

BRISTOL COMMUNITY COLLEGE

Board of Trustees

Board Meeting

MEETING MINUTES

Wednesday, August 20, 2025

1. Call to Order

The four hundred and twenty-fourth meeting of the Bristol Community College Board of Trustees was held on Wednesday, August 20, 2025. The meeting was held in person at the Fall River Country Club (4232 N. Main Street, Fall River, MA).

Chair Medeiros called the meeting to order at 8:38 a.m. and confirmed with Lucinda Poudrier-Aaronson (Board Liaison) that there was no one participating online so roll call votes were not necessary.

Board Members present: Joan Medeiros, Chair of the Board; Jeffrey Karam, Vice-Chair; Lynn Motta, Secretary; Renee Clark; Pamela Gauvin; Maria Gonzalez; Antonio (Tony) Lima; Todd McGhee; and Sarahi Rivera Arroyo

Board Members absent: John Morris

Others present: Sedgwick Harris, President; Lucinda Poudrier-Aaronson, Board Liaison; Joyce Brennan; Emmanuel Echevarria; Andrew Fisher; April Lynch; Steve Kenyon; Brianne McDonough; Jo Ann Pelletier; and Judi Urquhart.

The Annual Board Retreat immediately followed this board meeting.

2. Chair's Remarks

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 needs to be updated.

Chair Medeiros noted that any day now we hope to hear from DHE and Boards & Commissions regarding the formal appointment of our new Trustee. She shared that we hope to update Trustees and make the formal college announcement very soon.

3. Consent Agenda

- Consideration of Minutes of Board of Trustees Meeting for June 2, 2025
- Report of Personnel Actions June-August 2025
- Report of Workforce and Community Education Contracts August 2025

Chair Medeiros stated she hoped that Trustees have had the opportunity to our review consent agenda items posted 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 Clark and seconded by Trustee Karam.

Chair Medeiros stated the motion to approve Consent Agenda items as presented was approved.

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

4. President's Report

- President's Key Goals 2024-2025 – Final Wrap-up Report
- Community Partnership Highlight
 - Women's Fund Southcoast *Fostering Women's Entrepreneurship* initiative – *Judi Urquhart*, Chief Advancement Officer
- Trustee Talking Points
 - Inauguration Planning Updates – *Joyce Brennan*, Vice President, Marketing & Communications
 - New Programs at Bristol (HVAC/Hoisting/Welding) – *Brianne McDonough*, Interim Vice President, Economic & Business Development
 - Foundation Updates – *Judi Urquhart*, Chief Advancement Officer
- Introduce President's Key Goals 2025-2026
- Financial Update – *Steve Kenyon*, Vice President, Administration and Finance

President Harris began by providing an update and final status of the President's Key Goals for 2024-2025. He shared that in consultation of President's Leadership team, he was pleased to share all goals had been achieved with the exception of those specifically noted for carryover in your Trustee material.

President Harris shared that the carryover items included:

- a. exploration and implementation of Canvas data analytics (S1 3.2);
- b. online learning community of practice (S1 3.5);
- c. scaling and assessing high impact practice (S2 1.1);
- d. framework to define "sense of belonging" for student groups (S2 2.2);
- e. develop college Employee Value Proposition (EVP) statement (S3 1.1);
- f. launch third iteration of college's Affirmative Action strategy (S3 1.5);
- g. identification of employees who speak languages other than English (S3 1.6);
- h. determine SSEM departments to be incorporated into 5-year program review cycle (S3 2.3);
- i. identify key partners in all four campus locations (S4 1.1);
- j. increased funding for Adult Education programs (S4 2.1); and,
- k. identify certificates/programs that are non-Title IV eligible to shift to non-credit status or be discontinued (S4 2.3).

President Harris thanked the Leadership Team and shared he was pleased with the status of strategies and goals set prior to his arrival, and that this work would continue in goals established for 2025-2026.

President Harris invited Chief Advancement Officer, Judi Urquhart, to provide a recent community partnership highlight. She shared Bristol's partnership with the Women's Fund Southcoast stating this was year two of a program entitled *Fostering Women's Entrepreneurship*. The goal of the program is to support women and gender-expansive students at Bristol Community College who are interested in either starting or growing their own businesses. The program curriculum includes several business-related courses including marketing, social media, accounting and business plan development. She shared that students are supported by the Small Business Association and can also be mentored by a Bristol alum within their field. The intended target output is a completed business plan and then for those who do complete, funding from Women's Fund Southcoast to provides seed funding for their business. Judi shared that we have tremendous interest since we first launched the program in Spring 2025, with over seventy individuals expressing interest in participating.

President Harris thanked Judi, and noted that the college had prepared three talking points for Trustees today. He stated that the first talking point would be Joyce Brennan with inauguration planning updates and overview. Joyce shared President Harris' inauguration would take place on Friday, September 26, in the Margaret L. Jackson Theatre.

Joyce encouraged Trustees to RSVP using the link BristolCC.edu/RSVP which was the link created for use by those individuals, including Trustees, invited to the luncheon before the ceremony.

Inauguration events include the [Manhattan Short Film Festival screening](#) in Fall River on Thursday night, September 25th for any inauguration guests who would like to attend. The screening is at 6:30 p.m., with light refreshments at 5:00p.m. When individuals RSVP to the inauguration, they can register for this event.

Joyce shared the Inauguration luncheon is scheduled for September 26th at 11:30 a.m. and will be hosted by the Culinary Program with a short speaking program. She shared after lunch, the Platform party, which includes all Trustees, will go to the Art Gallery for robing and photos similar to Commencement. Those details include:

- 2:15 p.m. the Academic Procession begins
- Academic Procession from A building
- Platform Party will join at the back of general procession from Art Gallery
- The Platform Party will approach the stage to the right (house right)
- 2:30 p.m. Program begins
- Recessional

She also shared immediately following the ceremony there would be a celebratory reception in J Building for everyone.

The Inauguration Program and Participants include:

- a. **Color Guard** - New Bedford High School Army JROTC
- b. **Grand Marshals** - Farah Habib, Professor of English, and Rebekah Senay, President of Staff Senate
- c. **Master of Ceremonies** - Adrienne Foster Scharf, Dean of STEM
- d. **Land Acknowledgement** - Judi G. Urquhart
- e. **National Anthem** - Destiny Garcia, Student
- f. **Invocation & Benediction** - Chaplain Richard Wolberg, Fall River Police Department
- g. **Welcome** – Chair of the Board of Trustees, Joan Medeiros
- h. **Collected Thoughts from the College** - Sarahi Rivera Arroyo, Student Trustee, and Michael Fox, Coordinator, Career Planning & Placement, Experiential Education Center
- i. **Oath of Office** - Commissioner Ortega, Commissioner of Higher Education, Commonwealth of Massachusetts, and Secretary Tutwiler, Secretary of Education, Commonwealth of Massachusetts
- j. **Presentation of the Medallion** - President Harris' wife and children (Jamica, Jametric, Sedreyana)
- k. **Inaugural Address** - President Sedgwick L. Harris, Ed.D.
- l. **Harris Brighter Future Endowment Fund** (scholarship announcement) - Alaina Marcotte, Director of Financial Aid
- m. **Closing & Recessional**

President Harris thanked Joyce Brennan and her team for leading the committee charged with planning and implementing the inauguration events and festivities. He then invited Brianne McDonough, Interim Vice President for Economic and Business Development, to provide the second Trustee Talking Point related to several new programs at Bristol.

Brianne noted the college had recently been awarded funds to create several workforce development opportunities for high demand needs in the Southcoast including HVAC, Hoisting, and Welding. She noted important the collaboration with the Clean Energy Center. President Harris also added these new programs would be included in a proposal for re-branding the National Offshore Wind Institute (NOWI) and stated that this proposal would come before the board for approval at the October board meeting.

President Harris then welcomed Judi Urquhart back to provide the third and final Trustee Talking Point related to the college Foundation.

Judi provide the following Foundation Updates:

- First up is our annual *Birdies for Bay Hawks Benefit Golf Tournament* which will be the 29th year of the event. It is being held on September 8th at Allendale Country Club. Check in starts at 10:30 with a shotgun start at noon. For the price of \$175 per person, players will have access to a golf cart, lunch, giveaways, basket drawings, a silent auction, and dinner. There are still foursome spots available. In addition, we're super excited to have President Harris join us on the links!
- Also, in September, will be our annual *Manhattan Short Film Festival* to which you are all invited. The film festival includes a series of 10 short films (each approximately 20 minutes long) that are from filmmakers from across the globe. For a period of only one week the films are shown at over 500 venues around the world and Bristol hosts two of those venues (Fall River and Attleboro). Audience members get to select their favorite film and actor, and from tabulated votes across all the venues, the winners are submitted as nominees to the Oscars. Bristol will have three showings. The showings include Thursday 09.25 in Fall River, and Friday and Saturday 09.26 and 09.27 in Attleboro. Proceeds will go to, respectively, the college's Theater Department and the Attleboro Campus. As invitees to the inauguration, Trustees can attend the Thursday viewing free of charge. Judi shared the registration link and your discount code are included in the inauguration RSVP, but she shared she is also willing to send it directly to Trustees.

President Harris thanked Judi for the Foundation updates. He then stated he would like to introduce a draft of the President's Key Goals for 2025-2026, noting that the final review and approval from the Board would occur at the October board meeting.

He handed out a very preliminary draft of the proposed goals and shared he has been continually asking "what is missing at the college" as he has been meeting with Trustees, as well as engaging with students, faculty and staff. He shared he has met individually with student, faculty and staff at the President's Open Office Hours hosted in both the spring and the summer semester since his arrival to campus in March 2025. He noted these open office hours will continue into the new academic year as well.

President Harris shared these key goals will need to be aligned with the college's strategic plan which is also in development stages. He emphasized these goals would specifically need to align with strategic pillars one and two to address the items and needs most important to students.

President Harris asked if there were any questions or thoughts related to this initial draft of keys goals for 2025-2026. Hearing none, he invited Steve Kenyon, Vice President for Administration and Finance, to provide Trustees with the college's financial update.

Steve provided the following updates related to the college's financial outlook:

- Fall enrollment is up about 25% year over year and shared he wished Kate O'Hara to relay this great news. We are very close to hitting our budgeted credits for the semester with some traditionally big enrollment weeks ahead. We budgeted a 6% increase over last year so we will not have any trouble exceeding that when the final enrollment numbers are reported for the fall semester. In hindsight, we could have budgeted a much larger increase but that was hard to imagine last February when finalizing the budget.
- MassEducate (the Commonwealth's free Community College initiative) continues to be a game changer for us and the other community colleges. The state resources allocated to the program are very strained and we managed to be fully funded in FY25 but FY26 may be a bigger challenge this year. These challenges may be faced despite a \$24M increase to the fund.

- There is a state appropriation line for \$21M for the community college system that once allocated should get us to our budgeted state support number. We are currently about \$1M short on what we budgeted for state support. Hopefully that will play out shortly.
- While the enrollment surge has been great for revenue it comes with associated costs. We have increased our payroll by about 16 FTEs since last year. The result is still a strong increase in Net Position and cash flow. Our draft financial statements for FY25 show an increase in net position of \$3.8M before we make end of year audit adjustments for pension, other post-employment Benefits, workers' compensation and a few other entries that get pushed down to us from the state.
- Our Fidelity investment account through June 30, 2025, had an 11% return on investment. We also made a \$3.6M deposit into the account in June. The current balance in the Fidelity Account is about \$25M. July and August have been strong months. As CDs mature, we are seeing a gradual decline in rates.
- We are working with the DCAMM leasing office to identify a new Taunton location. The RFP was published in the Central Register and other locations today (August 20). We will be advertising in local newspapers. The bid will be open for four weeks. We expect some interest in the project but there is not a lot of inventory in the City. The President will work closely with the board's Facilities Committee to discuss the results of the RFP. At some point in the early Fall the Facilities Committee will make a recommendation to the full board.
- Lastly, our Assistant Comptroller, Donna White, will be retiring in October 2025 and our Comptroller, Keith Toni, will be retiring at the end of January 2026. Together they have over 65 years of experience at Bristol. They will be dearly missed, especially by me and the Fiscal department. These are planned retirements, so a continuity plan has been in place and we have been training up the Fiscal team the last year or so. Both jobs are posted, and we have about five applicants for each position.

Chair Medeiros asked what happens if the state appropriations for community colleges are short of meeting the colleges' needs. Steve responded that the colleges would have to cover those shortfalls or seek framework guidance from legislators on how to prioritize the existing funding. Steve noted that continued attention to high demand workforce development could be a factor for limited state funding in the future.

Steve asked if there were any additional questions or discussion related to the college's financial outlook. Hearing none, President Harris thanked Steve for presenting these financial updates and then turned the board meeting back over to Board Chair Medeiros.

Chair Medeiros thanked President Harris, and the college's leadership for the information and insights provided to the Trustees this morning in the President's Report.

Chair Medeiros asked Trustee Motta to provide the Finance/Budget Committee Report.

5. **Report of the Finance/Budget Committee – *Trustee Lynn Motta***

Committee Chair Lynn Motta reported:

- The Finance Committee met on June 2nd at the Taunton campus.
- We reviewed the third quarter Trust Fund report. Management provided an overview of the quarter's activity. Key highlights included expenses being consistent with the budget with no significant variances reported.
- We next discussed the Report on Reserves. There was very little activity and the investment portfolio rebounded nicely from the decline in April.
- We then reviewed the fiscal year 2025 budget. Revenue is tracking 21% over budget and expenditures 17% over budget. These increases are all enrollment driven. Current projections are for a surplus for the fiscal year of about \$3.8M. That is before year end accruals and financial statement adjustments.

- We approved the bad debt write off which is something we do each spring. The Committee voted to approve the bad debt write off of \$326,823. This is a little more than 1% of revenue. It actually was a bit up this year as we had been using Federal CARES funds to pay off any bad debts in most recent fiscal cycles.
- We approved the President's credit card expenses for the quarter.
- The Finance/Budget Committee will next meet in October when we will also be reviewing the FY25 audited financial statements.

Trustee Motta asked if there were any questions. Hearing none, Chair Medeiros invited Trustee Rivera Arroyo to provide her first ever Student Trustee Report.

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

Trustee Rivera Arroyo shared is meeting regularly with Vice Kate O'Hara in preparation for her service to students as the Student Trustee. She is also trying to make herself available and accessible to a wide array of students through an electronic bulletin board and a monthly check in session held virtually. Many students offer help and assistance to each other in online bulletin board space as well.

She also provided some details and updates regarding summer happenings including support groups available to students. She noted several support groups hosted through the college's Women's Center include:

- Virtual Support Group
- LGBTQ+ Support Group
- Women's Support Group
- Strength in Recovery Support Group

She emphasized our non-traditional age students find good resources in the Virtual Support Group space.

Trustee Rivera Arroyo also shared that Bristol offers a monthly Mobile Food Market for those in need. She stated the Market provides a variety of free fresh fruits, vegetables, and dairy items to students, faculty, staff, as well as the Fall River community. She noted the Mobile Food Market is held on the 2nd Thursday of the month at each campus location.

She also highlighted the recent FAFSA Luau hosted by Bristol's Financial Aid Office on July 17th from 10:00 a.m. to NOON. Students were provided personal assistance and guidance to complete their FAFSA (Free Application for Federal Student Aid) which is the form needed to be eligible for free community college. It was well attended!

Trustee Rivera Arroyo shared that students are using the BristolCC mobile app daily and maybe even multiple times each day. Students can access their course information and grades. She noted that this has become a community where students help each other, answer questions peer to peer, and directs fellow students to college departments and resources.

The Student Trustee also noted several examples and areas of student concerns that she will continue to explore and address within SSEM. Specifically cited were:

- Delay in getting assigned an Advisor
- Clarity on how to access a Book Advance
- Delay in responses from Professors

Trustee Rivera Arroyo wrapped up her report with an announcement of free iced coffee throughout the day in the Multicultural Student Center during the first week of fall classes. She noted all students are welcome and no registration is required. Just stop in!

Student Trustee Rivera Arroyo invited any questions or follow-up. Several Trustees thanked Sarahi for providing voice to students in several different modes including the online forum.

Chair Medeiros also thanked Student Trustee Rivera Arroyo, and once again welcomed her aboard specifically noting the value of her insights into the student experience and activity on campus.

7. **Old Business**

Chair Medeiros asked if there were any Old Business items to consider? Hearing none, she invited any items in addition to the Campus Police Change of Power-Granting Authority and the policies listed on the agenda for board consideration as New Business today.

Hearing none, Chair Medeiros invited Vice President Steve Kenyon to begin with the Change of Power-Granting Authority for Campus Police.

8. **New Business**

- Request for Change of Power-Granting Authority (Campus Police) – *Steve Kenyon*, Vice President, Administration and Finance
- Policy(s) for Review and Approval – *Emmanuel Echevarria*, Chief Human Resource Officer (EE) and *Steve Kenyon*, Vice President, Administration & Finance (SK)
 - **01** Whistleblower (EE)
 - **02** President Emeritus (SK)
 - **03** College Insurance (SK)
 - **04** Naming Facilities (SK)

Vice President Kenyon stated he was coming before the Board today to request Trustees' consideration in approving an administrative change to discontinue the college's membership with the Massachusetts State Police Certification Unit (SSPO) and switch to the Massachusetts Police Accreditation Commission (MPAC) for the college's power of arrest. He also shared that based on their respective law enforcement backgrounds, he had been in touch with Trustee McGhee and Trustee Gonzalez to seek their input and feedback before bringing this item before the full board today.

VP Kenyon shared that historically the college utilized SSPO for training and annual inspections. However, as a result of the police reform legislation enacted by the Commonwealth of Massachusetts beginning in 2020, he shared the college is now required to use the Municipal Police Training Committee (MPTC) for training purposes. Additionally, he noted that the college's annual inspections covering facility, equipment, and operations are also now conducted by the Massachusetts Police Accreditation Commission (MPAC).

Given these changes, VP Kenyon shared that our continued membership with the Massachusetts State Police Certification Unit (SSPO) is no longer necessary. He noted that discontinuing our SSPO membership will result in an annual cost savings of approximately \$1,000 and the reduction of associated administrative tasks. Most importantly, he noted that there is no increase in departmental liability as a result of this transition, and that this is truly an administrative matter to clean up and needs Board approval. VP Kenyon asked the board if there were any questions or further discussion.

Trustee Gonzalez and Trustee McGhee each shared they had reviewed and were in full support of this change of power-granting authority for Bristol's campus police. Trustee Clark asked if this change required the same level of standards and training offered at the State Police Academy. VP Kenyon assured the Trustees the college's State Police Academy requirements remained unchanged, and noted this is a Board level matter because the Board of Trustees grant the college's police officers their police power.

Hearing no other questions or discussion, VP Kenyon stated he was seeking a motion to approve the discontinuation of the College Police Department's membership with the Massachusetts State Police Certification Unit (SSPO), and that the College's Police Officers be granted their police authority by the Board of Trustees pursuant to Massachusetts General Laws, Chapter 15A, Section 22.

A motion to approve the change in power-granting authority for campus police as presented was made by Trustee Karam and seconded by Trustee Gonzalez. Chair Medeiros noted the motion to approve the change in power-granting authority for campus police as presented was approved unanimously.

Chair Medeiros asked VP Kenyon and Chief Human Resources Officer, Emmanuel Echevarria to continue with the presentation of the four policies for Trustees' review and consideration for approval today.

Utilizing the .ppt slide deck, CHO Echevarria (EE) provided an overview of the Whistleblower Policy and reported the summary of changes and any associated requests for Board approval for the Whistleblower Policy. CHO Echevarria asked the Trustees if there were any questions. Hearing none, Chair Medeiros asked for a motion to approve the Whistleblower Policy as presented. A motion to approve the Whistleblower Policy as presented was made by Trustee Motta and seconded by Trustee Clark. The motion was approved unanimously.

Utilizing the .ppt slide deck, VP Kenyon (SK) provided an overview of the President Emeritus Policy and reported the summary of changes and any associated requests for Board approval for the President Emeritus Policy. VP Kenyon asked the Trustees if there were any questions. Hearing none, Chair Medeiros asked for a motion to approve the President Emeritus Policy as presented. A motion to approve the President Emeritus Policy as presented was made by Trustee Motta and seconded by Trustee Clark. The motion was approved unanimously.

Utilizing the .ppt slide deck, VP Kenyon (SK) provided an overview of the College Insurance Policy and reported the summary of changes and any associated requests for Board approval for the College Insurance Policy. VP Kenyon asked the Trustees if there were any questions. Hearing none, Chair Medeiros asked for a motion to approve the College Insurance Policy as presented. A motion to approve the College Insurance Policy as presented was made by Trustee Karam and seconded by Trustee McGhee. The motion was approved unanimously.

Utilizing the .ppt slide deck, VP Kenyon (SK) provided an overview of the Naming of Facilities Policy and reported the summary of changes including a morality clause and any associated requests for Board approval for the Naming of Facilities Policy. VP Kenyon asked the Trustees if there were any questions. Hearing none, Chair Medeiros asked for a motion to approve the Naming of Facilities Policy as presented. A motion to approve the Naming of Facilities Policy as presented was made by Trustee Clark and seconded by Trustee Karam. The motion was approved unanimously.

Chair Medeiros thanked both CHO Echevarria and VP Kenyon for their policy review presentations.

9. Adjournment

Chair Medeiros invited any final thoughts, comments, or questions for Board consideration today before adjourning the Board meeting and taking a break prior to continuing with the Annual Board Retreat. Hearing none, the Board meeting was adjourned at 9:27 a.m.

BOARD OF TRUSTEES – ANNUAL SUMMER RETREAT

BETTER TOGETHER: BUILDING OUR FUTURE NOW

Fall River Country Club
4232 N Main Street
Fall River, Massachusetts 02720

Wednesday, August 20, 2025
8:00 AM – 3:00 PM

Time	Topic
8:00 – 8:30	Light Breakfast
8:30 – 10:00	Board of Trustees Meeting
10:00 – 10:15	Break
10:15-11:00	Strategic Plan Update
11:00-11:20	Mission and Vision Review Exercise
11:20 – 11:30	Break
11:30-12:00	Mission and Vision Brainstorming Discussion
12:00 – 1:00	Lunch

1:00 – 1:30	Community College Survey of Student Engagement (CCSSE)
1:30 – 3:00	Board and Presidential Updates • NOWI & Other College Updates • BoT 2025-2026 Meeting Dates & Topics • BoT Bylaws • BoT Committee Assignments
3:00	Adjourn

At 9:51 a.m., Chair Medeiros reconvened the Trustees for the retreat portion of the day.

Board Liaison Poudrier-Aaronson asked Trustees to complete the yellow slip of paper, Order Form for college branded Quarter Zip, which she noted our hope to have them available to them at the October Board meeting. She asked for their respective order forms before they left today.

At this time, Chair Medeiros invited Chief Strategy Officer, April Lynch, to provide a Strategic Plan Update and to facilitate a college focused Mission and Vision Review Exercise

April noted that in Trustees pre-read material there was a preliminary draft of the college's strategic plan that recently submitted to the Department of Higher Education (DHE). The college was expecting initial review and comment from DHE in September.

Based on that draft, April facilitated an interactive discussion with the Trustees beginning with a review of the college's strategic planning process to date including:

1. Stakeholder Engagement in the process to date
2. Key Research Findings & Strategic Direction
3. Regional Opportunities related to Community Development
4. Emerging Fields
5. Growth Target Markets
6. Review of Four Pillars
 - a. Student Success
 - b. Data & Technology
 - c. Innovation and Transformation
 - d. Community Affairs and Development

April engaged Trustees in conversations related to the factors needed for Bristol to be an economic driver within these four pillars. She also led a discussion on Bristol's key strategic outcomes:

1. Operational & Analytic Effectiveness
2. Increase Desirability
3. Advance Knowledge & Skills
4. Employee & Student Satisfaction
5. Economic Partnerships
6. Community Impact
7. Academic Achievement & Retention

April presented several “next steps” related to the college’s strategic planning process including:

- Mission, Vision and Values Review
- Plan revision based on DHE Feedback
- Communication Roll-out to College Fall Semester
- Development of area annual plans
- Creation of one Master Operational Plan
- Implementation of new Project Management Process

At this time, April referenced the Mission/Vision Evaluation Rubric and asked Trustees to participate in two different exercises related to the college’s current Mission and Vision Statements.

- **Mission Statement:** “Bristol Community College provides an accessible, innovative and inclusive education that prepares students to navigate and succeed in our ever-changing world.”
- **Vision Statement:** “Advancing a vibrant, diverse community through education, learner by learner.”

She also shared that this exercise that Trustees were being asked to participate had also been completed with the President’s Leadership Team earlier in the summer. April noted that this exercise would also be completed with the college’s faculty and staff on Opening Day with the intention of establishing synergy with various stakeholders.

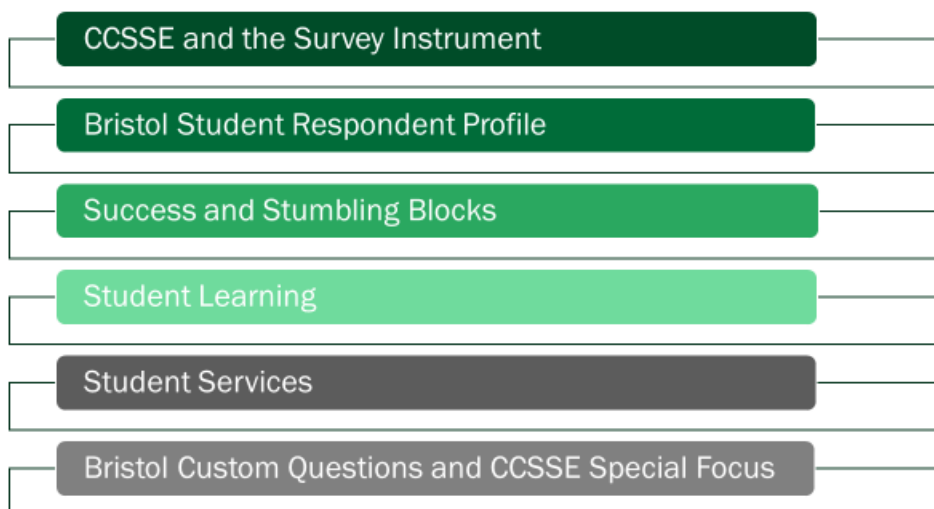
April thanked the Trustees for their active participation and level of engagement this morning.

At 12:05 p.m., the group broke for lunch. *<Trustee Jeffrey Karam left as he had another commitment.>*

At 1:15 p.m., Chair Medeiros asked the group to reconvene and invited the college’s Chief Information and Data Officer, Jo-Ann Pelletier, to provide the results of the Spring 2025 Community College Survey of Student Engagement (CCSSE).

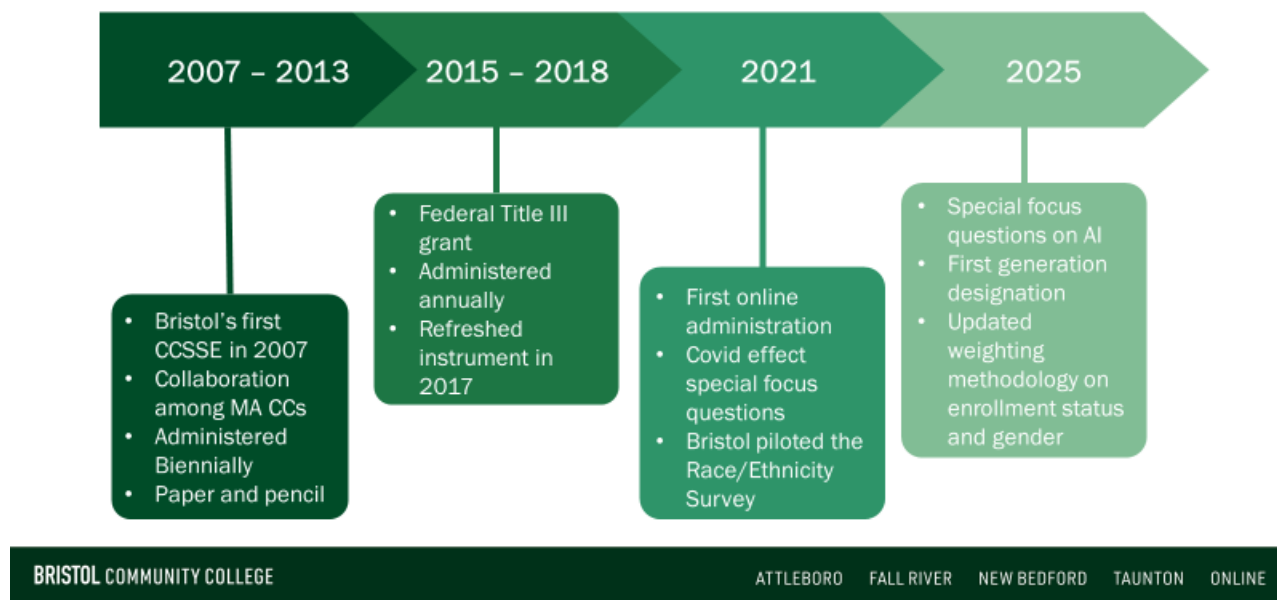
Jo-Ann shared that her presentation today would include:

Agenda

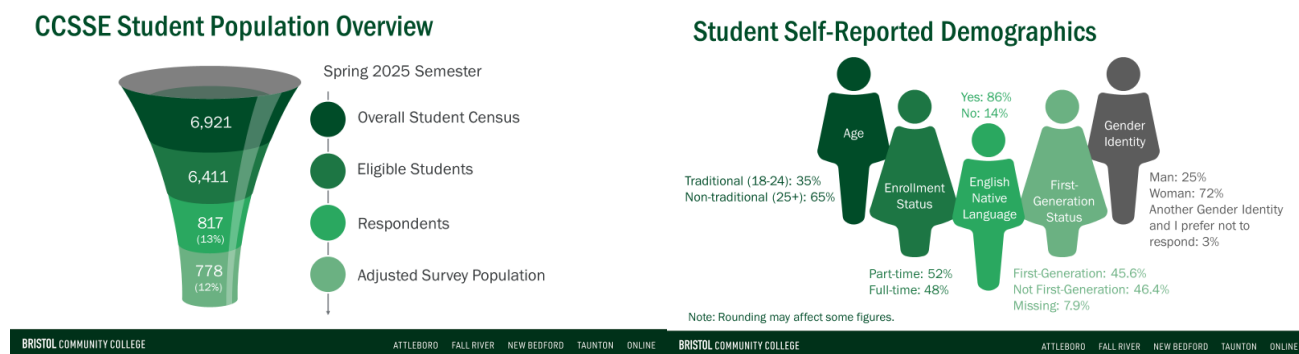


She provided an overview of Bristol's history with CCSSE:

Bristol's History with CCSSE



Jo-Ann reviewed the Bristol student respondent profile including population overview and students' self-reported demographics:



The student respondent profile data presented also included:

- reasons/goals for attending this college (Q26)
- hours spent in typical 7-day week participating in college-sponsored activities (Q10c)
- hours spent in a typical 7-day week providing care for dependents living with you (Q10d)

Jo-Ann then shared aspects of highest and lowest student engagement:

Aspects of Highest Student Engagement

Item	Benchmark	Bristol	CCSSE Cohort
Number of books read on your own (not assigned) NEW	Student Effort	28.7%	22.6%
Number of written papers or reports of any length *	Academic Challenge	62.5%	51.5%
Providing the financial support you need to afford your education *	Support for Learners	81.7%	59.1%
Preparing for class (studying, reading, writing, rehearsing, doing homework, or other activities related to your program) *	Student Effort	43.8%	32.7%
Frequency: Academic advising/planning *	Support for Learners	71.7%	62.0%

* Indicates item appeared as an aspect of highest engagement in 2021.

Aspects of Lowest Student Engagement

Item	Benchmark	Bristol	CCSSE Cohort
Worked with other students on projects during class *	Active and Collaborative Learning	31.5%	47.0%
Frequency: Career counseling *	Support for Learners	15.0%	20.2%
Frequency: Peer or other tutoring	Student Effort	7.0%	8.8%
Frequency: Skill labs (writing, math, etc.) *	Student Effort	7.0%	11.4%
Frequency: Computer Lab *	Student Effort	9.3%	13.4%

* Indicates item appeared as an aspect of lowest engagement in 2021.

She then presented data collected related to student learning as evidenced in:

1. Collaboration and Interaction activities
 - a. Asking questions
 - b. Group projects
 - c. Outside class projects
 - d. Discussions of grades and email to faculty
2. Effort and Challenge activities
 - a. Preparing drafts
 - b. Coming to class prepared
 - c. Applying knowledge
 - d. Analyzing ideas

Jo-Ann reviewed key student services and the reported importance of these services. Satisfaction with key student services was also assessed including the impact of new student orientation.

Bristol had the opportunity to ask several custom questions including survey questions related to:

1. **Belonging**
2. **Preparation and Goals**

And a series of special focus questions related to **Artificial Intelligence**.

In conclusion, Jo-Ann shared a high-level summary with the Trustees of what the “survey says”....

And the Survey Says...

How would you evaluate your overall educational experience at this college? (Q36)



92.6% of respondents conveyed they had a good or excellent educational experience at Bristol Community College.

Jo-Ann asked Trustees if they had any additional questions or thoughts regarding the CCSSE results. Hearing none, Chair Medeiros asked President Harris to provide college updates.

President Harris provided several college updates and related discussion:

- Additional workforce development programs as Trustees had heard earlier (HVAC/Hoisting/Welding).
- Other explorations might include curriculum development and collaborations in high need fields such as sea rescue, life safety, and truck-driving
- He noted that with the waning federal interest in the off-shore wind industry, NOWI rebranding discussions were underway.
- He stated that Trustees could expect a presentation at the October Board meeting related to NOWI's future possibilities.

Chair Medeiros reminded Trustees that the Board's Bylaws currently called for eight different board committees. Committee assignments for AY 2025-2026 were now available and included in Trustee materials today. Seven of the eight committees had been slated. The Foundation Relations Committee was being reimagined in the context of the semi-annual joint Board of Trustee and Foundation Board meeting.

Other Trustee reminders included:

- Board Education and Topic Planning for 2025-2026
- Trustee Attendance Requirements (Bylaws)
- Continued use of Outlook Calendar for Trustees
- Quarter zip order form

Chair Medeiros thanked everyone for their participation throughout the day. She adjourned the retreat day at 2:45 p.m.