

**Bristol Community College  
Fall River, Massachusetts**

**Board of Trustees  
Meeting Minutes**

**November 8, 2021**

I. Call to Order

The three hundred and eighty-ninth regular meeting of the Bristol Community College Board of Trustees was held on Monday, November 8, 2021, 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 4:13 p.m.

Trustees present: Joan Medeiros, Chair; Frank Baptista; Samir Bhattacharyya; Renee Clark; Valentina Videva Dufresne, Secretary; Pamela Gauvin, Esq.; Jeffrey Karam; Bruno Moreno; Lynn Motta; Diane Silvia; and Steven Torres, Esq., Vice Chair.

Trustees absent: None.

II. Chair's Remarks

Chair Medeiros welcomed all to the meeting. She said that she attended the October 19 signing of the CONNECT4Wind memorandum of understanding (MOU) which included the attendance of the Presidents and Chancellor of all the CONNECT institutions: Bristol Community College, University of Massachusetts Dartmouth, Massachusetts Maritime Academy, Bridgewater State University, Cape Cod Community College and Massasoit Community College.

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 of October 4, 2021
- Report of Personnel Actions November 2021
- Report of Workforce Contracts November 2021

A motion was made by Trustee Torres to approve the consent agenda items and seconded by Trustee Videva Dufresne. The motion was approved.

IV. President's Report

Trustee Talking Points

President Douglas said the following Trustee Talking Points would be discussed:

- Chemistry Analytics Certificate – Suzanne Buglione, Ed.D., Vice President, Academic Affairs
- CONNECT4Wind MOU Signing – Jennifer Menard, Vice President, Economic & Business Development
- Launch of SLATE – Kate O’Hara, Vice President, Student Services and Enrollment Management

Vice President Suzanne Buglione spoke about the Chemistry Analytics Certificate. Bristol is offering a new certificate program in Chemistry Analytics, which is tied to life sciences. There will be at least 20,000 new jobs in life sciences through 2024. Massachusetts has 3.6 times more concentration in the life sciences area than the national average. This certificate will require 19 credits that can be completed in two semesters and can lead into the Chemistry Associate degree. All courses will be Open Educational Resources (OER) - free electronic textbooks. This certificate has been submitted to the Department of Higher Education (DHE) for approval.

Vice President Jennifer Menard spoke about the CONNECT4Wind MOU signing. In 2018, Bristol with UMass Dartmouth and Mass Maritime Academy signed an MOU to partner on offshore wind programming and activities. Now in 2021, the CONNECT4Wind initiative was broadened to include all CONNECT institutions: Bristol Community College, University of Massachusetts Dartmouth, Massachusetts Maritime Academy, Bridgewater State University, Cape Cod Community College and Massasoit Community College. The October 19 signing included President Douglas, Chancellor Fuller, President Cox, President Clark, President DiPasquale, and President McDonald. It was the first time all CONNECT institutions have collaborated.

On October 20, the CONNECT4Wind Virtual Conference was held. The six institutions developed, managed, moderated and engaged as panelists focused on workforce, research and technology around the Blue Economy and Offshore Wind.

President Douglas mentioned that *TIME Magazine* recently interviewed V.P. Menard and Bristol’s Dean of STEM Sarmad Saman regarding offshore wind and workforce training.

Vice President Kate O’Hara spoke about the launch of SLATE – the new Admissions enrollment software. It went live in mid-October. They are accepting student applications for Spring 2022 and Fall 2022. This will allow Admissions to think and communicate differently with students while streamlining the admissions process. Students will be assigned an Admissions Coordinator and log in to a portal to check their application status. In the future, the college will be able to provide a schedule of events to students and be able to collect and personalize more student information.

### Vaccine Requirements

President Douglas gave an update to the Board regarding vaccine requirements. The 15 Massachusetts community colleges collaborated on this policy. Overall, they have received a positive response. A handful of students are not happy and expressed this at a recent coffee hour the President had with students. Student Trustee Bruno Moreno was in attendance at this coffee hour. Concerns students mentioned were:

- Distrust in big pharmaceutical companies manufacturing vaccines.
- Distrust in state and federal government health regulations.
- Second class system for those not vaccinated.
- Vaccines are not thoroughly tested.
- Vaccines are not effective – you can be vaccinated and still get COVID-19.
- \$200 given to students from the college is seen as a bribe.
- If students choose not to be vaccinated, they must attend Bristol only online which is discriminating.

Chair Medeiros asked what the percentage was of vaccinated to unvaccinated students and staff at the college. President Douglas said that 3,018 total records have been uploaded for students and staff; they are still determining the differentiated numbers.

Trustee Baptista asked how many students attended the coffee hour. President Douglas said that three students were on the call but ten additional students have emailed her. She said the college will provide exemptions if warranted.

Trustee Clark said they are dealing with the same situation at Southcoast Health and their November 15 deadline. She offered to have some physicians speak to the student body. President Douglas thanked her for the offer noting that the college will have a vaccination clinic on November 10 and a future town hall meeting where Dr. Patricia Andrade will speak.

### President's Goals

President Douglas reviewed her Proposed Key Goals for 2021-22 with the Board and asked if there were any questions. There were no questions. Chair Medeiros requested a motion to approve the President's Proposed Key Goals for 2021-22.

A motion was made by Trustee Clark to approve the President's Proposed Key Goals for 2021-22 and seconded by Trustee Bhattacharyya. The motion was approved.

### NECHE Reaccreditation Process

President Douglas and V.P. Buglione gave a presentation to the Board regarding the NECHE Reaccreditation Process. The following are highlights of the presentation.

V.P. Buglione reviewed the following with the Board.  
NECHE:

- NEASC (New England Association of Schools and Colleges) is now NECHE (New England Commission of Higher Education).
- Regional accreditation body for over 200 post-secondary institutions in MA, ME, NH, RI, VT (and some areas outside the U.S.) to ensure excellence in higher education.
- Promotes educational excellence and quality assurance to its member institutions. Members are degree-granting post-secondary educational institutions.
- Peer review process with volunteers.
- Begins with self-study based on NECHE standards, gathering lots of data and evidence, culminating in a site visit in 2024.

Bristol's NECHE Steering Committee:

- Standard 1: Mission and Purposes
- Standard 2: Planning and Evaluation
- Standard 3: Governance
- Standard 4: Academic Program
- Standard 5: Students
- Standard 6: Teaching, Learning and Scholarship
- Standard 7: Resources
- Standard 8: Institutional Effectiveness
- Standard 9: Integrity, Transparency and Public Disclosure

NECHE Process:

- Self-Study: Committees, Review of the Standard, Evidence.
- Crafting the Self-Study: Chapters for each Standard, Data Forms – details.
- Submission of Self-Study and Peer Review by volunteers.
- Site Visit: Document/Evidence Review, Interviews, Meetings, Gatherings, Public Comments, Exit Report.
  - Draft Report: Each Team Member has primary and secondary responsibilities with a focus on all campuses, all students.
- Site Team Report – Preliminary and Response; Final to the Commission for vote.
- Continued Accreditation - Commission has established that the institution is in compliance with all nine standards.
- Areas for improvement, notation (public), probation (public), withdrawal of accreditation.

(Trustee Steve Torres left the meeting at this time.)

NECHE and the Board of Trustees:

- 2014 Areas of Concern - Dual Enrollment, Assessment, Shared Governance, Advising.
- Board of Trustees:
  - Standard 1: Mission and Purposes (Alignment, Goal Completion/KPIs – Understanding of).

- Standard 3: Governance (Relationships/Structure, Understanding of Roles, Quality/Integrity, Public Interest, Policies/Procedures, Board Effectiveness, Communication, Presidential Review).
- Standard 7: Resources (Fiscal/Fundraising/Financial Aid, Human, Physical, Technological, Ethics).
- Standard 9: Integrity, Transparency and Public Disclosure (Truthfulness, List of Board).

President Douglas reviewed the following standards with the Board.

Standard 1: Mission & Purposes:

- Does the mission reflect who we serve, our traditions and our vision for the future?
- Has our mission statement been adopted by the board and is it prominent in our publications?
- Is our mission realistic and define what we do?
- Is our mission and purpose accepted and understood by the board and all stakeholders?
- Do we periodically evaluate the content and pertinence of our mission and purposes, ensuring they are current and provide us with direction?

*“Bristol Community College provides an accessible, innovative and inclusive education that prepares students to navigate and succeed in our ever-changing world.”*

Standard 3: Organization and Governance:

- Does the college have a system of governance that facilitates the accomplishment of its mission and purposes and supports institutional effectiveness and integrity?
- Is the governing board legally constituted and responsible for the institution’s quality and integrity?
- Do board members accept their fiduciary responsibilities?
- Does the board periodically review the college’s success in fulfilling its mission? Review systems of risk management?
- Does the board review its own effectiveness?
- Does the board appoint and review the performance of the chief executive officer and appropriately delegate management of the college?

Trustee Bhattacharyya asked how the Board can review its own effectiveness. President Douglas said that she and Kathleen Wordell are drafting a Board Self-Assessment to review with the Board at a future Board meeting.

Standard 7: Institutional Resources:

- Does the college have sufficient human, financial, information, physical and technological resources and capacity to support its mission?
- Does the governing board understand, review, and approve the institution’s financial plans based on multi-year analysis and financial forecasting?
- Does the governing board retain appropriate autonomy in all budget and finance matters? Does the college depend on other entities, such as the state for funding?

- Does the governing board regularly review the effectiveness of the college's financial aid policy?
- Does board leadership ensure ethical oversight of its financial resources and practices?

#### Standard 9: Integrity, Transparency and Public Disclosure

- Does the college subscribe to and advocate high ethical standards in the management of its affairs and its dealings with college stakeholders?
- Does the governing board act ethically and responsibly?
- Does the college have clear policies ensuring institutional integrity?

President Douglas said that next two years will be active for the college to prepare for the reaccreditation; they will be collecting much data during that time.

V.P. Buglione reviewed the following timeline with the Board.

Timeline for Spring 2024 Visit to Bristol Community College:

- 18 months before visit: Commission staff meets with President and self-study directors to review process.
- 1 year before visit: Commission appoints team chair.
- Semester before visit: Bristol invites team chair for a preliminary visit to become familiar with the college, discuss progress with the self-study, make arrangements for the visit. Bristol submits its self-study draft and required forms.
- Team visit: Campus interviews occur. The team will interview the Board of Trustees. The team develops rough draft report of findings. Chair provides an exit report.
- Nine weeks after the visit a final report is sent to the college.

#### Risk Management Update

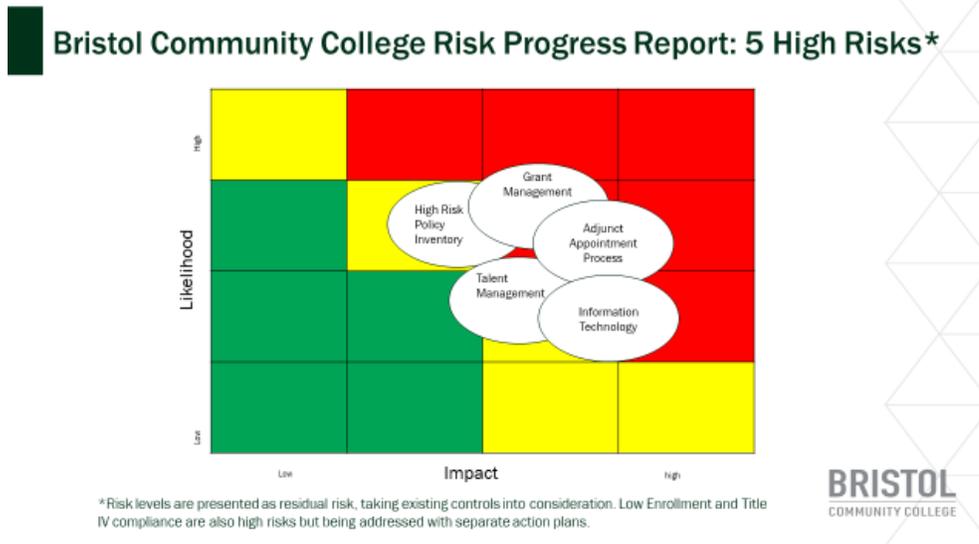
Kathleen Martin, the college's Risk Compliance Officer, gave a Risk Management update to the Board. She reviewed the following agenda:

1. Progress Report – Status on the college's highest risks
  - A. Risk Heat Map
  - B. Risk Summary
    - Information Technology-related risks
    - Adjunct Appointment process including adjunct payroll and reliance on an antiquated system
    - Grant Management; monitoring expenses and compliance with the college's policy
    - Talent Management
    - High-risk policy identification
2. Review updated documents
  - A. Risk Management Advisory Committee Charter
  - B. Risk Management Policy
  - C. Risk Appetite Statement

### D. Policy for Risk Acceptance

#### 3. Next steps

She then reviewed the following five high risks with the Board.



(Trustee Steve Torres returned to the meeting at this time.)

#### Information Technology-Related

- Bristol needs an inventory of all vendors and contracts where confidential data is shared.
- Privileged user IDs for critical software systems are unprotected and out of compliance. Updates are required.
- Need to define target dates for implementing Data Classification policy, Clean Desk policy and PCI compliance policy.
- Action plan needed to document accounts that require multifactor authentication and/or single sign on.
- Action items to increase awareness relating to phishing schemes, especially for students should be implemented.

Trustee Motta asked if there is a special insurance for a data breach. Ms. Martin said the college has cybersecurity insurance; it has been more difficult to get this year and many colleges have been denied insurance. However, we implement multi-factor authentication which helps. Trustee Motta asked who determines the insurance. V.P. Kenyon said that that college works with an agent and conducts conversations statewide. However, premiums have doubled and tripled.

#### Adjunct Appointment

Action plan and agreement needed to address deficiencies with adjunct payroll.

- Current process was designed in 2004 with minimal supporting documentation and relies on an outdated programming language.
- Adjunct payroll requires manual updates and exception processing.

- Appointment process relies on several union-negotiated agreements without key documentation.
- Adjunct appointments are not timed to ensure student textbook orders are in place.
- Target completion date to document roles and responsibilities for process is not yet established.

#### Grant Fund Management

- FY 2021 grants project \$1,205,186 in unspent funds.
- Need process to inform Board of Trustees of grants status.
- Additional support required to comply with Grants Roles and Responsibility.

Chair Medeiros asked if the college is in a place where it needs to turn back some of these funds. Ms. Martin said yes, but grants are not straight forward; some can roll over to the next year. Trustee Torres asked if there is a centralized grant process. V.P. Menard said yes, that she oversees the Grant Development Office. Trustee Torres asked if it is a distributed function. V.P. Menard said that pre-award is handled in her office and post-award is handled in V.P. for Administration and Finance Steve Kenyon's office.

Trustee Videva Dufresne asked if this is a one-time unspent funds issue. Ms. Martin said that they have not had the data in the past but prospectively will be utilizing a grant tracker for 2022.

Trustee Bhattacharyya suggested they change the presentation to have it not just informative but have actionable items – visually tell the Board what progress is being made. Chair Medeiros said along those lines, she will be proposing a motion to the Board later in the meeting: to create a Risk Management Committee of the Board and to revise the Board's Bylaws to include the Risk Management Committee as a standing committee.

#### Talent Management

- Consultant policy needs owner and target completion date.
- Sensitive new hire personnel data is shared with a vendor without documentation of sufficient controls to protect against potential hackers.
- Employee directory information is outdated. Policy needed to clarify roles and responsibilities.
- Telework policy in development for January 2022.

#### High Risk Policies

- An inventory of high-risk policies is needed.
- When policy completion dates are unachievable, new target completion dates need to be established.

#### Next Steps

Confirm Risk Reporting format and frequency.

Ms. Martin review the following with the Board.

Risk-related Documentation

- Risk Management Advisory Committee Charter
- Risk Management Policy
- Risk Appetite Statement
- Risk Acceptance Policy

Several members of the Board asked if these above mentioned items would be best addressed by a Board Risk Management Committee. Ms. Martin said that these policies could be approved by the full Board now; some policies require annual updates and review, which could be reviewed by a Board committee at a later date. These and the other policies listed in the New Business section of today's Board Meeting require review and approval by the Board today.

Chair Medeiros asked for a motion to take the policies in the New Business Section of the Board Meeting Agenda out of order for review. The following policies would be reviewed at this time:

- Risk Acceptance Policy
- Risk Management Policy
- Risk Appetite
- Risk Management Advisory Committee Charter
- Debt Policy
- College Awards Policy
- President Emeritus Policy
- Fraud Theft Policy

She added that the Investment Policy could be discussed during today's Report of the Finance/Budget Committee.

A motion was made by Trustee Torres to take the policies in the New Business Section of the Board Meeting out of order for review; this was seconded by Trustee Clark. The motion was approved.

Ms. Martin asked if the Board had any questions regarding the policies. There were none.

Chair Medeiros asked for a motion to approve the following policies:

- Risk Acceptance Policy
- Risk Management Policy
- Risk Appetite
- Risk Management Advisory Committee Charter
- Debt Policy
- College Awards Policy
- President Emeritus Policy
- Fraud Theft Policy

A motion was made by Trustee Clark to approve the aforementioned policies; this was seconded by Trustee Motta. The motion was approved.

Chair Medeiros requested a motion to create a Risk Management Committee of the Board of Trustees and to revise the Board of Trustees' Bylaws to include the Risk Management Committee as a standing committee.

A motion was made by Trustee Karam to create a Risk Management Committee of the Board of Trustees and to revise the Board of Trustees' Bylaws to include the Risk Management Committee as a standing committee. This was seconded by Trustee Silvia. The motion was approved.

#### V. Financial Update

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

- Fiscal Year 2022 is on track.
- Fall enrollment is down 8% with no effect on the budget.
- With the Federal CARES funds in FY 2022, we were able to pay off student account balances and alleviate student debt.
- Administration is in the process of developing the FY 2023 budget and will present it to the Board at the February meeting.
- We are applying for a one-year extension of the CARES funds which expire in May 2022. We apply in December for a one-year, no-cost extension. If there are no CARES funds in 2023, will have a deficit budget. The funds are used for funding positions as well as student support, including Adult Education.

#### VI. Report of the Finance/Budget Committee

Trustee Lynn Motta, Chair of the Finance/Budget Committee, gave her report to the Board. The Board of Trustees Finance/Budget Committee met on Monday, October 4, 2021.

Committee Chair Motta said the Committee reviewed and approved the Annual Trust Fund Summary Report. This is a required report that is part of the Trust Fund Guidelines to be prepared and reviewed each year. This report is a summary of all the Trust Fund activity for the fiscal year. The only significant variance noted was the decline in tuition and fee revenue which was a result of the overall enrollment decline.

The Committee also approved the Fourth Quarter Trust Fund report which includes the consultants and speakers report. Because of the use of CARES funds many Trust Fund balances showed a surplus.

They reviewed the report on investments and discussed the college's CDs and the low rates. The Committee decided to keep the funds in CDs to keep our exposure to equities within the limitations of our investment policy.

The Committee reviewed the FY 2022 budget update and some of the highlights included:

- Fiscal Year 2021 ended up where we planned at a surplus of over \$10 million.
- For FY 2022, we are projecting a surplus of \$8 million.
- That surplus is entirely from CARES funding.

They next reviewed the FY 2021 audited financial statements. The college received an unmodified opinion. There were no audit adjustments or management comments again this year. Most of the discussion was how CARES funds and enrollment had a significant impact on most areas of the financial statements. The college had an overall increase in cash of \$6.1 million in FY 2021. The college has very little debt.

The full Board will have the financial statements as part of their materials for the meeting in December when O'Connor & Drew will present the required communications and statements.

The Committee had a lot of discussion about the college's Investment Policy, specifically the percentage of equities. The current policy limits us to 60% of the unrestricted net position and 50% of the total portfolio.

Committee Chair Motta said we are right against those limits because of the strong performance of the college's portfolio. Management made a recommendation to increase the limits and the Committee discussed this at length. The Finance/Budget Committee is recommending the Investment Policy, that the Board had in their materials, which includes an increase to the limit from 60% to 65% of unrestricted net position and from 50% to 55% of the total investment portfolio. Committee Chair Motta requested that the Investment Policy be discussed at this time and presented for approval.

After some Board discussion, Chair Medeiros requested a motion to approve the Investment Policy.

A motion was made by Trustee Videva Dufresne to approve the Investment Policy; this was seconded by Trustee Clark. The motion was approved.

Committee Chair Motta said lastly, the Committee voted to approve the President's expenditures for the period from May to August 2021.

Committee Chair Motta thanked Trustee Bhattacharyya for chairing the Finance/Budget Committee meeting on October 4 in her absence. She ended her report.

(Trustee Karam left the meeting at this time.)

## VII. Report of the Student Trustee

Student Trustee Bruno Moreno gave his report to the Board. The following are some of the highlights of his report.

### Bristol Engage:

- With BRISTOL Engage, members of the Bristol community have the ability to fashion guided and meaningful co-curricular opportunities for our students and help them manage their activities, track their campus involvement, and benefit from a heightened student experience in a virtual capacity.
- Our students are guided through their co-curricular experience at Bristol through a virtual student involvement portal that visualizes the value of being involved in college.
- In the end of their Bristol journey students will have a physical record of their co-curricular experience that they can use throughout their career journey. Most importantly, through the BRISTOL Engage portal, students have access to elements of the co-curricular experience, at Bristol, from anywhere. Creating a more accessible co-curricular experience at Bristol Community College.

### Leadership Academy

- This academic year, the Multicultural Center and Student & Family Engagement will be launching their new Leadership Academy for Bristol Community College students.
- The Bristol Leadership Academy is an eight-week leadership training symposium that prepares students each year to be effective global citizens who are engaged in transforming their communities.
- Using the Student Leadership Competencies as a guide, each session, participants will engage in activities, conversation and experiential practices with guest speakers from around the Bristol community and beyond. Using Bristol's new Engage platform, we will be able to track learning outcomes while participants reach milestones on their way to their certificates.
- Each participant will be recognized at Bristol Awards Night in the spring.



#### Student Events

- A couple of weeks ago the school had a drive-in movie night with a pretty good turn out with over 50 vehicles in the parking lot and about 100 people turn out.
- People really enjoyed it and it was the best turn out we had since the start of the pandemic.
- We have a veteran's event happening this Thursday at 10 a.m.; going up to St. Patrick's cemetery to clean off tombstones of Medal of Honor recipients and plant flags next to their graves.

#### Bristol VaxUp/SVA Chapter Happenings

- Trustee Moreno submitted his vaccination story on why he decided to get vaccinated and why he thinks it is important for people to get vaccinated.
- People come in during the coffee hour with President Douglas where students came in and voiced out their thoughts on the school's requirement of the COVID-19 vaccine.
- They are continuing to find funding for NATCON2022 in their SVA chapter. They crunched some numbers and found out that they will need about \$6,000 in funding to send our goal of six student veterans to Orlando; this includes flights, hotel, transportation, etc.
- He sent out a couple of emails to key sponsors in hopes of funding and creating a lasting business relationship so that the presidents of the chapter before him have that foundation.
- They have a 5k going on this Saturday at 10 a.m. at Battleship Cove in Fall River where they will work on funding for NATCON and create a community event that is welcomed to all.

#### Personal Experience

- Trustee Moreno said so far is doing well in his classes. He is enjoying the all major (communication) courses that he is taking this semester.
- He got accepted to Bridgewater State in the Photonics & Optical Engineering program where he hopes to pursue a bachelor's degree in the program.
- He also submitted his application to Brown University last week so fingers crossed. If he gets accepted to Brown, he will transfer to the school in the fall of 2022 to pursue Architecture with a minor in Linguistics.
- He showed a picture of his baby twin brothers who will soon come home right on time for the holidays.

Trustee Moreno concluded his report.

#### VIII. Old Business

Ms. Wordell reminded the Board of Trustees of the importance of completing the mandatory Trustee Training Sessions issued by the DHE by the extended deadline of December 1, 2021. The Student Trustee is expected to complete the trainings by January

1, 2022. Failure to complete the trainings by those dates will result in Trustees being removed from their boards.

IX. New Business

Policies for Approval:

Please see the sections of the Risk Management Update and Report of the Finance/Budget Committee for the review and approval of these policies.

X. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 6:04 p.m.

Respectfully submitted,

*Valentina Videva Dufresne*

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Valentina Videva Dufresne, Secretary

\_12/13/21\_\_\_\_  
Date Approved

\_KAW\_\_\_\_  
Initials