

Bristol Community College  
Fall River, Massachusetts

Board of Trustees  
Meeting Minutes

December 10, 2018

A. Call to Order

The three hundred and sixty-fourth regular meeting of the Bristol Community College Board of Trustees was held on Monday, December 10, 2018, in the Ryckebusch Faculty Staff Lounge in the Commonwealth College Center Building on our Fall River Campus at 777 Elsbree Street. Chair Joan Medeiros called the meeting to order at 4:12 p.m.

Trustees present: Joan Medeiros, Chair; Frank Baptista; Sara Hincapie; Keith Hovan; Lynn Malasi; Anthony Sapienza; Sandra Saunders, Esq., Secretary; Diane Silvia; and Steven Torres, Esq., Vice Chair.

Trustees absent: Samir Bhattacharyya and Valentina Videva Dufresne.

B. Auditor's Report

Chair Medeiros welcomed all to the meeting. She then introduced the Auditors from O'Connor & Drew, P.C. – David DiIulis and Michael Cronin. Mr. DiIulis gave the following report:

Mr. DiIulis said they completed the audit and filed by the October 15 deadline. He gave a summary of the audit stating it includes “consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not the for the purpose of expressing an opinion on the effectiveness of the College’s internal control over financial reporting. Accordingly, we express no such opinion.” Mr. DiIulis said they issued an unmodified opinion on the college’s financial statements and “no material weaknesses or significant deficiencies were noted within the Report on Internal Controls over Financial Reporting and on Compliance and Other Matters.”

Mr. DiIulis reviewed the following significant accounting policies and transactions:

- Initial Selection of or Changes in Policies
  - Adoption of GASB Statement 75, Financial Reporting for Postemployment Benefits Other Than Pensions. Adoption required restatement of prior fiscal year ending net position for \$21.2 million.
  - Single year financial statements.
  - All accounting policies are discussed in Note 1 of the financial statements.

- Significant Transactions/Events
  - Received a grant from Mass Life Sciences for \$4.4 million. Recorded the entire amount as restricted revenue, with no expenses for FY 2018.
  - No other transactions outside of the normal course of business.

There were no audit differences recorded as a result of the audit that are required to be communicated to the Committee. There were no uncorrected misstatements that are required to be communicated to the Committee.

- Management’s Judgments and Accounting Estimates
  - Allowance for doubtful accounts.
  - Depreciable lives of capital assets.
  - Net pension liability.
  - Net OPEB liability.
  - Fringe benefits.

Mr. DiIulis said there were no disagreements with management. They consulted with the auditors for the Massachusetts State Employees’ Retirement Plan and State Retirees’ Benefit Trust, as well as the auditors for the Bristol Community College Foundation. Major issues discussed with management prior to retention – none; difficulties encountered in performing the audit - none. The significant written communications between the auditor and management included the engagement letter and management representation letter. Mr. DiIulis reviewed the auditing firm’s independence from the college and risks, and no pervasive financial statement fraud risks were identified. Declining enrollment was noted under the college’s specific risks. The results of the single audit as required by the Uniform Administrative Requirements, Cost Principles, and Audit Requirements will be discussed at a later meeting. The *GASB Statement 87, Leases* was reviewed under new accounting pronouncements.

Mr. DiIulis asked if there were any questions from the Board of Trustees regarding the report or the financial statements.

(Trustee Frank Baptista arrived at this time.) There being no questions, Chair Medeiros thanked Mr. DiIulis and the auditors for their report.

Upon a Motion made by Trustee Hovan to accept the Auditor’s Report, and seconded by Trustee Malasi, it was

VOTED to accept the Auditor’s Report.

C. 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 Meeting of November 5, 2018
- Consideration of Minutes of Joint Board Meeting of November 5, 2018
- Report of the Finance and Audit Committee
- Report of Personnel Actions
- Report of Workforce and Community Education Contracts

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

VOTED to accept the Consent Agenda Items.

D. Chair's Remarks

Chair Medeiros said she did not have much to report as several communications were sent to the Board over the past month. She introduced the Executive Director of Development, Paula Popeo, to discuss Trustee giving.

Ms. Popeo said, as was mentioned during the discussion at the last Board meeting, she is here to speak to the Trustees about giving. With assistance from Associate Director of Development Kerry Lynch, the Development Office started a new solicitation for the annual campaign mailed to 8,000 previous donors and alumni. It targets \$3 million for Bristol Attleboro's new Learning Commons. November 27 also kicked off the employee giving campaign with the goal to go from 13% employee giving to 20%; they are encouraging employees to sign up for payroll giving. We appreciate all that the Trustees do and encourage/ask you to give to our scholarships and funds. We have two new designations: 1) Representative Alan Silvia Veterans Scholarship and 2) CARE Fund – emergency concerns for students, housing issues and transportation. Trustee Baptista asked how donations were distributed. Ms. Popeo said it is completely up to the donor who may designate a particular scholarship or fund to donate to, or if no designation is specified, then the gift is applied to the Foundation's unrestricted fund.

E. President's Report

President Douglas introduced Erin Wright, Associate Director of Employee and Labor Relations, who, along with Interim Executive Director of Human Resources Stephen Hines, will transition Human Resources in Ms. Carolyn Ross' absence.

President Douglas invited Dr. Chad Argotsinger, the interim Chief of Staff in Academic Affairs, to discuss the Learning Commons Model. Dr. Argotsinger said there are several different supports available to students: in class, in person and online (tutoring available). They track every student who utilizes these services. The Learning Commons in Fall River is located in B Building – which proves somewhat far for students; they tend to get lost going from A to B Building. In Taunton, the Learning Commons is located in the same area as Library Services who can then link the students up with necessary support services. At the Attleboro Campus, the Learning Commons is located on a different floor

from the majority of classrooms. In Attleboro, they want to create a single location with one point of contact. The college just received a Title III grant for \$2,248,379 (\$449,707 each year for five years) to expand our Learning Commons. He reviewed the proposed plans with the Board and said the physical space includes both cubicles and spaces for students to have private conversations. He said we hope to increase the number of students who utilize the Learning Commons. Trustee Torres asked if there is a barrier because of a personnel issue – a waitlist for tutors. Dr. Argotsinger said there are plenty of tutors available both peer and professional tutors, but the challenge is getting the students in; most do not take advantage of services and feel it is only for struggling students. We are getting the word out in various ways to encourage students to take advantage of the services provided such as a video played at orientation, placing the information in the student handbook, presentations to classes and through the Early Alert program. Faculty are also aware of student support services and are having suggested conversations with students.

President Douglas said that Commencement 2019 will take place under the solar canopies/carport. This will accommodate more people and provide more shade and the same amount of weather protection in the event of rain. It will also save the college about \$30,000 per year. We plan to increase parking options as well as available shuttles. This will also reduce the distance of the processional walk.

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

- Fitchburg State University RN to BSN Guaranteed Admissions Scale Up.  
Bristol has partnered with Fitchburg State University (FSU) to receive a Massachusetts Department of Higher Education Nursing & Allied Health Grant. This proposal is focused on accelerating nurses with the Associate Degree in Nursing to a Bachelor's Degree in Nursing through simplified progression pathways. These pathway agreements will build on the Nursing Education Transfer Compact for students graduating from Bristol, Middlesex and Quinsigamond Community Colleges by:
  1. Transferring a greater number of credits than is customarily allowed for transfer students, with guaranteed admissions to FSU confirmed early in the students' career.
  2. Using an online format, which allows students to earn a Bachelor's in Nursing while they are in the workforce.
  3. Fitchburg State will provide student support for advising and retention by providing traditional faculty and staff advisors while students are at the community college level.
  
- Late Start Pathways  
Bristol Community College students have developed a culture of registering for classes very late in the process, even after classes begin. An analysis of these students showed that 164 students were unable to successfully register for class despite the many hours worked by financial aid, enrollment and advising staff.

A review of other community colleges and universities showed a two-prong approach: (1) manage last-minute students into Late Start Pathways, and (2) incentivize new students to register early. In the spring of 2019, Bristol will pilot Late Start Pathways for last-minute students. These pathways will include courses such as developmental Math and English, as well as the College Success Seminar. Late Start students will be able to take advantage of a payment plan, pending the processing for their financial aid, creating a later point of entry for adult students who may be referred from unemployment or transitional assistance services after the semester has begun.

- Train Grant For Office Support Training  
The Workforce Education Institute, in collaboration with Academic Services, is offering a 24-credit Office Support program for 25 students with a 3-credit, 45-hour internship, wraparound services and supports including career readiness, job placement support, meals and transportation. The Massachusetts Department of Higher Education funded \$174,000 to Bristol for this unique program that provides an expedited credit program with built-in intensive supports and career and work opportunities. The team is recruiting students through a communication campaign and information sessions to un- or under-employed adults who are new entrants to the workforce. At this time, the team is interviewing over 200 interested candidates for the 25 openings to ensure that requirements of the grant are fulfilled by these students. Requirements include full commitment to finishing the Office Support program, participating in the associated internship and engaging with the employment placement. The program begins January 9, 2019.

President Douglas provided a presentation on Key Performance Indicators. The following are some highlights:

- KPIs are quantitative and qualitative measures used to review an organization's progress against its goals.
- They provide insight on an organization that is both operational and strategic.
- Each unit of the organization should have its own KPIs to meet their distinct strategies.
- Bristol should define its top KPIs to help us make better decisions and provide Trustees with an important governance tool.

#### KPI Dashboards

- A KPI Dashboard is a simple visual display of the most important information that decision makers need to help them achieve objectives.
- An operational dashboard allows us to check routine processes and outputs to ensure things are running smoothly and allows us to address issues.
- A strategic dashboard looks to the future and seeks to identify obstacles and challenges that affect goal achievement.

#### Four Components of Effective Dashboard Design

1. Limit dashboard to a single screen.
2. Include only the most critical KPIs for achieving operational and strategic objectives.
3. Make it accessible to all who need it.
4. Design it so that it is easy to look at, navigate and understand. (We intend to use Tableau software to illustrate our dashboard.)

President Douglas presented Bristol's KPI Proposed Plan to the Board. This included adopting top KPIs (operational and strategic) based on data we can measure and compare with other Massachusetts community colleges and developing KPIs for each college unit that align with our new Title III grant outcomes and Strategic Plan (which ends in 2020). As we complete our next Strategic Plan, adopt new sets of "top" KPIs and "unit" KPIs that are both strategic and operational and enable us to measure our progress against the goals of our new Strategic Plan. Bristol's top Operational KPIs through 2020 are Enrollment and Degrees Awarded. Our top Strategic KPIs through 2020 are the following:

- Retention Rate
- Developmental Math Progress Rate
- Developmental English Progress Rate
- Six-year Student Success Rate
- Closing Latinx vs. White Student Success Rates
- Closing African American vs. White Student Success Rates
- Closing Pell vs. Non-Pell Gaps in Student Success Rates
- Closing Male vs. Female Gaps in Student Success Rates

Upon a motion made by Trustee Torres to accept Bristol's KPI Proposed Plan and seconded by Trustee Sapienza, it was

VOTED to accept Bristol's KPI Proposed Plan.

President Douglas gave an update of the President's Approved Goals for 2018-2019:

- Strategy I College Participation: Developing and Sustaining Enrollment
- Strategy II College Completion: Fostering Students' Educational Aspirations
- Strategy III Student Learning: Providing Robust, High-Quality Education
- Strategy IV Workforce Alignment: Transitioning from Classroom to Workplace
- Strategy V Preparing Citizens: Connecting Individual and Community
- Strategy VI Eliminating Disparities: Leveling the Playing Field
- Strategy VII Institutional Advancement: Positioning the College

She also mentioned the new *Fact Sheet 2018* that provides a quick, at a glance overview of Bristol Community College.

F. Report of the Facilities Committee

Trustee Anthony Sapienza, Chair of the Facilities Committee, gave the following report to the Board of the Facilities Committee meeting of November 5, 2018.

Davol Street Lease Update:

The college sent a letter to DCAMM requesting termination of our lease as of January 31, 2019. The DCAMM legal office is deciding on section 12 of the lease that allows us to terminate a lease based on financial necessity and loss of state appropriation. This will likely be denied and we will need to enforce the lease provision of 250 dedicated parking spaces and to adjust rent until it is resolved. This process has started.

This situation is requiring us to plan for ABE and Workforce programs to be relocated to Elsbree Street or other suitable space on an existing campus. Because of the above situation, an exact move date is not known.

Clean Room Project:

The simulated Clean Room will be located in B Building, which is our engineering building. The project will be managed by DCAMM because it is over \$2 million. Our team is working with the architectural/engineering company and is in the design phase.

We expect construction to start in the fall. The space where the clean room is being built is currently the Tutoring Center, which is moving to the Farley Learning Resource Center. That will happen for fall.

Learning Commons – Title III

Bristol Community College was selected to receive a Title III grant of \$449,707 per year for five years. Between the grant funds and college match, we will be creating learning commons in Fall River, New Bedford and Attleboro. (A learning common is an educational space, similar to libraries and classrooms that share space for information technology, remote or online education, tutoring, collaboration, content creation, meetings and reading or study.)

The learning common for New Bedford will be planned around the move of the Library from the Star Store and incorporated with that new space. We estimate that project will be in FY2020.

Deferred Maintenance Projects – State Funded

- Replaced stage flooring.
- Cleaned all the ductwork in most every building.
- We have two very large state funded deferred maintenance funds. They are the electrical infrastructure and our underground steam line, both at our Fall River campus. Each project is budgeted for \$6 million to \$7 million.

- Bids are in and we plan to award this project to one contractor.

New Bedford Projects:

Bookstore – the bookstore will move in spring 2019 from the Star Store to Purchase Street.

Roof – the roof is in extremely poor condition and is well past its useful life expectancy. As the building is operated with a triple-net-lease, Bristol is responsible for all repair costs. The approximate cost to replace the entire roof would be approximately \$510,000. Funding has not been identified for this project and it can be done in up to four phases.

Naming requests from Foundation:

- The Helen Marie Booth Brick area - the Facilities Committee unanimously approved the naming of the brick concourse area of the Jackson Arts Building for H.M. Booth. Ms. Booth was an instructor for over 25 years. She served on the Foundation Board for 8 years. Her total contributions to the Foundation were in excess of \$60,000.
- The Loretta George Development Office - the Facilities Committee unanimously approved the naming of the Bristol Community College Development Office in honor of Loretta George. Loretta was a founding member of the Foundation in 1980. She served on the Board until 2013. In addition to her service, Miss George donated over \$100,000 in endowments to the Foundation. Her leadership was also instrumental in securing several significant gifts.

Trustee Sapienza said that the Facilities Committee requested the approval of the full Board for the two naming requests based on the recommendation of the Facilities Committee.

Upon a motion made by Trustee Baptista to approve the two naming requests and seconded by Trustee Silvia, it was

VOTED to approve the two naming requests.

Trustee Sapienza said the Committee discussed the New Bedford wind energy center. There are still many moving parts. The college and its consultant (Paul Vigeant) are routinely meeting with several major companies involved in the offshore wind industry. We have set our goals on becoming the training provider for the industry. He said that he, President Douglas, Vice President for Workforce Jennifer Menard, Derek Santos from the New Bedford Economic Development Council, and Senator Mark Montigny are scheduling a meeting in the near future with Mr. Travis McCready and the Massachusetts Life Science Center.



G. Report of the AD HOC Committee (Bylaws Review)

Trustee Steven Torres, Chair of the AD HOC Committee, reported that the Committee has completed its work on the revision of the Board's Bylaws. They are now updated to be more consistent with the state law, the Open Meeting Law and model as well as have a more developed committee structure. The appointment of the President is in more align with state law and the Board Chair will now be a voting member, ex officio. Overall, the Bylaws are more functional.

Trustee Sapienza asked if the nondiscrimination language could be added back into the Bylaws that was previously listed in Section 1. Chair Medeiros said the attorneys in the AD HOC Committee would draft a sentence to be included.

Trustee Sapienza asked that the word Governance be added to the title of the Nominating Committee in Article 3 Section II so as to read "Nominating Governance Committee." He also suggested that the AD HOC Committee not be listed as a standing committee and be removed from that list.

Chair Medeiros said the above changes would be made to the Bylaws and be submitted to the Board to be voted upon at the January 14, 2019, Board Meeting.

H. Report of the Student Trustee

Student Trustee Sara Hincapie gave her report to the Board. Trustee Hincapie had recently emailed the Board an update on the SAC Meeting of December 3. Below are some of the meeting takeaways.

1. Concerning the Bridgewater State Diversity Consortium, SAC received a link to see a list of members.
2. It is important to note the re-occurring topics when SAC discusses retention across the commonwealth: mental health, hunger and homelessness, high need populations (Veterans, First Gens, low-income males of color, LatinX, ect.), Transfer Advising.
3. SAC Students agree that OER is a big step in retention.
4. Involvement with the Every Voice Coalition.
5. Faculty/Staff/ and Student Leader awareness when coming across a sexual abuse survivor.

Trustee Hincapie shared a photo gallery with the Board that included pictures about stories that inspire (Women's Center), the Fall River Parade and Latina station. She also shared a Spotlight on Students that included student commentary on such items as a welcoming community, spaces to feel safe, and inclusion and diversity.

Items that the Student Senate are concentrating on are the Student Book Exchange, the Farm at Bristol, the Giving Tree, Surveying Bookstore Experience, Finals Week and the End of Year Bash.

I. Financial Update

Vice President Steve Kenyon gave the following update. He said the fall semester is behind us; we are entering the winter-session. We are a few percentage points behind (each percentage point represents \$120,000). Payroll is below budget. We are \$100,000 below in budget approved. We budgeted \$600,000 in unrealized investment gains and are currently at \$0; we will make some of this up in the next five to six months. We are currently building the FY2020 budget and will present this to the Board at the February 25 Board Meeting.

V.P. Kenyon said that Chair Joan Medeiros will be attending the ACCT Community College National Legislative Summit in Washington, D.C. from February 10 – 13, 2019, with President Douglas. He requested the Board’s approval for her expenditures for the Summit totaling approximately \$2,000.

Upon a motion made by Trustee Torres to approve the requested expenditures for Chair Medeiros’ attendance at the ACCT Community College National Legislative Summit in Washington, D.C. in February 2019, and seconded by Trustee Sapienza, it was

VOTED to approve the Chair’s expenditures for the Summit.

J. Old Business

Chair Medeiros confirmed a Board Retreat in the spring. The week of March 11 was selected and Ms. Wordell would send out a doodle poll for dates.

K. New Business

There was no new business to come before the Board.

L. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 6:06 p.m.

Respectfully submitted,

*Sandra Saunders, Esq.*

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Sandra Saunders, Esq., Secretary

\_\_\_\_1/14/19\_\_\_\_  
Date Approved

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Initials