

# BRISTOL

---

## COMMUNITY COLLEGE

### BOARD OF TRUSTEES AND FOUNDATION BOARD OF DIRECTORS

#### Joint Board Meeting

#### JOINT MEETING MINUTES

Monday, December 1, 2025

#### 1. Call to Order

The joint meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors was held on Monday, December 1, 2025, 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. The joint meeting was called to order at 5:22 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; and Todd McGhee

**Board Members absent:** Pamela Gauvin and John Morris

**Foundation Board of Directors present:** Frank Sousa, President; Nicholas Christ, Vice President of Board Development; Kathleen MacLean, Vice President of Fundraising (virtual); William Kiley, John McMahon, Clark; Brian Hodess; Liz Isherwood; Thomas Murray; Benita Rose-Monteiro; Diane Silvia; and Cynthia Flanagan (ex-officio). Foundation Board member present who is also the Board of Trustee Chair, Joan Medeiros.

**Foundation Board of Directors absent:** Thomas Kelly; Gregory O'Donnell; Luke Travis; and Richard Wolfson.

#### 2. Welcome

- Joan Medeiros – Chair, Board of Trustees
- Frank Sousa III – President, Foundation Board of Directors

Board of Trustees Chair, Joan Medeiros, and Foundation Board President, Frank Sousa, welcomed all to the Joint Board Meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors. They thanked everyone for their commitment to attend and participate in this important joint meeting.

Chair Medeiros stated there were two Joint Board Talking Points to be presented. She invited *Angela Johnston*, Director of Business Solutions & Partnerships, and *Brianne McDonough*, Interim Vice President for Economic & Business Development to begin.

### 3. Joint Board Related Talking Points

- **Massachusetts Clean Energy Center (MassCEC) Workforce Grantee Award** – *Angela Johnston*, Director of Business Solutions & Partnerships and *Brianne McDonough*, Interim Vice President for Economic & Business Development
- **Scholarship Funding and Student Impact at Bristol** – *Joyce Brennan*, Vice President of Marketing & Communications
  - Student 1 – Quiearna deGrace
  - Student 2 – Austin Fonseca

Interim VP McDonough and Director Johnston provided a brief update related to the MassCEC Workforce Grant recently awarded to the college in the amount of \$1.4M to establish a non-credit HVAC/heat pump program in partnership with Diman Regional Vocational Technical School. The program, which will launch in mid-January with 15 students for 17-weeks, is fully funded and includes a completion stipend, toolkit, and PPD.

Interim VP McDonough also mentioned additional grants from the MassCEC for a welding/sheet metal fabrication program and a training placement program scheduled to launch in spring 2026.

They fielded questions from Board members and positioned these grants as part of the college's on-going work to develop the college, including NOWI's Workforce Training Center, to serve the SouthCoast region's workforce needs. Interim VP McDonough and Director Johnston noted that tuition free community college programs and trade training opportunities and collaborations will continue to be explored as these initiatives align with the college's strategic plan.

At this time, Vice President of Marketing & Communications, Joyce Brennan, introduced two current Bristol students to provide the joint boards some personal insight into how scholarship funding has impacted their respective student experience at Bristol Community College. VP Brennan introduced Quiearna DeGrace, and then Austin Fonseca.

Each student took the opportunity to share their own experiences as a Bristol student. Each highlighted their experience on campus both in the classroom and their involvements on campus. Each thanked the board members for the opportunities the scholarships they received have provided for their personal and professional growth and development.

VP Brennan thanked the students for spending time with the joint boards tonight. She then introduced Judi Urquhart, the college's Chief Advancement Officer, to lead the joint boards in a collaborative discussion.

#### 4. Joint Board Discussion Topics *(small group discussion)*:

- i. How to drive fundraising strategy and open doors for funding for the Workforce Training Center (NOWI) and other workforce training programs?
- ii. How to conceptualize fundraising campaigns in alignment with the college's new 2025-2030 Strategic Plan?
- iii. Small Group Reporting

CAO Urquhart shared that she was going to split the boards up into three intentionally designed work groups to tackle the two questions noted on the agenda and then conduct some small group reporting. Each group was assigned two President's Leadership Team facilitators and scribe.

The three designed workgroups included:

Group 1 - Virtual	Group 2	Group 3
Kathy MacLean	Frank Sousa	John McMahon
Maria Gonzalez	Bill Kiley	Liz Isherwood
	Brian Hodelss	Benita Rose-Monteiro
	Tom Murray	Diane Silvia
	Renee Clark	Joan Medeiros
	Tony Lima	Jeff Karam
	Todd McGhee	Steve Martins
	Cynthia Flanagan	Lynn Motta
<b>PLT Assigned Facilitators</b>		
Jo-Ann Pelletier	Andrew Fisher	Steve Kenyon
Emmanuel Echevarria	Joyce Brennan	Kate O'Hara

CAO Urquhart asked the groups to break out into specific rooms with the virtual group staying in Room 202. She asked each group to take 20 minutes to discuss both questions focusing on fundraising strategy and workforce training within their assigned small group and prepare to come back to Room 202 for small group reporting.

#### QUESTION 1 FOR DISCUSSION:

**How can we strengthen our fundraising strategy and leverage connections to secure funding for the Workforce Training Center (NOWI) and other workforce development programs?**

Small group discussions focused on the SouthCoast Region's dual challenge including a staffing crisis and a critical shortage of affordable housing, which negatively impacts workforce stability and employer recruitment. The groups discussed the Healey Administration's \$7M commitment across three grant programs in this region, training over 2,500 people. They discussed the critical role of this funding in building capacity and addressing these two challenges. It was also noted that data from the UMass Donahue Institute suggests a clear demand for skill-based workforce programs.

The groups discussed which local businesses and industries are most impacted by regional workforce shortages and who might become strong funding partners. They also discussed how the college can position NOWI to complement and leverage existing state-funded training grants. They discussed the role the college might play in convening employers, governmental agencies, and philanthropic organizations to mobilize regional resources, and create compelling impact narratives linking workforce funding to economic and community impact especially in healthcare, advanced manufacturing, and technology.

#### QUESTION 2 FOR DISCUSSION:

**How can we design fundraising campaigns that align with the college's 2025–2030 Strategic Plan and its priorities?**

Small group discussion focused the college's 2025–2030 Strategic Plan and its emphasis on workforce readiness, equitable access to training, and meeting the needs of employers in the SouthCoast Region. They discussed Massachusetts' declining prime-aged workforce and the importance of targeted training and talent retention noting that statewide trends show persistent skills gaps, particularly in health care, and the technical and manufacturing fields. The groups discussed how the college might support focused campaigns that fill these gaps.

The groups discussed which elements of the college's Strategic Plan might resonate most with potential funders and how the college might showcase these elements. Small groups discussed marketing campaign models and different approaches tailored to specific industries. They noted various formats (i.e., challenge grants, naming opportunities, employer partnerships) and which approaches would most effectively link fundraising to strategic priorities. They discussed how the college might measure and communicate impact of these marketing campaigns to sustain donor confidence. They noted the data/metrics which could be utilized to track and publicize success.

CAO Urquhart gathered the small groups back together in Room 202. Each group reported back on a few of the highlights and themes that emerged from their respective small group discussions. She noted that the PLT facilitators had captured the groups' discussions and would be providing these summary notes to President Harris and his leadership team as the college continues to implement the 2025–2030 Strategic Plan.

President Harris thanked the joint boards for participating in these important discussions related to fundraising and the communities' growing workforce needs. He wished everyone a happy holiday season and invited members of the joint boards to join us for a reception.

## 5. Adjournment

At the conclusion of the small group discussion, the joint board meeting was adjourned at 6:21 p.m.