BRISTOL COMMUNITY COLLEGE

Board of Trustees

Board Meeting

MEETING MINUTES

Monday, October 6, 2025

1. **Call to Order**

The four hundred and twenty-fifth meeting of the Bristol Community College Board of Trustees was held on Monday, October 6, 2025. The meeting was held in person at the Fall River campus location (777 Elsbree Street, Fall River, MA) in Building D (D-209 Conference Room).

Chair Medeiros called the meeting to order at 4:04 p.m.

Board Members present: Joan Medeiros, Chair of the Board; Jeffrey Karam, Vice-Chair; Renee Clark; Pamela Gauvin (4:05 p.m. arrival); Maria Gonzalez; Antonio (Tony) Lima; Todd McGhee; John Morris (virtual) and Sarahi Rivera Arroyo (virtual)

Board Members absent: Lynn Motta, Secretary

Others present: Sedgwick Harris, President; Lucinda Poudrier-Aaronson, Board Liaison; Joyce Brennan; Emmanuel Echevarria; Andrew Fisher; April Lynch; Steve Kenyon; Brianne McDonough; Kate O'Hara; Jo Ann Pelletier; Judi Urquhart; Joe DiMaria; Adrienne Foster Scharf; Tim Hathaway; Michael Geary; JP Nadeau; Livia Neubert; Amanda Huggon-Mauretti; Kelli Hiller; Deb Anderson; and 3-4 other unidentified members of the college faculty/staff (MCCC members).

2. **Chair's Remarks**

Chair Medeiros shared that Trustee Morris and Trustee Rivera Arroyo are joining us virtually and asked Board Liaison, Lucinda Poudrier-Aaronson, to proceed with roll call attendance.

Renee Clark	Present
Pamela Gauvin	Present (4:05 p.m.)
Maria Gonzalez	Present
Sarahi Rivera Arroyo (Student Trustee)	Present (virtual)
Jeffrey Karam	Present
Antonio (Tony) Lima	Present
Steven Martins	Present
Todd McGhee	Present
John Morris (Alumni Trustee)	Present (virtual)
Lynn Motta	NO
Chair Joan Medeiros	Present

Chair Medeiros thanked Lucinda and asked Trustees to join her in welcoming our newest Trustee, Steven Martins. She shared Steven Martins is a lifelong resident of New Bedford and the son of Portuguese immigrants from Portugal. A graduate from New Bedford High School, a proud alumnus of Bristol Community College, Martins continued his education at the University of Massachusetts Dartmouth, where he earned his Bachelor's Degree in Political Science.

She stated Martins currently serves as Chief Revenue Officer for the Massachusetts State Lottery Commission where he oversees strategic initiatives that drive revenue growth and operational efficiency. His previous leadership roles include Director of Administration for the Bristol County Retirement System, and Operations Manager for the Executive Office of Labor & Workforce Development. He also served on the New Bedford City Council for a decade, chairing numerous committees and served as City Council President and Vice-President.

Chair Medeiros also shared that Martins' commitment to public service and community engagement has earned him numerous recognitions, including being named one of the *Top Young Professionals* by the *New England Business Bulletin*, receiving the Massachusetts State House of Representatives' *Heritage Day of Portugal Medallion*, and the *University of Massachusetts Dartmouth Alumni Volunteer Service of the Year Award*. She also noted Martins served on the Alumni Board for over a decade and served as Vice-Chair. She noted Martins' appointment to the Bristol Community College Board of Trustees reflects his lifelong dedication to education, leadership, and service to the South Coast community.
Chair Medeiros welcomed Trustee Martins and asked if there was anything he would add. Trustee Martins thanked Chair Medeiros for the welcome and noted how strange it is to hear one's own bio read. He shared he looked forward to this opportunity to serve as a Trustee at Bristol Community College.

Chair Medeiros reminded Trustees that a confidential board directory was included in their material including their preferred contact information and appointment terms. She asked Trustees to let Board Liaison Poudrier-Aaronson know if anything needed to be updated or corrected.

3. **Consent Agenda**

- Consideration of Minutes of Board of Trustees Meeting for August 20, 2025
- Report of Personnel Actions September 2025
- Report of Workforce and Community Education Contracts September 2025

Chair Medeiros stated she hoped that Trustees had the opportunity to our review consent agenda items posted last week electronically and also within your materials, today. She listed the three Consent Agenda items, and asked the Trustees if there were any questions or items that needed to be moved for discussion.

Hearing none, Chair Medeiros stated she was seeking a motion to approve the Consent Agenda items as presented. A motion to approve the Consent Agenda items as presented was made by Trustee Karam and seconded by Trustee Clark.

Chair Medeiros asked Board Liaison Poudrier-Aaronson to proceed with a roll-call vote.

Renee Clark	Yes
Pamela Gauvin	Yes
Maria Gonzalez	Yes
Sarahi Rivera Arroyo (Student Trustee)	Yes (virtual)
Jeffrey Karam	Yes

Antonio (Tony) Lima	Yes
Steven Martins	Yes
Todd McGhee	Yes
John Morris (Alumni Trustee)	Yes (virtual)
Lynn Motta	
Chair Joan Medeiros	Yes

Upon completion of the roll call vote, the motion to approve Consent Agenda items as presented was approved unanimously.

Chair Medeiros invited Dr. Sedgwick Harris to provide the President's Report.

4. **President's Report**
   - President's Key Goals 2025-2026 – Review and Board Approval
   - Community Partnership Highlight
     - Community Partnership Breakfast – *Kate O'Hara,* Vice President, Student Services and Enrollment Management
   - Trustee Talking Points
     - MassEducate book allowance follow-up (Boston Globe article) – *Kate O'Hara,* Vice President, Student Services and Enrollment Management
     - Cybersecurity/AI Grant – *Adrienne Foster Scharf,* Dean of Science, Technology, Engineering & Mathematics (STEM) and *Steve Frechette,* Professor of Cybersecurity
     - College Location Advisory Boards – *Tim Hathaway,* Director, Curriculum Engagement
   - Financial Update – *Steve Kenyon,* Vice President, Administration and Finance

President Harris began by reviewing the Key Goals for 2025-2026 previously introduced at the August board meeting. He noted that eleven key goals and performance indicators provided would be aligned to the strategic pillars and outcomes outlines in the 2025-2030 Strategic Plan. These key performance indicators include: IT/Data experience; shared governance; evaluation tool for PLT and inception of President's Cabinet; improved employees satisfaction; open office hours and student forums; expansion of advancement office outcomes; development of workforce strategies at NOWI; increased college international profile and 4-year partnerships; explorations of K-12 superintendents forum; standardization of academic schedule; and support for dual enrollment and early college programs.

President Harris shared he would continue to provide updates and current status of these key goals and performance indicators at each board meeting as part of the President's Report. He asked if there were any questions or further discussion necessary. Hearing none, President Harris stated he was seeking the board's approval of the President's Key Goals for 2025-2026.

A motion to approve the President's Key Goals for 2025-2026 was made by Trustee McGhee and seconded by Trustee Karam.

Chair Medeiros asked Board Liaison Poudrier-Aaronson to proceed with a roll-call vote.

Renee Clark	Yes
Pamela Gauvin	Yes
Maria Gonzalez	Yes
Sarahi Rivera Arroyo (Student Trustee)	Yes (virtual)
Jeffrey Karam	Yes
Antonio (Tony) Lima	Yes
Steven Martins	Yes
Todd McGhee	Yes
John Morris (Alumni Trustee)	Yes (virtual)
Lynn Motta	
Chair Joan Medeiros	Yes

Upon completion of the roll call vote, the motion to approve the President's Key Goals for 2025-2026 as presented was approved unanimously.

President Harris invited Kate O'Hara, Vice President, Student Services and Enrollment Management, to provide a partnership highlight related to the college's annual community breakfast.

VP O'Hara shared that on October 28th from 9:00-11:30, Bristol Community College will host our annual Community Breakfast. The goal of this event is to strengthen our partnerships while also educating our community about the programs and services offered here at the college. While this event has previously focused on school counselors at our local high schools, this year, we are strategically broadening our audience and inviting both our high school partners and community agencies from across Bristol County. To date, invitations have been sent to over 100 school counselors and the following community agencies:

- YMCAs in Fall River, Attleboro, Taunton and New Bedford
- Housing Authorities in Fall River, New Bedford and Attleboro
- Mass Hire Centers
- Fall River Veteran Services
- Transitional Assistance Offices
- St. Vincent's Services
- Boys and Girls Clubs
- New Bedford Parenting Teens Program and Adult Education Program

Attendees will hear presentations on free community college, the importance of the FAFSA, dual enrollment and early college programs, our new AI program, and pathways for health science students. There will also be a panel discussion with representatives from wraparound services, advising and success, transfer and career services a faculty member, and our very own Student Trustee, Sarahi Rivera Arroyo.

VP O'Hara stated that all Trustees are invited to attend this breakfast and noted that Board Liaison Poudrier-Aaronson would send an Outlook calendar invite to all Trustees after the meeting today.

VP O'Hara said she was also happy to present the first Trustee Talking Point today.

She noted that several weeks ago, President Harris shared with Trustees an article that ran in the Boston Globe and other news outlets regarding the reduction to book stipends offered through the Commonwealth's free community college program. She shared that the book stipend was reduced from $1,200 to $1,000 for the year, and noted that due to the poor timing of this decision, book stipends for the fall semester had already been awarded for the full $600. While students will not be asked to return any funds that have already been awarded, this will mean students can only receive $400 for books and supplies in the spring semester. Additionally, she highlighted that there has been no funding allocated for books and supplies in the summer, which may actually be of greater concern. VP O'Hara reminded Trustees that we have seen record enrollments at the college for the last two summers with the trend emerging that students want to take two classes at a time but come year-round. With no book allowance, students may be forced to take the summer off, which increases the chance that they will not return.

Additionally, she noted that the Department of Higher Education has made changes to how we can award the cost-of-living allowances that students receive through the free community college program. Last year, MassEducate was the funding source for this allowance and we allocated $1,356,283. This year, we are required to use MassGrant Plus funds, which are capped at $554,000 for the year. Using last year's numbers, that results in a deficit of over $800,000, which would likely be even higher due to increased enrollments. Underutilizing the MassEducate funding for this allowance means we likely will not spend our entire allocation and would have funds to return, which could negatively impact our future allocations.

VP O'Hara shared that the Massachusetts Association of Community Colleges is actively working with the DHE to ask that these changes be reversed. The Presidents, Chief Student Affairs Officers, and Directors of Financial Aid are also advising DHE about the impact these changes will have both on students and the institutions. She noted that we will keep Trustees posted as this evolves.

President Harris thanked VP O'Hara and invited the college's Dean of Science, Technology, Engineering & Mathematics (STEM), Dr. Adrienne Foster Scharf, to provide the second Trustee Talking Point.

Dean Foster Scharf thanked President Harris for this opportunity to speak with the board. She noted she was extremely pleased to share that our Computer Information Systems Department partnered with our Office of Grants Development to win a federal grant from National Institutes of Standards and Technology. She shared these grants are designed to align the workforce needs of local businesses with the learning objectives of education and training facilities that are aligned with NICE Framework which provides a common language for describing cybersecurity work and defines the KSA and specific tasks that cybersecurity professionals perform.

She shared that Bristol's project will establish an academic education-to-employment pipeline by preparing students as Cybersecurity Simulation Developers, equipped with competencies in compliance, AI enhanced threat response, and immersive cybersecurity awareness training. She noted that this project includes building a new 2+2 academic (articulation) pathway between Bristol and Bridgewater State University's Cybersecurity Programs. Additionally, it includes the establishment of a 120-hour paid internship with Digital Tech partners (a local cybersecurity business) that will offer real-world use cases for our students to develop immersive VR training simulations with a gaming partner. The development of a new course and the technology that will be available in Bristol's new Cybersecurity and AI Innovation Lab in K-130 will support these collaborations.

Dean Foster Scharf stated that expected outcomes include at least 16 to 20 students will complete NICE-aligned coursework and internships, producing VR-based cybersecurity training tools and gaining hands-on experience in compliance and threat mitigation. The project will result in formalized education-to-career pathways, industryinformed curriculum improvements, and a "Lessons Learned" report to contribute to national Cyber-AI education standards. She noted that Bristol Community College students will benefit from enhanced career opportunities in cybersecurity and AI while regional small businesses and local governments will gain access to trained cybersecurity talent equipped to meet urgent compliance and threat response needs in today's world.

President Harris thanked Dean Foster Scharf and the college team including the Advancement Office for pursing this much needed and timely grant opportunity. He invited Tim Hathaway, the college's Director of Curriculum Engagement, to provide the third Trustee Talking Point related to the college location advisory boards.

Director Hathaway began his presentation noting what advisory boards are and their intended purpose. He shared that the college advisory boards bring together external industry, community, and educational partners with faculty and academic leadership to provide guidance, feedback, and support for specific academic programs. The purpose of these advisory board meetings is to ensure that curricula remain relevant to workforce and community needs, foster mutually beneficial partnerships, and support program development, student employability, and innovation.

He noted that academic programs, student services, college centers, and Bristol's service locations should each have an active Advisory Board in order to respond to the evolving needs. Advisory Boards are led by a department chair, a project director or Dean. Advisory Boards meet at least two times a year, and there are currently 32 Advisory Boards (26 academic program boards, 3 campus boards, and 3 college centers).

Academic Advisory Boards:

1. Deaf Studies
2. Criminal Justice
3. Developmental Disabilities
4. Early Childhood Education and Child Care
5. Elementary Education
6. Gerontology and Thanatology
7. Human Services
8. Paralegal and Legal Studies
9. Substance Abuse Counseling
10. Business Administration
11. Culinary Arts
12. Hospitality Event Planning
13. Office-Medical Administration
14. Commonwealth Honors Program
15. Medical Laboratory Technology
16. Dental Hygiene
17. Medical Assisting
18. Nursing
19. Occupational Therapy
20. Computer Information Systems
21. Engineering
22. Fire Science
23. Life Sciences
24. Veterinary Health Care
25. Environmental Science
26. Psychology

Location Based Advisory Boards

1. Attleboro
2. New Bedford
3. Taunton

Center Advisory Boards

1. LusoCentro
2. Holocaust and Genocide Center
3. MAICEI

Director Hathaway shared that on Friday, October 17th, the college will host an Advisory Board Appreciation Breakfast. Last year approximately 100 attendees participated in the annual breakfast. He noted that this year's theme is "Skills Based Hiring: Bridging the Gap between Education and Employment". The goal of this appreciation breakfast includes the on-going need for business/industry and education to speak the same language, and to continually align college programs with local market demands.

President Harris thanked Director Hathaway for his Advisory Board presentation and insights for Trustees. He invited Steve Kenyon, Vice President, Administration and Finance to provide a financial update.

VP Kenyon began by sharing the college had 16% enrollment growth for the Fall 2025 semester compared to Fall 2024. He highlighted that we budgeted a 6% increase for the year, so we are exceeding our fall budget by over $1.5M in fee revenue noting there are associated costs with that revenue but every percent increase in enrollment adds to the surplus.

VP Kenyon shared that he reported to the Finance and Budget Committee earlier today that our projected surplus for FY26 is approximately $5.8M. Our budget was just under $2M so if the spring enrollment projection holds true and our revenue from grants, state appropriations and other sources holds up we should hit our updated projection. That also assumes our spending will remain within budget and we navigate any surprises.

He shared the college is carefully watching activities at the Federal level. The federal government shutdown is of particular concern as the days go on. The president's leadership team is aware of which employees are federally funded and may be in jeopardy. As a point of information for Trustees, VP Kenyon noted that the college has $4.7M in federal grants not counting federal financial aid. On those grants there are 8 full-time and 19 part-time employees. So far there has been no impact because of the shutdown.

VP Kenyon shared that the college did get notice of one federal grant being terminated prior to the shutdown and a notice that we received a new federal grant. He stated that we are working through the details as several employees and services are impacted by the grant that was terminated.

According to VP Kenyon, our investment performance remains strong with fiscal year-to-date performance at just under 9%.

VP Kenyon noted that our independent audit for FY2025 has wrapped up. We received draft financial statements yesterday from our auditors and they are due to the state Comptroller by October 31st . The board's Finance/Budget Committee will meet to review them and then they will be submitted to the state. There were no adjusting entries or management findings so there will be no surprises when the full board reviews them with our partner at Withum, scheduled for the board's December meeting. He noted that they are still working on the A133 audit of our federal funds which is not due until March.

VP Kenyon reported that about two thirds of the 15 public community colleges in Massachusetts received a letter from the State Auditor's office that they are coming out to the colleges to audit the Mass Free Community College program and student accommodations. Bristol has not heard anything to date, and we assume that is a positive indicator.

Lastly, VP Kenyon reported that we have completed the interview process for the Assistant Comptroller position and expect to wrap up that search this week. He also noted that we are interviewing the finalist this week for the Comptroller position and hopefully, will complete that process and extend an offer early next week.

VP Kenyon asked Trustees if there were any questions or further discussion necessary. Hearing none, Board Chair Medeiros thanked President Harris and all the college leaders for the President's Report noting that these insights and updates are important for Trustees.

Chair Medeiros invited Brianne McDonough, Joyce Brennan, and Judi Urquhart to provide a brief presentation related to NOWI's future including rebranding and necessary board approval.

5. **NOWI Rebranding Presentation and Board Approval** – *Brianne McDonough,* Interim Vice President, Economic & Business Development; *Joyce Brennan,* Vice President of Marketing & Communications; *Judi Urquhart,* Chief Advancement Officer

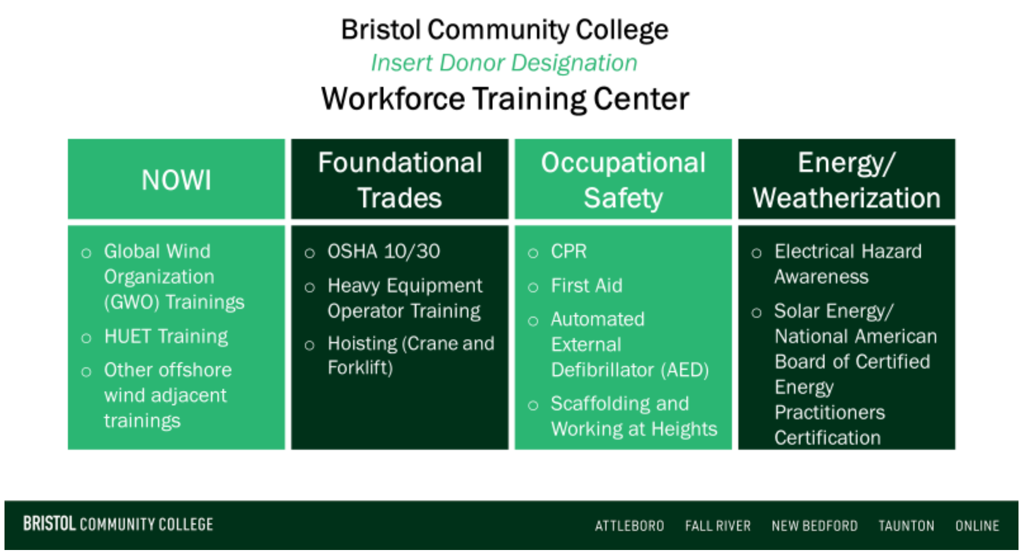
Brianne McDonough, Judi Urquhart, and Joyce Brennan each took a moment to introduce themselves. Interim VP McDonough then began by highlighting the need to consider renaming and rebranding NOWI and the campus building located at 198 Herman Melville Blvd (New Bedford). She cited the need to elevate the strategic positioning of Bristol Community College as a workforce training institution. She noted the goal will be to highlight the college as a lead in workforce development and establish our role as a key economic driver in the region. We shared we will do this while also reimaging how we currently refer to and utilize the campus building which also houses the NOWI.

Interim VP McDonough shared that by repositioning Bristol's brand to focus on regional workforce development, we can begin to highlight existing college offerings and also expand into other career areas beyond offshore wind including construction, supply chain and logistics, advanced manufacturing, clean energy and marine technology.

She shared our rationale for keeping the NOWI name centers around its brand recognition, perception risk, funding implications, and our on-going ability to serve a niche population related to offshore wind. She noted the college believes there is an associated risk with completely renaming which may signal reduced commitment to the offshore wind industry. In addition, she shared that repositioning the NOWI and the building helps the college keep our commitment to donors, grant funders, and the associated federal/state support.

Interim VP McDonough shared that the college's rebranding effort begins with renaming the building that houses the NOWI. She stated that the college intends to keep NOWI as the National Offshore Wind Institute but we will rename the building to reimagine how the physical space can grow and evolve. Through this, we will keep the NOWI as an institute at the building.

She stated the rebranding and program expansion directly respond to priorities outlined in the economic development plans of New Bedford, Fall River, Attleboro, and Taunton. She noted that each city has continually emphasized the growing need for skilled trades to support future growth. While offshore wind remains a key focus, the expansion reflects a broader commitment to meeting diverse workforce needs across the region.



Interim VP McDonough stated that this repositioning effort allows us to maintain our NOWI training products centered on wind while we also expand the use of the building to other industries and career pathways. She shared that we will expand to foundational trades beginning with OSHA training ideally and then expanding into other areas of occupational safety, energy and weatherization, and marine technology.

Interim VP McDonough noted that beyond training, the facility has the potential to serve as a regional hub for industry—hosting events, workshops, and conferences. This positions the facility to attract a wider audience, including those interested in trades and innovation beyond offshore wind, helping to broaden its appeal and impact.

Chief Advancement Officer, Judi Urquhart, then shared that one of our challenges with the initial capital campaign was that the campaign was 'upside down' (i.e., the building was already built and we were fundraising after the fact). She noted that this challenge was exacerbated by a federal administration that was, and is, adversarial toward the wind industry. CAO Urquhart shared that by reconfiguring the campaign where we focus on expanding the scope of the use of the building from a single purpose to a regional hub, we are similarly able to expand the potential universe of new funders interested in a plethora of sectors including occupational safety, construction, and clean energy.

CAO Urquhart noted that the community, donors, students, job seekers and employers will benefit as we align these outcomes with the college's new strategic plan. She noted that VP Fisher and Interim VP McDonough are already working together to identify programs that are career ready so we can meet the demands of our region's workforce including micro-credentials, certificates, career readiness programs, business partner solutions while continuing to promote the Massachusetts free college initiatives. She shared these efforts will reposition Bristol Community College as leader in regional workforce training.

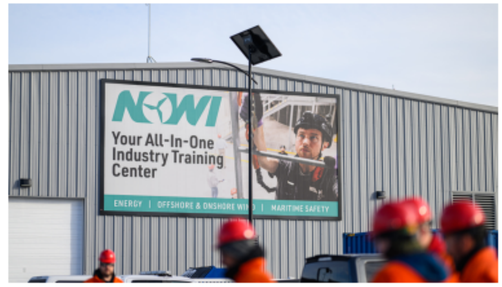
Joyce Brennan, Vice President for Marketing & Communications, then shared a brand positioning strategy to support the regional workforce training initiatives. To build on this momentum, she shared the college would need to continue reimagining the NOWI location. She noted that we have already been actively doing this by speaking to media outlets that we are the National Offshore Wind Institute but we also offer so much more. She added that by expanding what is offered in this location, Bristol Community College can be readily identified as the place for meeting regional workforce training, while remaining dedicated to offshore wind offerings at the NOWI.

VP Brennan noted there will be some visual changes and transformations such as a new name on the existing building. New programs and training initiatives could be soft launched as they are added. She noted that rebranding efforts could be made public and thereby creating a buzz that the location is already "more than wind"!

Launch the Workforce Training Center

Brand Positioning Strategy

- Update exterior signage and interior graphics to reflect workforce focus
- Promote programs that upskill workers in key high-demand industries
- Implement a multi-channel marketing launch to engage key audiences and drive awareness
- Collaborate with Foundation in support of fundraising efforts
- Elevate Bristol Community College as the region's workforce leader



BRISTOL COMMUNITY COLLEGE ATTLEBORO FALL RIVER NEW BEDFORD TAUNTON ONLINE

VP Brennan noted that Interim VP McDonough has already done a number of media interviews with various media outlets including the Boston Globe, Standard Times, New Bedford Light, and Providence Business News. She shared it is now just time to change the name noting that this will position "The Workforce Training Center" to attract a wider audience, including those interested in trades and innovation beyond offshore wind.

Next, VP Brennan, Interim VP McDonough, and CAO Urquhart made themselves available to answer any questions for Trustees before formally requesting the Board's support to rename the current location of the NOWI to "Bristol Community College Workforce Training Center, Home of the NOWI" to better reflect and support the college's broader regional workforce development strategy.

Trustee Karam asked if this strategy could be misconstrued as pivoting and/or if there were any concerns about having programs in place before announcing the name change. President Harris noted that the college was already pursuing workforce Pell initiatives and coincides with recent grants obtained in programs such as hoisting, HVAC, welding, etc., and that timing seemed ideal for credit v. non-credit transitions, and blended programs. He noted the college has also been in active communication with regional trade labor leadership about future opportunities and collaborations.

Trustee Gauvin applauded this strategic direction stating she always thought the fantastic facility was larger than NOWI.

Board Chair Medeiros asked if there were any other questions or discussion. Hearing none, she asked for a motion to approve the NOWI rebranding including the name change as presented. Trustee McGhee made a motion to approve the NOWI rebranding including the name change and the motion was seconded by Trustee Clark.

Chair Medeiros asked Board Liaison Poudrier-Aaronson to proceed with a roll-call vote.

Renee Clark	Yes
Pamela Gauvin	Yes
Maria Gonzalez	Yes
Sarahi Rivera Arroyo (Student Trustee)	Yes (virtual)
Jeffrey Karam	Yes

Antonio (Tony) Lima	Yes
Steven Martins	Yes
Todd McGhee	Yes
John Morris (Alumni Trustee)	Yes (virtual)
Lynn Motta	
Chair Joan Medeiros	Yes

Upon completion of the roll call vote, the motion to approve the NOWI rebranding including the name change as presented was approved unanimously.

Chair Medeiros thanked VP Brennan, Interim VP McDonough, and CAO Urquhart; she then invited Chief Strategy Officer, April Lynch, to provide an update and overview of the college's strategic planning process.

6. **Strategic Plan Update Presentation and Board Approval** – *April Lynch,* Chief Strategy Officer

April Lynch, Chief Strategy Officer, introduced herself and reminded Trustees that the full strategic plan submitted to the Department of Higher Education (DHE) was located in their electronic materials. She stated she hoped they had time to review material submitted.

She noted the first draft of the college's strategic plan was submitted to DHE on July 31, 2025, and shared touchpoint meeting #2 with DHE was held on September 19, 2025. CSO Lynch noted there were no changes or questions and their feedback revealed the plan was well written, hit the key points with metrics on target, and thoroughly aligned with DHE goals. She was happy to share there were no changes needed.

CSO Lynch highlighted next steps after the strategic plan's approval including PLT's work on prioritization of SMART Goals, the development of annual area plans, and the finalization of one master operational plan. She shared a project management process had been initiated and that there would be regular reporting on all milestones and timelines at all college and board meetings including executive summary reports. She shared the timeline.

CSO Lynch shared the college was asking that the Board to approve our 2025-2030 Strategic Plan for the official submission to the Department of Higher Education noting that the plan will be presented to the DHE on December 9, 2025, for approval and adoption.

Board Chair Medeiros asked if there were any questions or further discussion needed. Hearing none, she asked for a motion to approve the 2025-2030 Strategic Plan for submission to the Department of Higher Education as presented. Trustee Karam made a motion to approve the 2025-2030 Strategic Plan for submission to the Department of Higher Education, and the motion was seconded by Trustee Clark.

Chair Medeiros asked Board Liaison Poudrier-Aaronson to proceed with a roll-call vote.

Renee Clark	Yes
Pamela Gauvin	Yes
Maria Gonzalez	Yes
Sarahi Rivera Arroyo (Student Trustee)	Yes (virtual)
Jeffrey Karam	Yes
Antonio (Tony) Lima	Yes
Steven Martins	Yes
Todd McGhee	Yes
John Morris (Alumni Trustee)	Yes (virtual)
Lynn Motta	
Chair Joan Medeiros	Yes

NOTE: Board Liaison Poudrier-Aaronson inadvertently omitted reading Trustee Martins' name during the roll call vote. Trustee Martin clarified the omission and stated he would vote "Yes".

Upon resolution of the error and final completion of the roll call vote, the motion to approve the 2025-2030 Strategic Plan for submission to the Department of Higher Education as presented was approved unanimously.

CSO Lynch also provided a brief update related to the college's new mission and vision statements, and the shared governance reimagination process including next steps and timeline.

Chair Medeiros thanked CSO Lynch and then invited Trustee Rivera Arroyo to provide the Student Trustee Report.

7. **Student Trustee Report** – *Trustee Sarahi Rivera Arroyo*

Trustee Rivera Arroyo shared she is continuing to meet regularly with Vice President O'Hara in her Student Trustee role. She reported on student happenings in the month of September including student support groups, tutoring services, study halls, the Student Resource Fair, the Dental Hygiene Clinic, and the Bristol Mobile Food Market.

Trustee Clark asked if the Dental Hygiene Clinic was open to community members as well as students. Trustee Rivera Arroyo and President Harris noted this service was open to all and no insurance was needed. They noted that the clinic was valuable to both the community and also to our dental hygiene students who needed to log clinical hours for their respective course of study. President Harris noted that we would gladly share information with all Trustees after this meeting regarding Bristol's Dental Hygiene Clinic including hours of operation and how to schedule appointments for free or low-cost services.

Trustee Rivera Arroyo wrapped up her report noting that the Student Trustee Monthly Check-In meetings for all students would begin this month with the first meeting being held via Zoom on Monday, October 27, 2025, at 7:00 p.m.

Chair Medeiros thanked Student Trustee Rivera Arroyo, and invited Trustee Gonzalez to provide a report of the Nominating & Governance Committee.

8. **Report of Nominating & Governance Committee** – *Trustee Maria Gonzalez*

Trustee Gonzalez stated that the Nominating & Governance Committee convened on Monday, September 29, 2025, and in attendance at this committee meeting were myself, Trustee Karam, Chair Medeiros, and President Harris. She shared that this committee is a bit out of cycle and we are playing catch up as new board committees were recently announced at the August meeting. She also noted that service and eligibility had been shared with all Trustees prior to the recent call for nominations.

Trustee Gonzalez reminded Trustees of the Board's Bylaws containing the following notations:

- The Vice-Chair and Secretary shall be elected by the Trustees at the Annual Meeting and shall hold office until the next Annual Meeting and until their respective successors are elected and qualified. (Article I, Section 3)
- Trustees serving on the Nominating & Governance Committee shall be ineligible for nomination as Vice-Chair or Secretary. (Article III, Section 2).

She shared the Board of Trustees Bylaws are included in Trustees' material today. Trustee Gonzalez also noted that the following guidelines had also been adopted and approved at the November 9, 2009, Board Meeting:

"A one-year term for officers with three consecutive terms to be served with no specified progression which would provide for all members to have an opportunity to serve as an officer should they desire."

She shared that these guidelines approved by the Board in 2009 recommend a one-year term for officers with three consecutive terms to be served with no specified progression. She noted that these are not part of the Board's Bylaws but serve as guidelines only.

Trustee Gonzalez shared that based on the board's bylaws and previously established guidelines, the Nominating & Governing Committee recommended two nominated Trustees to serve in the officer roles (Vice Chair and Secretary). She also shared that as Committee Chair, she had communicated with both Trustees, and have established that they are willing to accept the nominations and said appointments if so approved by the board tonight.

Trustee Gonzalez stated that she was seeking a motion to newly appoint Trustee Todd McGhee as Vice Chair and re-appoint Trustee Lynn Motta as Secretary effective immediately. Trustee Karam made a motion to appoint Trustee McGhee as Vice Chair and re-appoint Trustee Motta as Secretary effective immediately. This motion was seconded by Trustee Clark.

Chair Medeiros asked Board Liaison Poudrier-Aaronson to proceed with a roll-call vote.

Renee Clark	Yes
Pamela Gauvin	Yes
Maria Gonzalez	Yes
Sarahi Rivera Arroyo (Student Trustee)	Yes (virtual)
Jeffrey Karam	Yes
Antonio (Tony) Lima	Yes
Steven Martins	Yes
Todd McGhee	Yes
John Morris (Alumni Trustee)	Yes (virtual)
Lynn Motta	
Chair Joan Medeiros	Yes

Upon completion of the roll call vote, the motion to approve the appointment of Trustee Todd McGhee as Vice Chair and re-appointment Trustee Lynn Motta as Secretary effective immediately was approved unanimously.

The other Trustees enthusiastically congratulated Trustee McGhee and Trustee Motta on their respective officer appointments.

Trustee Gonzales noted that was the end of her Nominating & Governance Committee report and thanked Trustees for their support.

Chair Medeiros thanked Trustee Gonzalez for her leadership in this process. She then invited Trustee Gauvin to provide a report of the Risk Management Committee.

9. **Report of the Risk Management Committee** – *Trustee Pamela Gauvin*

Trustee Gauvin shared that the Board's Risk Management Committee met on September 30, 2025. Trustees in attendance included myself, John Morris, Steve Martins, and Joan Medeiros. President Harris and Stephen Bassler attended as well.

She shared the Risk Management Committee discussed the following:

Employee Settlements & Judgements Update – Steve Kenyon provided an update the now standing agenda item of Employee-related Settlements & Judgements. This is in response to the MA State Auditor report issued earlier this year. One item from the May update remains pending ($150) and one new item was reported as resolved, which totaled just over $31,000.

Strategic Risk Assessment Cycle Progress Update: The initial college-wide Risk Assessment Cycle risk inventory process is now complete with 112 total risk submissions received, enabling PLT prioritization conducted in June and July. The risks identified were largely in-line with results from the recent 5-year Strategy SWOT and Environmental Scan feedback processes.

Trustee Gauvin share that Strategic Planning, Student, and Technology were the areas with highest risk, followed by Employee and Instruction. Financial, Facilities, and Advancement were assessed as the areas with the least amount of risk. A Risk Heat Map has been developed to enable action planning and ongoing monitoring.

She noted that top risk action planning has commenced, and is being coordinated between Stephen Bassler and April Lynch (Chief Strategy Officer) with an objective to integrate with the new 5 Year Strategic Planning process.

Trustee Gauvin noted that Stephen Bassler reviewed the initial "Quarterly Risk Report - Executive Summary" with the Committee covering the period April thru June 2025. The Summary is a result of individual risk area reporting that is reviewed by the PLT prior to review with the Board Risk Committee. The key messages included:

- Overall risk trends across Bristol stabilized in 2Q '25 as uncertainty related to federal and state funding subsided – primarily due to the passage of the 'Big Beautiful Bill' which ultimately did not materially impact Pell Grant eligibility.
- Other specific areas of focus included: Taunton location lease expiration in 2026; impending retirement of both the Comptroller and Assistant Comptroller; enhanced New Academic Program Evaluation process; and an updated Procurement Policy.
- To further support risk monitoring, risk metrics aligned to key areas of risk are in development.

Trustee Gauvin noted that the next meeting of the Risk Management Committee is expected to be held before year-end; with suggested agenda topics of the Strategic Risk Assessment Top Risk Action Plans and the 3Q 2025 Risk Report Executive Summary.

Trustee Gauvin thanked Stephen Bassler for his work and support of the Board's Risk Management Committee. She noted that his expertise and guidance have been invaluable to her and the Committee. She asked if there were any questions or further discussion needed.

Hearing none, Chair Medeiros then invited items for Old Business consideration.

10. **Old Business**

Hearing no items for Old Business consideration, Chair Medeiros asked if there were any New Business items to consider in addition to the policies noted on the agenda for board review and approval.

11. **New Business**

- Policy(s) for Review and Approval – *Steve Kenyon,* Vice President, Administration & Finance
  01 Trust Fund Expenditures
  02 College Debt
  03 College Investment
  04 Operating Reserve

Hearing none, Chair Medeiros invited VP Kenyon to present the four policies for Trustees' review and consideration for approval today.

Utilizing the .ppt slide deck, VP Kenyon provided an overview of the Trust Fund Expenditures Policy including a summary of changes and next steps before seeking board approval for updates to this policy. He asked if there were any questions or discussion. Hearing none, Chair Medeiros asked for a motion to approve the Trust Fund Expenditures Policy as presented. A motion to approve the Trust Fund Expenditures Policy as presented was made by Trustee Karam and seconded by Trustee Clark. Chair Medeiros asked Board Liaison Poudrier-Aaronson to proceed with the roll-call vote.

Renee Clark	Yes
Pamela Gauvin	Yes
Maria Gonzalez	Yes
Sarahi Rivera Arroyo (Student Trustee)	Yes (virtual)
Jeffrey Karam	Yes
Antonio (Tony) Lima	Yes
Steven Martins	Yes
Todd McGhee	Yes
John Morris (Alumni Trustee)	Yes (virtual)
Lynn Motta	
Chair Joan Medeiros	Yes

Upon completion of the roll call vote, the motion to approve the Trust Fund Expenditures Policy as presented was approved unanimously.

VP Kenyon noted the next three policies being presented contained non-material changes and he would move through the presentations and approval process for each as efficiently as possible.

He continued to utilize the .ppt slide deck, VP Kenyon provided an overview of the College Debt Policy including a summary of changes and next steps before seeking board approval for updates to this policy. He asked if there were any questions or discussion. Hearing none, Chair Medeiros asked for a motion to approve the College Debt Policy as presented. A motion to approve the College Debt Policy as presented was made by Trustee Karam and seconded by Trustee Clark. Once again, Chair Medeiros asked Board Liaison Poudrier-Aaronson to proceed with the roll-call vote.

Renee Clark	Yes
Pamela Gauvin	Yes
Maria Gonzalez	Yes
Sarahi Rivera Arroyo (Student Trustee)	Yes (virtual)
Jeffrey Karam	Yes
Antonio (Tony) Lima	Yes
Steven Martins	Yes
Todd McGhee	Yes
John Morris (Alumni Trustee)	Yes (virtual)
Lynn Motta	
Chair Joan Medeiros	Yes

Upon completion of the roll call vote, the motion to approve the College Debt Policy as presented was approved unanimously.

Continuing to utilize the .ppt slide deck, VP Kenyon provided an overview of the College Investment Policy including a summary of changes and next steps before seeking board approval for updates to this policy. He asked if there were any questions or discussion. Hearing none, Chair Medeiros asked for a motion to approve the College Investment Policy as presented. A motion to approve the College Investment Policy as presented was made by Trustee Karam and seconded by Trustee Clark. Chair Medeiros asked Board Liaison Poudrier-Aaronson to proceed with the roll-call vote.

Renee Clark	Yes
Pamela Gauvin	Yes
Maria Gonzalez	Yes
Sarahi Rivera Arroyo (Student Trustee)	Yes (virtual)
Jeffrey Karam	Yes
Antonio (Tony) Lima	Yes
Steven Martins	Yes
Todd McGhee	Yes
John Morris (Alumni Trustee)	Yes (virtual)
Lynn Motta	
Chair Joan Medeiros	Yes

Upon completion of the roll call vote, the motion to approve the College Investment Policy as presented was approved unanimously.

Continuing to utilize the .ppt slide deck, VP Kenyon provided an overview of the Financial Operating Reserve Policy including a summary of changes and next steps before seeking board approval for updates to this policy. He asked if there were any questions or discussion. Hearing none, Chair Medeiros asked for a motion to approve the Financial Operating Reserve Policy as presented. A motion to approve the Financial Operating Reserve Policy as presented was made by Trustee Karam and seconded by Trustee Clark. Chair Medeiros asked Board Liaison Poudrier-Aaronson to proceed with the roll-call vote.

Renee Clark	Yes
Pamela Gauvin	Yes
Maria Gonzalez	Yes
Sarahi Rivera Arroyo (Student Trustee)	Yes (virtual)
Jeffrey Karam	Yes
Antonio (Tony) Lima	Yes

Steven Martins	Yes
Todd McGhee	Yes
John Morris (Alumni Trustee)	Yes (virtual)
Lynn Motta	
Chair Joan Medeiros	Yes

Upon completion of the roll call vote, the motion to approve the Financial Operating Reserve Policy as presented was approved unanimously.

Chair Medeiros thanked VP Kenyon for the policy review presentations and approval process.

12. Adjournment

Chair Medeiros invited any final thoughts, comments, or questions for Board consideration today before adjourning the Board meeting. Hearing none, she asked for a motion to adjourn the Board meeting 5:30 p.m. A motion to adjourn the meeting was made by Trustee Karam and seconded by Trustee Clark. Chair Medeiros asked Board Liaison Poudrier-Aaronson to proceed with the roll-call vote.

Renee Clark	Yes
Pamela Gauvin	Yes
Maria Gonzalez	Yes
Sarahi Rivera Arroyo (Student Trustee)	Yes (virtual)
Jeffrey Karam	Yes
Antonio (Tony) Lima	Yes
Steven Martins	Yes
Todd McGhee	Yes
John Morris (Alumni Trustee)	Yes (virtual)
Lynn Motta	
Chair Joan Medeiros	Yes

Upon completion of the roll call vote, the motion to adjourn the board meeting at 5:30 p.m. was approved unanimously.