and discuss the 2024-2025 Committee Assignments. She shared the committee assignments were located in your materials today as well as in the Trustees' shared files. She announced these assignments are made by the Chair and reviewed annually. She also noted that several of the Committees have not met for a while and indicated a notation for Zoom meetings to be scheduled later this Fall on Trustees' 2024-2025 Board Education planning document.

Chair Medeiros acknowledged a heavier list for a couple Trustees that would be alleviated once a new Trustee was appointed. She asked if there were any questions or further discussion related to the 2024-2025 Committee Assignments?

Hearing none, Chair Medeiros highlighted the importance of responding to Outlook calendar meeting invites. She shared Board Liaison Poudrier-Aaronson utilizes those responses to plan for Trustee attendance at board meetings and events, and asked the Trustees to respond accordingly.

Chair Medeiros asked if there were any other questions, thoughts, or details related to board operations or any other logistics we have not considered?

Hearing none, Chair Medeiros thanked everyone for spending some time together today as the college heads into a new academic year. She reminded all that enrollment is looking great and MassEducate is now here.

She shared the search for the next President of the college is well under way. She stated we are fortunate to have all of you as Trustees for Bristol Community College, and thanked them for their continued service.

President Douglas also thanked Trustees for their good work and shared we had a small token of appreciation in keeping with our theme to help us brand Bristol while they are out and about in our communities. She presented each Trustee with a Bristol branded blanket. Go Bayhawks!

4:00 p.m.

Wrap-up & Adjourn

Chair Medeiros adjourned the retreat day at 3:45 p.m.