

BRISTOL COMMUNITY COLLEGE

Board of Trustees

Board Meeting

MEETING MINUTES

Monday, December 1, 2025

1. Call to Order

The four hundred and twenty-seventh meeting of the Bristol Community College Board of Trustees was held on Monday, December 1, 2025. The meeting was held in person at the Workforce Training Center, home of the National Offshore Wind Institute (NOWI) which is located at 198 Herman Melville Blvd., New Bedford, MA, in Room 202.

Chair Medeiros called the meeting to order at 4:03 p.m.

Board Members present: Joan Medeiros, Chair of the Board; Jeffrey Karam, Vice-Chair; Lynn Motta, Secretary; Renee Clark; Maria Gonzalez (virtual); Antonio (Tony) Lima; Steven Martins; John Morris (virtual) and Todd McGhee

Board Members absent: Pamela Gauvin

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; Anna Battye, Zakary Sarkarati; Olivia; Nicole Giannakas; Keith Toni; Chris Pelland & Matt Richard from Withum.

2. Chair's Remarks

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

Renee Clark	Present
Pamela Gauvin	Absent
Maria Gonzalez	Present (virtual)
Jeffrey Karam	Present
Antonio (Tony) Lima	Present
Steven Martins	Present
Todd McGhee	Present
John Morris (Alumni Trustee)	Present (virtual)
Lynn Motta	Present
Chair Joan Medeiros	Present

Chair Medeiros thanked Lucinda and then she reminded Trustees that at 5:00 p.m. the Foundation Board of Directors would join us for the bi-annual Joint Board Meeting.

She also announced that Student Trustee Sarahi Rivera Arroyo had recently resigned, sharing she needed to step away from the student trustee responsibility for personal reasons. Chair Medeiros noted this is particularly disappointing and unfortunate for the board as Trustee Rivera Arroyo represented Bristol students well. She shared we wished her well and that she would keep the board apprised of the process to fill the vacant Student Trustee position for the Spring semester.

Chair Medeiros reminded Trustees that an updated board directory was included in their material including their preferred contact information and appointment terms. She asked Trustees to check for accuracy and 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 November 3, 2025
- Report of Personnel Actions November 2025
- Report of Workforce and Community Education/Contracts November 2025

Chair Medeiros stated she hoped that Trustees had the opportunity to review the consent agenda items posted last week electronically and available 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 McGhee and seconded by Trustee Motta.

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

Renee Clark	YES
Maria Gonzalez	YES (virtual)
Jeffrey Karam	YES
Antonio (Tony) Lima	YES
Steven Martins	YES
Todd McGhee	YES
John Morris (Alumni Trustee)	YES (virtual)
Lynn Motta	YES
Chair Joan Medeiros	YES

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

Chair Medeiros thanked Board Liaison, Lucinda, and invited Steve Kenyon and our long-term partner at Withum, Chris Pelland, to provide the annual report of the colleges audited financial statements.

4. **Audited Financial Statements** – *Steve Kenyon*, Vice President for Administration and Finance and *Chris Pelland*, Partner at Withum

Steve Kenyon introduced Chris Pelland, a partner at Withum, as well as Matt Richard (Withum), to provide a high-level report of the college's audited financial statements. VP Kenyon shared that these financial statements had just been presented in detail to the Board's Finance/ Budget Committee and approved.

Mr. Pelland shared this was an annually required communication outlining auditor's responsibility, their independent review process, and college management's responsibility. He reported there were no significant communications, findings, or issues to report.

Mr. Pelland and VP Kenyon proceeded to highlight the draft financial statements and asked Trustees if there were any questions. Hearing none, Chair Medeiros thanked VP Kenyon and Mr. Pelland.

Next, she invited President Harris to provide the President's Report. She noted that other items from the President's Report would be presented late at the Joint Meeting.

5. President's Report

- President's Key Goals 2025-2026 – Update/Review
- Financial Update – *Steve Kenyon*, Vice President, Administration and Finance

President Harris then provided Trustees a brief update of the approved Key Goals for 2025-2026. He said he would continue to provide updates and the status of these key goals and performance indicators at each board meeting as part of the President's Report.

President Harris shared that this month's Community Partnership Highlight and Talking Points would be presented at the Joint Board Meeting today. He then invited Steve Kenyon to present the college's Financial Update.

VP Kenyon provided an overview of the public dashboard summary and related data input for NECHE portal definitions. This overview provided five-year trends in CFI measures (Cash Flow from Investments), state appropriations, and enrollment for collection years 2021 through 2025. He also noted any warnings and red flags in these same reporting years.

Public Screen Dashboard Summary

Institution						Collection Year Thresholds			
CFI Measures						CFI Measures	Benchmark	Warning	Red Flag
LT: Primary Reserve Ratio	-0.37	-0.07	0.03	0.25	0.38	LT: Primary Reserve Ratio	0.4 +	0.25	0
LT: Viability Ratio	-15.38	-0.82	0.28	3.10	6.63	LT: Viability Ratio	1.25 +	0.70	0
ST: Net Operating Revenue Ratio	39%	18%	22%	15%	15%	ST: Net Operating Revenue Ratio	4% +	2%	0
ST: Return on Net Position Ratio	38%	-5%	12%	9%	12%	ST: Return on Net Position	6% +	3%	0
Appropriations						Appropriations	Benchmark	Warning	Red Flag
ST: 1Y % Change in Total State Appropriations	3.5%	8.2%	9.6%	9.8%	10.5%	ST: 1Y % Change in Total State Appropriations	n/a	-5%	-10%
Enrollment						Enrollment	Benchmark	Warning	Red Flag
ST: 1Y % Change in Fall FTE	-8.3%	-6.8%	4.5%	12.3%	16.9%	ST: 1Y % Change in Fall FTE	n/a	-5%	-10%
ST: 1Y % Change in Net Student Revenue	-15.2%	38.4%	3.2%	1.3%	-8.0%	ST: 1Y % Change in Net Student Revenue	n/a	-5%	-10%
LT: 3Y % Change in Fall FTE	-15.9%	-14.6%	-2.6%	17.3%	31.3%	LT: 3Y % Change in Fall FTE			
Total						ARFE			
Red Flags	4	4	0	0	0	Report: 3 Red Flags; one must be PRR or VR	YES	YES	NO
Warnings	1	1	2	1	1				
CFI Measures						Trigger thresholds			
PRR and/or VR Red Flags	2	2	0	0	0	Total red flags	3		
Other CFI Red Flags	0	1	0	0	0	PRR and/or VR red flags	1		
Warnings	0	0	2	1	0				
Appropriations									
Red Flags	0	0	0	0	0				
Warnings	0	0	0	0	0				
Enrollment									
Red Flags	2	1	0	0	0				
Warnings	1	1	0	0	1				

NECHE PORTAL- DATA INPUT

PRINCIPLE #1: YEAR-O-YEAR CONSISTENCY (Use same calculations)

PRINCIPLE #2: FOR ENROLLMENT USE CURRENT FALL IPEDS CENSUS DATA OR OTHER SPECIFIC DEFINITION

PRINCIPLE #3: INTERNAL CONSISTENCY (If State/System/Institution uses different definitions than below, please explain)

CFI Measures	
Primary Reserve Ratio	Expendable Net Assets / Total Expenses
Viability Ratio	Expendable Net Assets / Total Long-term Debt
Expendable Net Assets	Assets available for use in operations (Unrestricted net assets + Restricted expendable net assets)
Total Expenses	Operating Expenses + Non-operating Expenses (INCLUDE DEPRECIATION & INTEREST EXPENSE)
Long-term Debt	Long Term Debt classified as a non-current liability (EXCLUDE PENSIONS & OTHER POST-EMPLOYMENT BENEFIT LIABILITIES)
Return on Net Position	(Change in Net Position/Net Position BOY)
Net Operating Revenue Ratio	(Operating + Nonoperating Revenues) -(Operating + Nonoperating Expenses)/(Operating + Nonoperating Revenues)
Appropriations	
Total State Appropriations	Amounts received from a state government for operations through a direct appropriation of its legislative body. (Definition may vary by state.)
Enrollment	
Fall Total FTE	Current-year Fall FTE reported to IPEDS (or equivalent institution/state measure, e.g., Full-Pay Equivalent)
Net Student Revenue	Tuition, fees and R&B net of internal scholarships and institutional aid (i.e., not PELL or other externally funding).

At the conclusion of the financial update, Chair Medeiros thanked President Harris & VP Kenyon for their updates. She invited Anna Battye, Associate Dean for Credit for Prior Learning, to provide a presentation to the board.

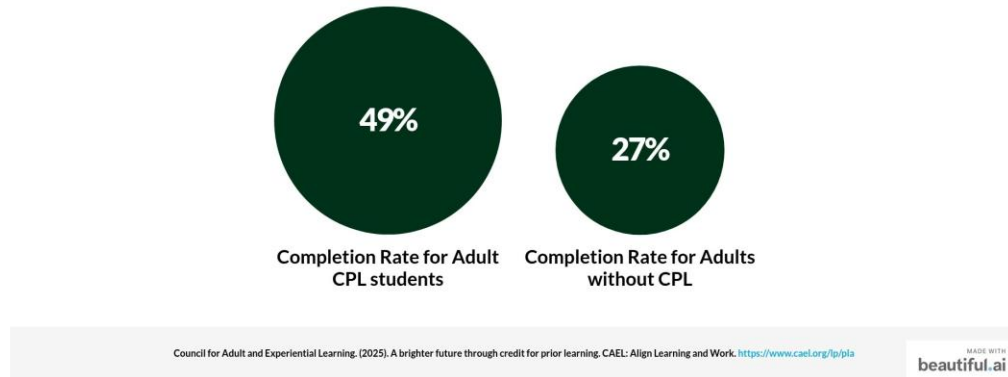
6. Credit for Prior Learning & Board Approval - *Anna Battye*, Associate Dean for Credit for Prior Learning

Associate Dean Battye introduced herself and thanked the board for the opportunity to present. She provided Bristol's definition of Credit for Prior Learning (CPL) noting that is college credit awarded to students who have demonstrated the knowledge and skills needed to meet the requirements to pass a course. She stated that CPL is awarded by assessing students' skills that may be learned through work, military experience, or other non-credit academic activities.

Associate Dean Battye summarized this definition citing this is a way for Bristol to honor the skills a student has learned outside the classroom by awarding college credit and shortening their time to degree. She cited data from the Council for Adult and Experiential Learning (2025) conveying that CPL learners have significantly higher degree completion rates.

Nationally, CPL Adult Learners have higher degree completion rates by 22 percentage points

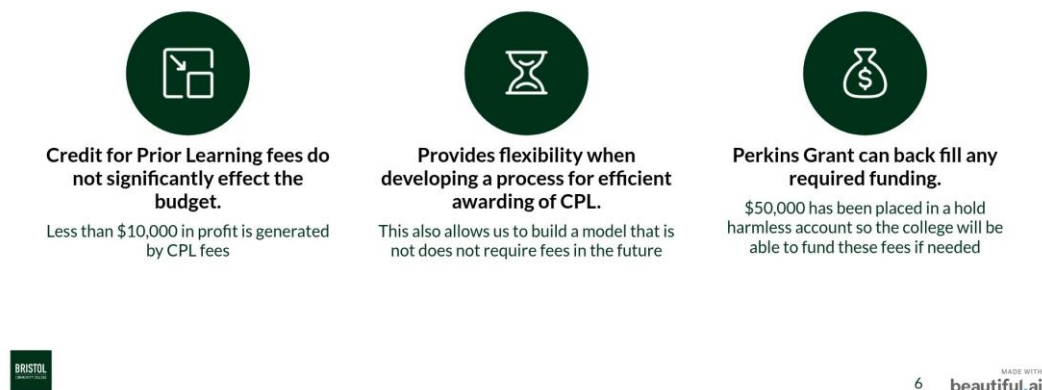
On average, adult students take an additional 17.6 credits after being awarded CPL



She noted that 279 students at Bristol were awarded CPL in AY 2024-2025 as well as the associated fees for each type of CPL. She shared that \$9,305 of revenue related to CPL was generated in this same academic year.

Associate Dean Battye then stated she had recently proposed the suspension of CPL fees to the President's Leadership Team, and she was now seeking board approval for the CPL fee suspension citing equity and simplification at the current CPL process.

Suspension of CPL Fees



She invited questions and discussion before seeking the board's approval to eliminate the fees currently being charged for CPL at Bristol. As questions and discussion wound down, Chair Medeiros stated she was seeking a motion to approve the elimination of fees being charged for Credit for Prior Learning as presented. A motion to approve the elimination of fees being charged for Credit for Prior Learning as presented was made by Trustee McGhee and seconded by Trustee Motta.

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

Renee Clark	YES
Maria Gonzalez	YES (virtual)

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

Upon completion of the roll-call vote, the motion to approve the elimination of fees being charged for Credit for Prior Learning as presented was approved unanimously.

Chair Medeiros thanked Associate Dean Battye and then invited the college's Chief Information & Data Officer, Jo-Ann Pelletier, and VP Kenyon to provide a presentation and to facilitate a discussion related to the modernization of Banner.

7. Modernization of Banner Presentation/Discussion & Board Approval – *Jo-Ann Pelletier*, Chief Information & Data Officer and *Steve Kenyon*, Vice President for Administration and Finance

Chief Information & Data Officer (CIDO) Pelletier began the presentation by providing a brief timeline of the Banner modernization project. She noted that Banner is the college's current Enterprise Resource Planning (ERP) system and is designed to manage core administrative functions at colleges and universities such as finance, student records, human resources and financial aid. She noted that Bristol began using Banner in 1992 have continued to expand our use of these software products.

She noted that the college's current version of Banner will no longer be supported and therefore, modernization of the system was now necessary. She provided information related to key benefits and considerations for the modernization project including integration with other college systems and a cloud-based solution.

CIDO Pelletier provided a timeline for the project and an overview of the investment of college resources (both time and budget) that would be needed for the Banner Modernization Project. She invited questions from Trustees as well as related discussions. She noted VP Kenyon was with her today to address the financial investment and outlay.

Trustee Karam asked about security and the college's risk associated with utilizing cloud-based software. Trustee Motta asked about the significant capital outlay and reoccurring costs over the cost of the implementation. She specifically asked about the availability of alternative options and competitive market for this type of software noting that making a forced decision in the eleventh hour always presented challenges and limitations. Several questions and related discussion continued regarding others' use within the Commonwealth, timing, cloud-based security, potential data breaches, software alternatives and competitors, and the significant financial implications for the next ten years.

As the questions and discussion wound down, Chair Medeiros stated she was seeking a motion to approve the college's leadership to execute a contract with Banner Ellucian for a period of up to ten (10) years to modernize business systems by moving to a software-as-a-service (SaaS) platform as presented. A motion to approve college's leadership to execute a contract with Banner (Ellucian) for a period up to ten years was made by Trustee Clark and seconded by Trustee McGhee.

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

Renee Clark	YES
Maria Gonzalez	YES (virtual)
Jeffrey Karam	YES
Antonio (Tony) Lima	YES
Steven Martins	YES

Todd McGhee	YES
John Morris (Alumni Trustee)	YES (virtual)
Lynn Motta	YES
Chair Joan Medeiros	YES

Upon completion of the roll-call vote, the motion to approve the college's leadership to execute a contract with Banner (Ellucian) for a period of up to ten (10) years to modernize business systems by moving to a software-as-a-service (SaaS) platform as presented was approved unanimously.

Chair Medeiros thanked CIDO Pelletier and VP Kenyon.

8. Student Trustee Report – *Trustee Sarabi Rivera Arroyo*

Chair Medeiros noted Trustee Rivera Arroyo resignation earlier in the meeting.

Based on time constraints with the intended Joint Board meeting start time, Chair Medeiros stated the Risk Committee Report would be moved to the board meeting agenda in January, and invited Trustee Karam to proceed with the Facilities Committee report.

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

This item was moved to January 26, 2026, board meeting agenda.

10. Report of the Facilities Committee – *Trustee Jeff Karam*

Trustee Karam reported that the Facilities Committee met on November 3, 2025, and reminded all that the Facilities Committee is comprised of Steven Martins, Pamela Gauvin, Chair Medeiros and himself. He noted that several members of college management were also present at the committee meeting in November.

Trustee Karam provided the following updates:

- President Harris and Steve Kenyon provided an update on the BRIGHT Act which is making its way through the legislation and if passed will provide over \$2B to fund capital projects and deferred maintenance for public higher education.

Bristol Community College was funded \$500,000 to begin the design and study phase for a new project with the anticipation that these funds will be approved. The Colleges have been informed they will all receive \$5M to spend on a laboratory project.

The College has elected to update several existing labs in building B located on the first floor. Some of the space will be converted to an Industrial Technology Center which will accommodate machining and robotics programs. They will also modernize our Computer Aided Design labs and expand manufacturing training capacity.

Discussions continue regarding whether HVAC and welding programs could be incorporated into future maker space. While the \$500K and \$5M have been confirmed the full benefits of the BRIGHT Act will not likely be known for a couple more months.

- Management provided updates on several ongoing capital projects including roofs, windows and other smaller projects. Most of those are funded by the 5-year deferred maintenance funding provided by the state. The College does spend about \$1.5M per year from its operating budget on capital projects.
- Most of the Committee meeting was spent discussing the one response to our RFP for a new Taunton campus. The response was for approximately 18,500 square feet but did not meet several of our requirements. Much of the proposal was in a basement that lacked windows and a second means of egress. More than 50% of the proposed space would not be ready for over 18 months.

- After some consideration, including the cost, the Committee determined that it was not feasible to move forward. The Committee requested that Management go back out to bid with a reduced scope.

Chair Medeiros thanked Trustee Karam for providing the Facilities Committee Report and asked if there were any items to come before the board in addition to those noted on the agenda.

Hearing none, Chair Medeiros proceeded with Old Business as reflected on the meeting agenda.

11. Old Business

- President Emeritus Discussion (Laura L. Douglas) – *Joan Medeiros*, Board Chair

Chair Medeiros directed Trustees' attention to the recently approved President Emeritus Policy made available to you electronically and in your board materials today. She noted that this policy provides requirements which allow for the college to recognize any Bristol Community College past-President who has provided outstanding, distinguished and extended service to the college. She also noted that a member of the college's Board of Trustees may nominate a retiring or retired Bristol President to become President Emeritus. The title must be approved by a majority vote from the Board of Trustees.

Chair Medeiros stated she would like to discuss the opportunity to recognize the distinguished service of Bristol's fourth President, Dr. Laura Douglas. She invited discussion, questions, or other considerations noted in the college's President Emeritus policy.

Hearing no further questions or discussion, Chair Medeiros sought a motion to approve President Emeritus status to Dr. Laura Douglas. A motion to approve President Emeritus status to Dr. Laura Douglas 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
Maria Gonzalez	YES (virtual)
Jeffrey Karam	YES
Antonio (Tony) Lima	YES
Steven Martins	YES
Todd McGhee	YES
John Morris (Alumni Trustee)	YES (virtual)
Lynn Motta	YES
Chair Joan Medeiros	YES

Upon completion of the roll-call vote, the motion to approve President Emeritus status for Dr. Laura Douglas was approved unanimously.

Chair Medeiros shared that she will touch base with Dr. Douglas to ask her if she wishes to accept and utilize the title of President Emeritus. Once that conversation happens, she said she will let Board Liaison Poudrier-Aaronson know so any administrative and communication details related to this matter may be utilized by the college.

Chair Medeiros provided the following reminders:

- Bristol's annual Legislators' Breakfast will be held next Monday, December 8, 2025, here, at the NOWI.
- The board meeting dates for 2025-2026 AND 2026-2027, as well as upcoming meeting topics are in the material today as well as available electronically in the board's shared files. She noted these dates have also been sent as Outlook calendar invites and meeting locations will be updated.
- We will be on the Fall River campus for the January 26th meeting.

Chair Medeiros asked if there were any other old business items to consider. Hearing none, she invited any items for our consideration as New Business.

12. New Business

Hearing no items for consideration as New Business, Chair Medeiros stated she sought a motion to adjourn the board meeting at 5:13 p.m.

13. Adjournment

A motion to adjourn the meeting was made by Trustee McGhee and seconded by Trustee Clark.

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

Renee Clark	YES
Maria Gonzalez	YES (virtual)
Jeffrey Karam	YES
Antonio (Tony) Lima	YES
Steven Martins	YES
Todd McGhee	YES
John Morris (Alumni Trustee)	YES (virtual)
Lynn Motta	YES
Chair Joan Medeiros	YES

Upon completion of the roll-call vote, the motion to adjourn the meeting at 5:13 p.m. was approved unanimously.