

**Bristol Community College  
Fall River, Massachusetts**

**Board of Trustees  
Meeting Minutes**

**April 3, 2023**

I. Call to Order

The four hundred and second regular meeting of the Bristol Community College Board of Trustees was held on Monday, April 3, 2023, in person in the Ryckebusch Faculty Staff Lounge in the Commonwealth College Center Building on the Fall River Campus at 777 Elsbree Street, Fall River, Massachusetts. The meeting was called to order at 1:15 p.m.

Trustees present: Joan Medeiros, Chair; Renee Clark; Valentina Videva Dufresne, Secretary; Joseph Ferreira; Jeffrey Karam, Vice Chair; James Mathes; Todd McGhee; and Lynn Motta.

Trustees absent: Frank Baptista; Pamela Gauvin, Esq.; and Samuel Horton.

II. Chair's Remarks

Chair Medeiros welcomed all to the meeting.

III. Consideration of Consent Agenda Items

Chair Medeiros asked if any consent agenda items needed to be moved to the regular agenda. There were no items to move. She then read the Consent Agenda Items listed and asked for a motion to approve said items.

- Consideration of Minutes of Board of Trustees Meeting for February 27, 2023
- Report of Personnel Actions April 2023
- Report of Workforce and Community Education Contracts April 2023

A motion was made by Trustee Videva Dufresne to approve the Consent Agenda Items and seconded by Trustee Karam. The motion was approved.

IV. Student Senate Presentation

Due to unavoidable last-minute circumstances, the Student Senate was unable to present at this Board Meeting.

V. Faculty and Professional Staff Senate Presentation

President Laura Douglas introduced Will Duffy, President of the Faculty and Professional Staff Senate who gave a presentation to the Board.

The following are highlights of his presentation.

Faculty/Staff Senate: Accomplishments

- Updated Bylaws to clearly establish Senator Responsibilities.
- Clarify Senate Goals.
  - 110+ goals cut to 6
- Assist on key school resources.
  - “Who does what” Document
  - COVID Masking Color Code System
- Enhance relationship with Staff Senate/Union.
- Strengthen relationship with Senate and Senators and Constituents.
  - Help establish senate as clear point of contact.

Chair Medeiros thanked Mr. Duffy for his presentation.

VI. Staff Senate Presentation

President Douglas introduced the officers of the Staff Senate – Katie Mello, President; Jennifer Sousa, Vice President; and Shannon Savoy, Secretary, who gave a presentation to the Board. The following are highlights of their presentation.

Progress and Update on Senate Goals for 2023

Here is a quick overview of programming that we are currently working on.

- Bristol Bayhawk Victor Employee Recognition Program, began in March 2021.
  - Nomination Team is Comprised of members from Staff Senate and Faculty & Professional Staff Senate (FPS senate).
  - Jacket, certificate, article submission announcing winner at Bristol Updates Live, and posted on the webpage here: [Bristol Bayhawk Victor](#).
- Staff Senate Teams model – began in Fall 2022.
  - Each month at staff senate meetings, 30 minutes is allocated for each team to meet in our zoom breakout session.
- Annual Senate Retreat in summer 2023.
  - Develop mission statements and yearly goals for each Senate Team (summer 2023)
- Staff Orientation – Representative from Staff Senate at new staff orientation.
  - Each month an officer will attend new employee orientation to allow new staff members to meet one of the executive officers of the Staff Senate and ask any questions.
  - Recording orientation video for staff.
- Staff Senate representation on ALT, VPLT and GCG.
  - Feedback form created for staff to share their feedback or concerns with the leadership teams.
  - Questions/concerns and feedback shared with leadership, and the representative shares with the Staff Senate responses to questions.
- Staff Senate Mentorship Kick off – February 17, 2023.
  - Check out the program here: [Mentorship Program](#).
  - Working with Danielle Licitra on assessing the program.

- Three teams of mentors/mentees.
- Launch Online Learning course space for discussion, collegiality and sharing best practices, challenges, and goal building. (Spring 2023)
- Collaboration and programming in Progress:
  - Service Learning & Volunteer Program (Fall 2023) – Met with HR and will collaborate with AFSCME & FPS Senate.
  - Annual Family Cookout with Staff Senate/AFSCME (June 2023).
  - 2nd Annual Bristol Involve (August 2023).
  - Annual Kickball game for Student Scholarships – (Tentatively Fall 2023).
- Ongoing Professional Development for staff.

#### Update: Staff Senate Professional Development

- All PD session are open to all employees.
- All are held in zoom and recorded.
- Staff senate is building out a central repository for all of our Professional development offerings.
- Began in 2020 and have utilized the many talented faculty and staff at Bristol.
- Offered over 40 workshops.
- Average workshop attendance is 25 people.
- Certificates of participation and for presenters are sent to Human Resources to be placed in personnel files.

#### Spring 2023 Professional Development

- HEIRS Data Entry Friday- March 24, 2023 - 11AM with Jade Viera | Assistant Director, Strategic Analytics via zoom.
  - In this session, you will learn what our responsibilities are to stay in compliance with Mass Department of Education requirements in data collection for noncredit experiences and the process of how we capture this data, and whose responsibility it is to track this information.
- Back to Basics: Organizational Tips & Tricks Friday - April 14, 2023 - 11AM with Chrystal Puniello | Academic Innovation & Professional Development.
  - Learn about some of the tools and strategies that you can begin to implement in your work to be most organized, productive, and effective in the workplace. This session introduces practical organizational skills, focusing on features within Microsoft Outlook, Calendar, and Teams.
- Expanding the Basics: Advanced Organizational Skills Friday - April 28, 2023. - 11AM with Chrystal Puniello | Academic Innovation & Professional Development.
  - In this session, learn about some of the advanced tools and strategies that you can implement in your work. This session offers a deeper exploration of practical organizational skills offered during Back to Basics: Organizational Tips and Tricks. You are encouraged to join this session with specific questions to learn more of the ins and outs of features within Microsoft Outlook, Calendar, and Teams.
- Student Success Measures: Interacting & Understanding Visualized Data in Tableau Friday - June 9, 2023 - 11AM with Dennis Baldwin, AS | Data Visualization Developer & Research Analyst

- This session will offer an interactive overview of Bristol's Tableau dashboards that provide information regarding student enrollment, demographics, degree completion, and survey results.

### Staff Senate Teams Model



### Senate Team Breakout Sessions

- Each Staff Senate Team will meet in a breakout room at each of our Staff Senate Meetings (time permitting).
- All staff are welcome to attend the sessions each month. This allows staff an opportunity to volunteer and assist the staff senate.
- This allows senators from each team designated time each month to work on programming, gather feedback, brainstorming and sharing of ideas, and collaboration with staff members.

Trustee Videva Dufresne asked when the Staff Senate built its mission and vision for the Strategic Plan, how did it align with the college's mission and vision. Ms. Mello said that their workshops are directly related to servicing staff and are built upon the Strategic Plan for the college.

Chair Medeiros thanked the Staff Senate for their presentation.

## VII. President's Report

President Douglas said that the college has two unions: MCCC and AFSCME and two senates: Faculty and Professional Staff Senate and the Staff Senate which are both new to the college having been created from shared governance conversations. President Douglas, the V.P. of Academic Affairs and V.P. of Student Services and Enrollment Management meet frequently with the union leadership. The team developed communication guidelines during COVID and provided clarity on the different factions. All four union leaders will be on the Commencement Platform this year.

### Trustee Talking Points

#### \$1 million MVCET

Interim V.P. for Academic Affairs Christine Hammond shared information regarding the \$1 million MVCET Grant. Bristol is partnering with the Martha's Vineyard Center for Education and Training (MVCET) on a designated earmark \$1 million grant for the next three years. This program will launch on April 7 and will begin with a student cohort of 15 students. It is a great example of work to expand educational access in the region.

(Trustee Todd McGhee joined the meeting at this time.)

#### Food Pantry Lockers

V.P. for Student Services and Enrollment Management Kate O'Hara shared news on a basic needs funding for food pantry lockers at each Bristol location. Students will be provided with a special code that allows self-service access to lockers that provide food and personal hygiene items. This self-service feature allows access after business hours and provides anonymity. The lockers will be installed in June and roll out in the fall.

#### Delta Dental Gift

Chief Development Officer Judi Urquhart shared information regarding an endowed scholarship the college recently received from Delta Dental of Massachusetts for workforce diversity in Dental Hygiene. Two hundred thousand dollars are being given to three Massachusetts Community Colleges – Bristol, Quinsigamond and Middlesex. The funds will be received by June 30 with a 50% match opportunity.

Ms. Urquhart also provided a brief Scholarship Update and said that the Development Office has received 561 applicants for scholarships to date.

### President's Approved 2022-2023 Key Goals

President Douglas reviewed the following updates to her goals with the Board.

- Strategy 1: Objective 2 - At the May 2023 Joint Board/Foundation Meeting we will share elements of adult learner recruitment plans.
- Objective 3 - At the May 2023 Joint Board/Foundation Meeting we will share elements of adult learner model.
- Objective 4 - The analysis of course scheduling has led the college to reduce the number of fall course sections from 1,100 to 950.

- Strategy 2: Objective 1 - Request for proposals to outside consultants will take place in April.  
Objective 2 - We are in the process of developing Professional Development to be launched in the Fall that includes cultural relevance into HIPs (Flipped Classrooms and Alternative Assessment Methods). Studies show that these practices have a significant impact on student success especially among BIPOC students.  
Objective 4 - Core Competencies have been modified to include objectives related to racial equity and racial trauma.
- Strategy 3: Objective 1 – In progress.
- Objective 2 - Strategic campus plans will be presented to the President’s Leadership Team in April.
- Strategy 4: Objective 4 - Advisory Board meetings scheduled April 6, 2023. A best practice model and process being created for future advisory boards in addition to the creation of a shared information portal for broader collaboration of advisory boards across the college.

Trustee Clark asked if the college could use resources for diversity training. President Douglas said that they are working on that now. She asked the Trustees if they have any resources/individuals they can recommend for training, please share the information with her.

President Douglas concluded her report.

#### VIII. Financial Update

Vice President Kenyon gave the following report to the Board. The following are some of the highlights of his report.

- FY23 ended better than budgeted.
- Cash flow will be positive in June.
- Investments are doing well; over \$600,000 in unrealized gains.
- This year HEERF funds paid off all student balances, so no bad debt write off.
- We are finalizing the FY24 Budget and will present it to the Finance/Budget Committee on April 20.
- The May 1 Board presentation will include a cash flow positive budget; a lot of fixed assets were paid for by the state or with Federal funds.
- Last week, the Massachusetts House was supportive of the Governor’s budget; it is the best Governor’s budget the community colleges have seen. It includes \$1.1 million to Bristol to offset a fee increase (which is equivalent to a \$11 fee increase). At the May 1 Board meeting, there will be a special motion request regarding fees.
- Banking update – our TD Bank deposits are secured and have not been exposed to custodial risk. We are not overly concerned about the current banking situation.

V.P. Kenyon concluded his report.

IX. Report of the Finance/Budget Committee

Trustee Lynn Motta, Chair of the Finance/Budget Committee, gave her report to the Board. The following are the highlights of her report.

The Finance/Budget Committee met on February 27 for its quarterly meeting. They reviewed the Trust Fund report for the second quarter and discussed variances from the original budget with management. They asked management to include footnotes for any future significant variances to avoid the need to discuss them at future meetings.

At the time of the meeting, our investment portfolio showed a \$400,000 unrealized gain. We also broke a few CDs to take advantage of the increased interest rates. We went from rates in the 1% range to over 4%. The Committee requested a meeting with our Fidelity team and that has been arranged for June.

The Committee spent some time reviewing the FY23 quarterly budget report. As V.P. Kenyon reported, we expect FY23 to have a small operating loss, but we expect to be cash flow positive for the fiscal year. One of the items of discussion was how depreciation expense has grown from under \$2 million a couple of years ago to close to \$6 million. This is the result of recent state-funded construction projects of over \$35 million and HEERF funded projects of about \$8 million. These projects were not funded by the college, so trying to cover the depreciation cost with fee increases to students or a reduction of operating costs would not be appropriate.

The Committee discussed the roughly \$1 million impact of the cyberattack that will be submitted to the insurer and we are optimistic most of those costs will be covered.

The college is in the final stages of awarding HEERF funds to students and spending down the institutional portion. There is some consideration of seeking a no-cost extension for the institutional HEERF funds of about \$1 million.

They discussed how the college is assessed a portion of the pension liability for retirees by the state. This is based on an actuarial report conducted at the state level. There are no cash flow implications from retirees. That is paid at the state level.

They then discussed the FY24 Operating Budget. The Committee will meet in late April to review the budget prepared by management. That budget will then be presented to the Board at our May 1 meeting. In planning for the Finance meeting, we discussed fees which may be unique this year based on the Governor's proposal to avoid fee increases by providing the colleges with an offsetting increase in state appropriation. We discussed how we will consider the impact of MassReconnect on the FY24 budget.

Other factors for next year's budget include demographics - specifically, the lower number high school graduates and interest in attending college.

The Committee asked management to present a budget that is cash flow neutral if possible and not consider depreciation or other non-cash expenses.

Lastly, the Committee approved the President's expenditures for the quarter.

Trustee Motta ended her report.

Trustee Ferreira asked if there has been any dispute regarding the \$1 million loss for the cyberattack. V.P. Kenyon said there has been no dispute yet. Trustee Ferreira said he has the name of an attorney that he can recommend if one is required.

X. Report of the Student Trustee

Student Trustee Samuel Horton was not in attendance; therefore, no report was given.

XI. Old Business

FY24 Community College Budget Priorities Update

President Douglas reviewed the following Community College FY24 Budget Priorities with the Board:

- MassReconnect - \$20 million
- SUCCESS Fund - \$18 million
- Early College Programs - \$15 million
- Dual Enrollment Grants - \$12 million
- Fee Stabilization - \$59 million
- Education and Training Fund - \$15 million
- Community College Workforce Training Incentive Grant - \$1.45 million
- STEM Starter Academy - \$4.75 million
- EEC Provider Opportunities - \$10 million
- Community College Operating Line Items - \$347.3 million
- Community College Funding Formula - \$10.1 million
- Higher Education Collaboration & Efficiency (PACE) - \$300,000

President Douglas said they are still waiting for advice on legislation advocacy and the community colleges have a meeting with Senate President Karen Spilka on April 11. They hope to know shortly.

XII. New Business

Policies for Review and Approval

- Employee Tuition Remission Policy
- New Employee Relocation Policy

Chair Medeiros asked if there were any questions regarding the policies submitted for approval. There were none. She then requested a motion to approve the two policies.

A motion was made by Trustee Clark to approve the two policies:

- Employee Tuition Remission Policy
- New Employee Relocation Policy

This was seconded by Trustee McGhee.



The motion was approved.

XIII. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 2:05 p.m.

Respectfully submitted,

*Valentina Videva Dufresne*  
Valentina Videva Dufresne, Secretary

05.01.2023  
Date Approved

lpa  
Initials