

**Bristol Community College  
Fall River, Massachusetts**

**Board of Trustees  
Meeting Minutes**

**October 3, 2022**

**I. Call to Order**

The three hundred and ninety-seventh regular meeting of the Bristol Community College Board of Trustees was held on Monday, October 3, 2022, in person in the Ryckebusch Faculty Staff Lounge in the Commonwealth College Center Building on the Fall River Campus at 777 Elsbree Street, Fall River, Massachusetts. The meeting was called to order at 4:11 p.m.

Trustees present: Joan Medeiros, Chair; Renee Clark; Pamela Gauvin, Esq.; Samuel Horton; Jeffrey Karam, Vice Chair; Todd McGhee; Lynn Motta; and Steven Torres, Esq.

Trustees absent: Valentina Videva Dufresne, Secretary; James Mathes; and Frank Baptista.

**II. Chair's Remarks**

Chair Medeiros welcomed all to the meeting. She said that President Laura Douglas would be attending via Zoom as she was at a meeting in Syracuse, New York.

Chair Medeiros said that it was with a heavy heart that she must announce that Max Volterra, Esq. passed away recently. Mr. Volterra served as a member of the Board of Trustees from September 2012 until October 2017. He currently serves as a member of Bristol's Foundation Board of Directors since November 2018, and previously served on the Foundation from June 2007 to October 2012. Mr. Volterra and his wife were instrumental in the production of Bristol's Manhattan Short Film Festival over the years and he was very dedicated to Bristol's Attleboro Campus.

At the Board of Trustees Meeting on December 13, 2021, the Trustees voted to award the *John J. Sbrega, Ph.D., Exemplary Service Award* to Mr. Volterra for his outstanding service to the college over many years.

Chair Medeiros requested a moment of silence for Max Volterra.

**III. Overview of Collective Bargaining Process**

Chair Medeiros introduced Carol Wolff Fallon, Esq., Labor Counsel for the Massachusetts Community College System, to give an overview of the collective bargaining process.

Ms. Wolff Fallon said that she has been with the Massachusetts Community College System since 2008 and has worked previously for the Massachusetts Board of Higher Education.

Ms. Wolff Fallon reviewed Massachusetts General Law Chapter 150E Labor Relations: Public Employees with the Board. She then provided an overview of the collective bargaining process noting the following:

- The state has its own statutes.
- Managerial and confidential employees are excluded from collective bargaining.
- The law defines who the employer is (Board of Higher Education).
- All community colleges bargain together.
- Presidents have a Human Resources or academic representative on bargaining.
- There is an AFSCME unit and two MCCC units which includes a full-time/part-time unit and a DCE unit.
- A collective bargaining agreement does not exceed a term of three years.

Chair Medeiros thanked Ms. Wolff Fallon for her report.

#### IV. Consideration of Consent Agenda Items

Chair Medeiros asked if any consent agenda items needed to be moved to the regular agenda. There were no items to move. She then read the Consent Agenda Items listed and asked for a motion to approve said items.

- Consideration of Minutes of Board of Trustees Meeting for August 24, 2022
- Consideration of Minutes of Board of Trustees Retreat for August 24, 2022
- Report of Personnel Actions October 2022
- Report of Workforce and Community Education Contracts October 2022

A motion was made by Trustee Torres to approve the consent agenda items and seconded by Trustee Clark. The motion was approved.

#### V. President's Report

President Douglas said that Vice President for Marketing and Communications Joyce Brennan and Chief Strategy Implementation Officer April Lynch would present the Trustee Talking Points.

##### Pacesetter Award

V.P. Brennan said that President Douglas was in Syracuse, New York today to receive the (NCMPR) National Council for Marketing and Public Relations' Pacesetter Award for District 1. According to NCMPR, the Pacesetter of the Year Award recognizes a community college president or CEO who has demonstrated special leadership and support in college communications and marketing. It is awarded annually in each of

NCMPR's seven districts, and district recipients automatically qualify to compete for the national award. District 1 includes the New England States, Delaware, D.C., Maryland, New Jersey, New York, and Pennsylvania as well as provinces in Canada and the United Kingdom. V.P. Brennan said President Douglas is dedicated to the college, works tirelessly on initiatives that support student success, is amazing on social media and a communications guru.

#### Land Acknowledgement

V.P. Brennan shared Bristol's Land Acknowledgement with the Board. She said it is a traditional custom used to recognize Indigenous peoples. Columbus Day will be recognized as Indigenous Persons Day at the college.

Trustee Torres said that Land Acknowledgement statement should be approved by the Board of Trustees as there are very strong statements contained within noting such phrases as "genocidal policies" "decolonization" which can be accusatory of our government. This statement should be taken under advisement before it is put out. Trustee Motta agreed that this statement is very strong. She said according to the statement, the college is on Wampanoag Tribal land; can we at some point be held liable?

V.P. Brennan said she appreciated the feedback and will bring it back to the Equity and Inclusion Committee for re-evaluation. She then will bring a revised version back to the Board.

#### College Service

Ms. Lynch said that in conjunction with union leadership, we have revised and expanded our definition and options for college service. We have created a comprehensive grid of opportunities for folks to give their service in ways that align with the strategic needs of the college. This grid will aid in building our culture of accountability and shared responsibility to our colleagues, our students and our community. This is an extension of our shared governance model. The pilot for this was launched in September.

#### President's Proposed 2022-2023 Key Goals

President Douglas reviewed her Proposed 2022-2023 Key Goals with the Board. She discussed the following four Strategies and Objectives:

Strategy #1: Academic Innovation: Advance an engaging holistic teaching and learning environment resulting in a seamless student experience that prepares them to embrace life's opportunities.

- Objective 1: Program and curriculum review and alignment based on Labor Market Data Action Plans.
- Objective 2: Develop a strategic enrollment plan that prioritizes our markets and activities.
- Objective 3: Develop a plan that outlines the processes and systems needed to support an adult learner model.
- Objective 4: Develop a new model and process for course scheduling.

- Objective 5: Promote more meaningful student interactions to enhance the student experience.

Strategy #2: Equity and Student Success: Shared responsibility for the success of our students and employees by improving equity-mindedness and ensuring institutional support that lessens equity gaps.

- Objective 1: Identify and expand the existing infrastructures that best support BIPOC and Latinx students.
- Objective 2: Develop and define best practices that enhance the educational experience for BIPOC and Latinx students.
- Objective 3: Develop a retention and recruitment strategy that increases the number of minority (employee) candidates and their longevity at the college.
- Objective 4: Increase equity core competencies by ensuring that all employees and students receive equity and social justice training.

Strategy #3: Organizational Excellence: Create a culture of innovation through improved processes and collaboration, modern technology and ongoing professional development to support student and employee success.

- Objective 1: Develop the process and tools needed to support an effective enrollment pipeline for onboarding students.
- Objective 2: Define a strategy for our campus locations focused on community and partnership development.
- Objective 3: Align the efforts of Economic and Business Solutions with Academic Affairs (AA) and Student Services Enrollment Management (SSEM).
- Objective 4: Develop a plan to enhance online learning.
- Objective 5: Develop a more technology driven organization that provides resources, tools and training for students, staff and faculty to become more proficient in their technology skills.

Strategy #4: Partnerships: Collaborate with educational institutions, alumni, industry and community partners to increase educational attainment and support the talent pipeline to enhance opportunities in the region.

- Objective 1: Expand the Early College Programming and infrastructure as a strategic enrollment pathway.
- Objective 2: Create a pipeline between business and industry partners to provide relevant workforce information.
- Objective 3: Develop a process for grant development and management within Economic and Business Development, Development Office, SSEM and AA.
- Objective #4: Implementation of the new advisory board system.

Chair Medeiros requested a motion to approve the President's Proposed 2022-2023 Key Goals.

A motion was made by Trustee Gauvin to approve the President's Proposed 2022-2023 Key Goals and seconded by Trustee Karam. The motion was approved.

President Douglas then reviewed her 2021-2022 Key Goals with the Board. She said that most of her goals were completed, and she will continue to work on those areas not complete. Her goals for 2022-2023 build upon and compliment those from last year.

President Douglas concluded her report.

(Trustee Lynn Motta left the meeting at this time.)

## VI. Financial Update

Vice President Kenyon gave the following report to the Board.

- Our Fiscal Year 2022 audit wrapped up last week and we are waiting for draft financial statements from the auditors to review with the Finance/Budget Committee. That will be scheduled for next week.
- The statements are due to the Department of Higher Education, state comptroller, Department of Education and others by October 15. The audit firm O'Connor & Drew will present them formally to the Board at the December meeting along with all the required communications.
- There were no audit adjustments, findings, or management comments so he was very pleased with the results and the work of the Fiscal Department.
- Because of the implementation of GASB 87 for Operating Leases, we restated FY21 so our FY22 statements would be comparative.
- We ended FY22 with a positive change in net position of about \$2.1 million. Cash flow was positive with an increase of \$1.2 million but less than anticipated because of the use of college cash to fund the NOWI project until financing is secured.
- This will make three years in a row of increased cash balances and increases in net position. A reminder is that these increases are a direct result of Federal Funding we received through the Higher Education Emergency Relief Fund. Those funds will be expiring this fiscal year.
- For FY23 which just started July 1, we are on track with our budget. Enrollment is tracking slightly better than budget, but our unrealized losses have not turned around yet. As you may recall, we approved a budget in FY23 with a \$6 million deficit to avoid increasing fees significantly and making drastic budget reductions. We have fewer full-time positions than when we approved the budget last March and are working toward continuing that trend.
- For the newer Trustees with us to give some perspective, our asset size is about \$150 million with an annual operating budget of about \$78 million. That \$78 million was \$87 million just last year. That decrease demonstrates the reductions in spending taking place with a long way to go.

V.P. Kenyon concluded his report.

VII. Report of the Student Trustee

Student Trustee Samuel “Saul” Horton gave his report to the Board. The following are some of the highlights of his report.

Trustee Horton said he was very excited to be here; this is a great opportunity to be a member of the Board of Trustees. He was born in Massachusetts and entered the Army National Guard at 23 as an aircraft structural repair technician. In 2010-2011, he served in Iraqi Freedom and maintained helicopters. He was honorably discharged from the Army in 2015.

He is married with two children aged six and four, and lives in New Bedford. He joined the Student Veterans of America (SVA) and recently attended the SVA National Conference in California which he found so motivating and inspiring. Denny Cosmo, Director of Bristol’s Veterans Center, has encouraged him to be more involved with helping others. Bristol Community College is so supportive and as Bristol’s Student Trustee, it allows him to help others more.

Trustee Horton said that the following ideas would help with retention at that college:

- Enhance grants and scholarships availability for students.
- Deals on books and laptops.
- Encourage student engagement as with the many clubs offered and events on the calendar; all events are available on the website for students.

He said the Student Senate met for the first time this semester last week and there are ten new members. He will provide more information to the Board as the semester progresses.

Trustee Horton said one goal he has is to help students gain access to funds to ease their burden financially. We should match students with grants and scholarships.

Trustee Horton concluded his report.

VIII. Old Business

There was no Old Business to come before the Board.

IX. New Business

Policy Review

Chair Medeiros asked if the Trustees had any questions regarding the six policies presented. Trustee Torres asked if any consultants were used in the development of the

Use of Force policies. V.P. Kenyon said that these policies were renewal policies but in the initial development, Dan Racine and Legal Counsel were consulted. We are in the process of seeking Massachusetts State Police Accreditation for our Campus Police Department.

Chair Medeiros requested a motion to approve all six policies presented. A motion was made by Trustee Karam to approve the following six policies:

- Use of Force 2 Sept 2022
- Use of Force 1 Sept 2022
- State Ethics – Conflict of Interest Sept 2022
- Police Authority SOP ADM 3
- Fraud and Theft Protection Policy
- Accreditation Program ADM 28

This was seconded by Trustee Clark. The motion was approved.

X. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 5:23 p.m.

Respectfully submitted,

*Kathleen Wordell*

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Kathleen Wordell, Recording Secretary

\_\_11/7/22\_\_  
Date Approved

KAW\_\_\_\_\_  
Initials