

Bristol Community College
Fall River, Massachusetts

Board of Trustees
Meeting Minutes

October 1, 2018

A. Call to Order

The three hundred and sixty-second regular meeting of the Bristol Community College Board of Trustees was held on Monday, October 1, 2018, in Room 225 at the Bristol Attleboro Campus located at 11 Field Road, Attleboro, Massachusetts. Chair Joan Medeiros called the meeting to order at 4:08 p.m.

Trustees present: Joan Medeiros, Chair; Samir Bhattacharyya; Valentina Videva Dufresne; Sara Hincapie; Lynn Malasi; Anthony Sapienza; Sandra Saunders, Esq., Secretary; and Diane Silvia..

Trustees absent: Frank Baptista; Keith Hovan; and Steven Torres, Esq., Vice Chair.

B. Chair's Remarks

Chair Medeiros thanked Dean Rodney Clark for hosting the Board of Trustees meeting at the Bristol Attleboro Campus.

C. Consideration of Consent Agenda Items

- Minutes of August 22, 2018.
- Retreat Notes of August 22, 2018.
- Report of Personnel Actions.
- Report of Workforce and Community Education Contracts.

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.

Upon a Motion made by Trustee Sapienza to accept the Consent Agenda Items, and seconded by Trustee Saunders, it was

VOTED to accept the Consent Agenda Items.

D. President's Report

President Douglas said the following are Talking Points for the Board of Trustees:

1. Theatre Program Re-launched

Bristol has re-launched the theatre concentration. Students will learn the foundations and fundamentals of professional theatre with an Associate in Arts in Liberal Arts & Sciences, Theatre Concentration. Upon completion of the program, students will be prepared to transfer to a four-year institution and/or begin working professionally. Benefits of the program: Hands-on training, inclusive environment and rewarding courses. They are working on an Original Play (title to be determined). Performances will take place November 29 - December 1, 2018. A production of *A Midsummer Night's Dream* will take place April 25 - 27, 2019.

2. Manhattan Short Film Festival in Attleboro, October 5 and 6

The Manhattan Short Film Festival unites film lovers across 300 cinemas and six continents to judge nine short films vying for Oscar nominations. It is also the soft launch of our *Action for Attleboro: Academic Support Within Reach* fundraising drive to develop a new Learning Commons at Attleboro. The Learning Commons houses both the Writing and the Tutoring and Academic Support Centers. On Friday, October 5 and Saturday, October 6, at 5 p.m., before the films begin, we will host a dessert reception to share our Learning Commons vision with a mock-up of the planned space, student-led tours and a greeting from President Douglas. Trustees, students, employees and the public are invited to attend.

3. Bristol Community College Office of Grant Development

Since July, the Office of Grant Development has been awarded ten grants totaling \$2,257,103. This funding was from a total of 14 proposals requesting \$2,600,710 and there are still four grants pending in the amount of \$185,288. A large part of this funding, \$1,398,720, is for Bristol's literacy program to provide services to individuals who lack basic literacy skills and/or a high school credential in Fall River, Taunton and Attleboro. Bristol is currently in the process of developing four grant proposals including the Perkins Postsecondary grant allocation for \$500,090 to improve Career and Technical Education and the academic achievement of students enrolled in these programs.

President Douglas said that Bristol Community College was awarded a Title III grant for \$449,707 each year for the next five years. The Title III Grant addresses the needs of General Studies' students through strong academic guided pathways, providing learning-centered and student-supported environments and wraparound support services through inescapable academic assistance combined with virtual and technology aids. These grants help colleges become self-sufficient and expand their capacity to serve low-income students by providing funds to improve and strengthen the academic quality.

President Douglas said the Brand launched on Opening Day of the semester with positive energy. The college went public on the first day of classes strategically positioning the new logo with the President's vision and charge to create a college-going culture in the

region. We received extensive media coverage including front page of *The Herald News*. Simultaneously, we are rolling out a new campaign, “Your Dreams are Within Reach.” The “...within reach” marketing and advertising campaign will emphasize cost, accessibility, inclusion, quality and opportunities offered at the college and will focus on 25+ year olds.

President Douglas notified the Board of two important future events that they would be receiving invitations for in the next few weeks. On November 8, the college will celebrate Foundation scholarship recipients and our generous donors at the annual Scholarship Luncheon in the Margaret Ryckebusch Faculty and Staff Lounge, G Building, on the Fall River Campus. At this event, donors and students will enjoy lunch, students will present their thank you notes, and President Douglas and a scholarship student will speak.

On November 13, at 9:00 a.m., we will host our student veterans at a Veterans’ Honor Breakfast on the Fall River Campus. A scholarship created in honor of Representative Alan Silvia will be announced at the breakfast.

Bristol Community College and the British Consulate-General Boston are sponsoring an Offshore Wind Symposium with the City of New Bedford and the New Bedford Economic Development Council on October 30 at the Whaling Museum Harbor View Gallery. This all-day symposium is focused on Offshore Wind, the experiences of the United Kingdom and what is currently developing in the United States. Panelists from the UK and the US will provide their perspectives and share experiences on the economic and social value that OSW has delivered for UK communities. The symposium will incorporate panel discussions as well as breakout groups comprised of UK and US participants and expect to draw attendees from multiple industries, C-level Executives, Educational Institutions, state and local leadership as well as multi-leveled participants from marine-related sectors.

ADVANCING SHARED GOVERNANCE

President Douglas gave an update to the Board on advanced shared governance. Employees engaged in 11 listening sessions in spring 2018. Data from these sessions and the PACE climate survey, completed in fall 2017, were combined into a qualitative data set. In August 2018, over 20 employees came together to collectively code this data into the following themes:

- **Organization of the College**
 - Lack of alignment with the Strategic Plan and goals, clear policies and procedures, committee structure alignment, pathways for promotion; Fall River-centricity.
- **Inclusion, Trust and Morale**
 - Need for pride in the college, engaging new employees, showcasing areas, civility and safety in decision-making, transparency, multiple voices and input from all levels; sharing/owning decisions.

- **Accountability**
 - Lack of focus on mission: serving students, goals for accountability, definitions of levels of decision-making; too much bureaucracy.
- **Leadership and Collaboration**
 - Need for training/clear expectations of leadership and team members, top-down transparency and communication, silo-reduction, collaboration and teamwork.

President Douglas said in spring 2018, the national Community College Survey of Student Engagement (CCSSE) was administered to Bristol Community College students. Student engagement is defined as the amount of time and energy students invest in meaningful educational practices. Results of the survey inform decision-making and target institutional improvements.

Aspects of highest student engagement at Bristol

- Worked on a paper or project that required integrating ideas or information from various sources.
- Number of written papers or reports of any length.
- Providing the financial support you need to afford your education.
- Never coming to class without completing readings or assignments.
- Made a class presentation.

Aspects of lowest student engagement at Bristol

- Worked with classmates outside of class to prepare class assignments.
- Frequency: Career counseling.
- Frequency: Skill labs (writing, math, etc.).
- Frequency: Peer or other tutoring.
- Number of books read on your own (not assigned).

Ed Cabellon, Vice President for Enrollment Management and Student Services, gave an enrollment update to the Board.

- Three Objectives:
 - Provide a Fall 2018 enrollment update.
 - Share Lessons Learned.
 - Highlight FY19 Retention Efforts.
- Enrollment Headcount/FTE Data 2012-2018
 - Headcount = -5.5% and FTE = -6.2%
- Fall 2017-2018 Headcount
 - Total = -5.55%;
 - Attleboro = -10.89%;

- eLearning = +4.36%;
- Fall River = -5.27%;
- New Bedford = -7.83%;
- Taunton = -10.14%

- New/Returning: FT 42.3% (-1.3%); PT 57.7% (+1.3%)
One third = 36% (-5.1%); two thirds = 64% (-6.71%)

- Takeaways
 - Orientation (make mandatory) – a major component of First Year Experience.
 - Last minute culture at Bristol – utilize late start program and shift culture.
 - Incomplete (FAFSA) Financial Aid – team does Financial Aid workshops – increase these; get staff to be proactive and not wait for forms to come in. October 1 is the date for students to begin doing FAFSA for next year.

- Goals –
 - FY19 enrollment is at -5% (total credit target = 127,946/60,280).
 - FY19 Credit Course Completion Rate is 81%.
 - Fall 2018 to 2019 Persistence Rate = 62% FT and 47% PT.

- Recruitment Tactics - Data Collection and Analysis; Systems and Infrastructure; SEM Planning; Proactive Financial Services; and Family Event Integration.

Trustee Bhattacharyya said the goal of 65% retention rate would be a game changer. V.P. Cabellon said they want to build slowly with staff (culture shift) and do not want to do anything prematurely. There is inefficiency in process now; he is reorganizing strategy. President Douglas said they plan to build a robust First-Year Experience by utilizing a college success seminar and proactive advising. The First-Year Experience can up the game by 5%; not in the first year of implementation, but it will get there eventually. V.P. Cabellon said this is done with the following recruitment tactics: data collection and analysis, systems and infrastructure, SEM planning, proactive financial services and family event integration. Trustee Dufresne asked if exit interviews were conducted. V.P. Cabellon said that he cannot speak of the past but they are incorporating this into the data collection.

Trustee Malasi asked if there is a wait list for nursing. V.P. Greg Sethares said yes, the reason is that clinical placements prove challenging for current students; we have access to the statewide online portal for placements. President Douglas said we are also vying against other institutions who are competing for jobs and placement. We have high faculty/student ratios – 8:1.

- Retention
 - Early Alert System
 - CARE Team

- First-Year Experience
- Innovation Fund
- Digital Communication Training/Planning
- Faculty Partnerships

Trustee Bhattacharyya asked if we do five-year planning, not just one-year planning. V.P. Cabellon said in the spring, he hopes to do a one-three-five year planning model; he is still new and working on a one-year plan for now. Trustee Sapienza asked if SEM was this for new populations or expanding current underrepresented groups. V.P. Cabellon said they identify what increases in specific populations and find new populations. The Teams are Recruitment, Retention and Data. Trustee Dufresne asked if this is for all four campuses. V.P. Cabellon said the plan is to scale to all four.

E. Report of the AD HOC Committee

Trustee Steven Torres, Chair of the AD HOC Committee, was not in attendance. Trustee Sandra Saunders, a member of the AD HOC Committee, said that the Bylaws update is moving along; they are making many changes and should have the final version soon.

Chair Medeiros said that she recently emailed the proposed Committees List to the Board and asked if there were any questions. Trustee Sapienza asked about the committees that were being eliminated. Chair Medeiros said certain issues previously handled in these committees would be addressed by the AD HOC Committee as well as the Governance and Nominating Committee, and the Instructional and Student Services Committee.

F. Report of the Student Trustee

Student Trustee Sara Hincapie gave her report to the Board. The following are some of the highlights of the report.

- Events by Date:
 - 9/26 Fall Involvement Fair
 - 10/3 Hispanic/Latino Heritage Month, Opening Ceremony
 - 10/5-6 Manhattan Short Film Festival
 - 10/11 Fall Job Fair
 - 10/19 Salsa Night
 - 10/24 Fall Harvest Festival
- Spotlight on the Students (informal interactions with students)
 - Concerns – desire for food options that accommodate restrictions and more food options at night; have professors allow introductions during first weeks of classes; issues with transportation; and more comfortable study spaces. Trustee Hincapie did want to add a concern that the Financial Aid applications were very difficult for her to fill out initially as a first-year student. The Student Senate wants to focus more on Financial Aid by assigning a representative to students and more advisors.

- Compliments/Feedback – great feedback for back-to-school events; faculty and staff were very kind and helpful to lost students; colorful signs on campus; many clubs; and new branding is working.

Trustee Hincapie said that one of her goals as the Student Trustee is to listen to student concerns, ideas and feedback and voice them at the Board Meetings. She will also attend Student Advisory Council (SAC) meetings and interact with other Student Trustees and student leaders to learn about the issues and successes at other colleges.

Trustee Hincapie also shared a photo gallery of events and student interaction with the Board.

G. Financial Update

Vice President Steve Kenyon gave the following update.

- The Finance and Audit Committee met and approved the audit results for FY18. The independent auditors will report to the Board at the December 10 Board meeting.
- We have finished the first quarter of FY19: as noted in V.P. Cabellon's report, enrollment is a little off and maybe off in spring (1 point = \$280,000). We may need to cut costs again.
- We saved \$560,000 in payroll expense this fiscal year.
- Regardless of enrollment trends, we recognize \$6 million in capital appropriations; the college's financial health will continue to improve.
- V.P. Cabellon and V.P. Kenyon's numbers are in consent.

H. Old Business

President Douglas reviewed her 2018-19 Goals with the Board. She said she worked with the President's Leadership Team and College Communications to make sure that the goals follow the Strategic Plan. It lists strategies and areas of concern as well as intending outcomes and subgoals.

Strategy I College Participation -

Trustee Dufresne asked if this strategy included diversity metrics. President Douglas said Vice President Rhonda Gabovitch just ran the data and there is an uptick in underrepresented groups. Trustee Malasi asked do they just not apply as some cultures are encouraged to go to work and not school. President Douglas said it is regional demographics concerning underrepresented groups. It is all about meeting with people to make inroads. As an example, the Rotary Club is focusing on vocational opportunities for middle and high school students. The Rotary has a vocational service aspect. V.P. Cabellon said the strategy at the middle school is to get them thinking about college. Trustee Malasi asked if we are offering courses that students want to take; does the curriculum draw students in. President Douglas said we are developing partnerships and

articulations with higher education institutions; the idea is to go to Bristol first and transition to a four-year institution.

Strategy II College Completion –

Trustee Dufresne asked about increasing eLearning. President Douglas said online learning is important; we must compete at a reasonable price. We can have more growth in this area and provide ways to work around students' employment schedules. The eLearning dean is working on a new strategic plan.

Strategy III Student Learning

Ensure that Bristol is ready for its five-year NEASC accreditation report.

Strategy IV Workforce Alignment

Literacy programs are important as well as comprehensive data collection and analysis.

Strategy V Preparing Citizens

Focus on increased student voting participation and increase students' civic knowledge.

Strategy VI Eliminating Disparities

Trustee Sapienza asked how we are to identify three new Shared Governance goals. President Douglas said that the Central Committee is to realign the committees to the Strategic Plan and ideas.

Strategy VII Institutional Advancement

President Douglas said this strategy is about developing a strong Human Resources department and building a culture of trust and continued improvement. This will be accomplished by means such as implementing Lean 6 Sigma projects, attracting the best talent to Bristol, and comprehensive student data collection.

Trustee Bhattacharyya said the President's Goals are very comprehensive. He recommends for future presentation of the goals at Board meetings to reduce and translate the goals to seven slides only – one page per strategy – and to have each Vice President present when discussing the goals.

Chair Medeiros requested the Board approve the President's 2018-19 Key Goals.

Upon a Motion made by Trustee Sapienza to approve the President's 2018-19 Key Goals, and seconded by Trustee Silvia, it was

VOTED to approve the President's 2018-19 Key Goals.

The Board also requested that the Communications' articles that are normally distributed at the Board meeting be forwarded to the Board in advance along with the other material in the Board packet.

I. New Business

Trustee Sapienza asked how to report out on other material not included in the committee meetings. Chair Medeiros said this material should be discussed during the New Business section of the Board meeting.

J. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 5:49 p.m.

Respectfully submitted,

Sandra Saunders, Esq.

Sandra Saunders, Esq., Secretary

11/5/18
Date Approved

KAW
Initials