

**BRISTOL COMMUNITY COLLEGE
FALL RIVER MASSACHUSETTS**

**BOARD OF TRUSTEES AND FOUNDATION BOARD OF DIRECTORS
JOINT MEETING NOTES**

DECEMBER 9, 2019

I. CONVENING

A joint meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors was held on Monday, December 9, 2019, in the Ryckebusch Faculty Staff Lounge in the Commonwealth College Center Building on our Fall River Campus at 777 Elsbree Street. Board of Trustees Chair Joan Medeiros and Foundation Board of Directors President Thomas Murray called the joint meeting to order at 5:09 p.m.

Trustees present: Joan Medeiros, Chair; Frank Baptista; Valentina Videva Dufresne; Keith Hovan; Jeffrey Karam; Lynn Malasi; Diane Silvia; CJ Souza; and Steven Torres, Esq., Vice Chair.

Trustees absent: Samir Bhattacharyya and Sandra Saunders, Esq., Secretary.

Foundation Members present: Thomas Murray, President; Donna Stewart, Executive Vice President; Anthony Sapienza, Co-Vice President; Kathleen MacLean; Peter Silva; Donald Smyth; Alex Stylos; Max Volterra, Esq.; Richard Wolfson; and Cynthia Flanagan.

Foundation Members who are also Trustees are Diane Silvia.

Foundation Members absent: Julie Hall; John McMahon, Co-Vice President/Clerk; Patrick Murray, Jr.; Greg O'Donnell; Elliot Rosenfield, Treasurer; Frank Sousa III.; Luke Travis, Esq.

II. OPENING REMARKS/WELCOME

Board Chair Joan Medeiros and Foundation President Thomas Murray welcomed all to the joint meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors. Trustees Chair Medeiros thanked all members for their time and commitment to serving Bristol Community College.

Foundation President Murray said that ninety cents of every dollar goes to student support. The Foundation had completed its audit and received an unmodified opinion with no disagreements. They are implementing the Fund Driver software and tweaking the spending policy. The Foundation had a retreat in November that focused on the state law requirements. Today's meeting will be a brainstorming session to discuss important

issues going forward and to identify priorities for future fundraising that align with the new Strategic Plan.

III. OFFSHORE WIND UPDATE

Vice Presidents Jennifer Menard and Steve Kenyon gave an update regarding Offshore Wind to the Boards. V.P. Menard distributed information to the Boards. The following are some of the highlights of the presentation:

- There is a significant pipeline of offshore wind projects up and down the East Coast that will require a workforce capable of planning, constructing, deploying and servicing offshore wind farms.
- Offshore Wind Pipeline in Massachusetts
 - In 2016, MA enacted legislation to construct 1,600 megawatts (MW) of OSW by 2027 through multiple projects.
 - In June 2017, MA Dept. of Energy Resources issued an RFP and in December 2017, Vineyard Wind was selected for 800 MW of OSW energy generation at 6.5 cents/KwH.
 - In 2018, Legislature called for an additional 1,600 MW for offshore wind by 2035 and recent DOER study confirmed need.
 - In October, Mayflower Wind was selected for an 804 MW OSW generation installed in federal lease area 32 km south of the island of Nantucket due online in 2025.
 - Two more MA solicitations are planned in 2022 and 2024.

Foundation Member Don Smyth asked how much was associated with the 1,600 MW of OSW listed. V.P. Menard said it is considerable and she will send the Boards the link to the complete report for 2018 Massachusetts Offshore Wind Workforce Assessment that provides the comprehensive analysis associated with the 1,600 megawatts of offshore wind in Massachusetts.

- Offshore Wind Pipeline in Competing States
 - Solicitations in our neighboring states:
 - Rhode Island – 400 MW awarded in May 2018 (Orsted).
 - Connecticut – 100 MW awarded in 2018 (Orsted); 804 MW in 2019 (Vineyard Wind).
 - New Jersey – 1,100 MW awarded in June 2019 (Orsted).
 - New York – 1,700 MW awarded in July 2019 (Orsted and Equinor).
 - The U.S. is developing a significant pipeline of offshore wind projects up and down the East Coast requiring a workforce capable of planning, constructing, deploying and servicing offshore wind farms.
- Economic & Workforce Opportunities for Bristol Community College

- All offshore wind employees must have Global Wind Organisation or GWO Basic/Advanced Safety Training – Confined spaces, Working at Heights, Hoisting and Manual Handling, Fire Awareness, Basic and Advanced First Aid, Emergency Evacuation, and Rope Work training.
- Other required training – GWO Basic Technical Training with a focus on Hydraulic, Mechanical, Electrical areas – Medical Certifications with the required medical testing and Chester Step Up test.
- Bristol's National Offshore Wind Institute (NOWI)
 - Bristol is opening the National Offshore Wind Institute (NOWI), a state-of-the-art facility, will offer health, safety and environment related offerings including the required GWO to provide critical training and certifications to this burgeoning industry.
 - Bristol has partnered with a global Offshore Wind training leader – Maersk Training – from Denmark that will provide the GWO accreditation and train the trainer requirements to become a true OSW training center.
 - The Bristol team is working on the location of the National Offshore Wind Institute or NOWI in the city of New Bedford.
 - NOWI will be a 30,000 sq. ft., state-of-the-art facility will have training, classroom, and laboratory space:
 - Basic and Safety Training Climbing Tower.
 - Basic Technical Training and High Voltage Labs.
 - Customized training for developers and supply chain companies.
- Ongoing Grants & Funding Opportunities
 - Bristol was awarded \$200,000 by the Clean Energy Center to hire an experienced OSW professional to guide the process with NOWI and Maersk.
 - Bristol was awarded just under \$500,000 by the MA Skills Cabinet enhancing the associate degree through equipment for a High Voltage and Cabling certificate and for the associate degree.
 - Bristol has applied for a multi-year \$800,000 Workforce Skills grant for equipment for the Basic/Advanced Safety Training and Technical Training programs at Bristol.
- Budget Projections
 - Purchase 2 acres of land = ~\$500,000 - \$700,000
 - Construction of 30,000 square foot facility (\$150 per SF) = ~\$4,500,000
 - Equipment to operate training center = ~\$800,000
 - Training curriculum, Global Wind Organization certification, furniture, site cost, design, train the trainers and other cost = ~\$500,000
 - NOWI will be sited on land owned or leased by the Foundation. Financing mix to be determined (grants, college funds, foundation funds, fundraising and conventional financing).

Foundation President Murray asked if the Foundation would be owning the NOWI building or if the Department of Capital Asset Management and Maintenance (DCAMM) would. V.P. Kenyon said this is not a DCAMM project; the Foundation would be owning or leasing the land for the NOWI building.

IV. CAMPUS CAMPAIGN STRATEGY

Foundation President Murray said this would be a brainstorming session to discuss where we are and where we are going. He gave the following campaign updates to the Boards.

Attleboro Campaign Update

- Goal: \$2.5 million over 3 years
- Case for Support:
To build new Library Learning Commons, a new community area and to provide additional educational aids that support Student Success.
- Campaign Committee:
Co-Chairs: Don Smyth and Max Volterra
Membership: Julie Hall, Luke Travis and Tom Murray
- Fundraising Update:
 - \$1 million from STOICO Foundation pledged for Library Learning Commons.
 - \$1 million to be solicited from corporations and foundations.
 - \$500,000 to be raised through targeted appeals, faculty and staff, alumni and other Attleboro community support.

Attleboro Campaign Challenges

- New Dean expected to be in place by January 2020.
- New Strategic Plan for the Attleboro Campus expected by May 2020.
- Competition with three other major comprehensive campaigns, either planned or already underway, in Attleboro or including New Hope shelter, YMCA and Sturdy Hospital.
- Need for a more comprehensive Case for Support based on new strategic plan in order to attract large donations.

Taunton Center Campaign

- Goal:
 - \$1.5 million to build a new chemistry lab and other educational resources that support Student Success.
- Challenges:
 - New location for the campus yet to be determined.
 - Unsure about additional costs needed for the new campus.

Fall River Campaign

Fall River just finished a capital campaign; we will continue with capital campaign drives.

New Bedford Comprehensive Campaign Challenges

- How much do we plan to raise?
- Original plan for state monies up to \$7 million for advanced manufacturing training center from Massachusetts Life Sciences remains unconfirmed.
- A strategic plan for the campus is in development by new dean.
- Need to establish a New Bedford Campaign Committee.
- Potential need for a feasibility study for a campaign of this magnitude.
- A large campaign will require additional Development Office staffing.

New Bedford Campaign: Topics for Board Discussion

Question 1 - Are you confident we can build a strong case for support without a strategic plan for the campus?

Question 2 - Who might be tapped to serve as New Bedford campaign committee members?

Question 3 - Who might we approach (individuals, corporations and private foundations) to make a lead gift?

Question 4 - Who might be tapped to serve as campaign New Bedford committee members?

Question 5 - Should we separate Bristol's National Offshore Wind Institute campaign or include as part of a comprehensive campaign?

Question 6 - What are your thoughts on hiring a consultant to conduct a feasibility study given the magnitude of a multi-million dollar campaign goal?

V. DISCUSSION

Question 1 - Are you confident we can build a strong case for support without a strategic plan for the campus?

Foundation Member Kathleen MacLean said there are a number of issues we are trying to address. We have three good talking points - advanced manufacturing, wind and science. We need to identify particular interested parties.

Foundation Member Anthony Sapienza said some of this can be conducted during a quiet phase of a campaign. The strategic plan for New Bedford has not been updated in years. We need to put together a list of initiatives to focus on. A comprehensive plan for New Bedford is required. We need 50% of funds in the bank before we can proceed with a campaign. There are no sufficient government funds to supplement this; hopefully we can secure some funds from Mayflower Wind and Vineyard Wind. March is not far away. We need to identify the best site for an OSW Center. We have \$7 million committed from the government. But if we have more substantial ideas, we can identify foundation and community support.

Foundation Member Peter Silva said the City of New Bedford has made many trips abroad as to how OSW was to be put together; we should review what we have learned from these visits. Vice President Menard said in Europe there is a lot of federal investment for OSW. This should not daunt us however; we should still look for capital investment. The EDA grant is possible. There are organizations in the federal government such as the Massachusetts Clean Energy Center that support such programs.

Foundation President Murray asked what was the number and type of jobs that will be created. V.P. Menard said she will send the link for the workforce study (2018 Massachusetts Offshore Wind Workforce Assessment) to the Boards. The report describes the jobs associated with OSW. This involves not just construction – once there is one turbine, then maintenance begins. This will result in 40,000 jobs over the next ten years. Ocean technology jobs will grow also.

Foundation Member Dick Wolfson said that Foundation Member Sapienza's comments were valuable; we need to have at least a ballpark figure to go out and talk money. We will need to expand on staff in the Development Office to accomplish this.

Foundation Member Smyth said it is important to develop a strategic plan in conjunction with the city; we need to coordinate efforts with the city.

Trustee Chair Medeiros said as of yet we do not have a site and we need a plan in order to move forward. Valid points have been made from Foundation members.

Foundation President Murray said we need to put together a comprehensive plan for OSW and Advanced Manufacturing.

Trustee Steve Torres it is difficult to have a serious capital campaign in an area that was not serious before; it brings up sequencing questions. The Taunton Campaign may come sooner rather than later. We must strategically locate a site for the campus. Foundation Member Sapienza asked where we were with the Taunton Campus. V.P. Kenyon said the Taunton Campus is leased and we are to be out in February 2021. We have started the RFP process. Foundation Member Sapienza said leasing is different from purchasing property. The Foundation needs to know what the plan is. V.P. Kenyon said we plan on leasing. President Douglas added that we may need resources still however.

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Foundation Member Sapienza said that advanced manufacturing funding expires in June 2021 and is not likely to be extended. This area needs to be addressed.

Trustee Frank Baptista said a campaign presents challenges. New Bedford currently has four to five campaigns going on that are quite competitive. It is important that our New Bedford campaign moves quickly and is distinctive from other campaigns.

Foundation President Murray asked if Mass Maritime will be a competitor. V.P. Menard said that Bristol's NOWI Center would be in competition with Mass Maritime. There will be a need for both but also a lot of competition for the pipeline.

Foundation Member Sapienza addressed the Trustees and asked them to think of the direction they want the Foundation to go towards. He said there is a need to enhance the annual fund drive. We need to add initiatives such as Taunton, Advanced Manufacturing Center, OSW, Star Store, and a Learning Commons. This work is currently being done by four Development staff members and one Foundation Board. We need to identify adjunct funding sources and get a strategic plan in place. Funds are limited.

Trustee Chair Medeiros says she agrees with Foundation Member Sapienza; the RFP has not gone out on Taunton yet and needs have not yet been identified. New Bedford also has the advanced manufacturing issue. Over the next 60-90 days we need to determine a plan and identify areas to focus on.

Foundation President Murray said there is \$14 million to invest but money is mostly spoken for. We do need to plan and identify what the stages are as well as determine what direction we need to go to in the various communities. Also, where do we look for funding in the silent phase?

Question 2 - Who might be tapped to serve as New Bedford campaign committee members?

Foundation Member Sapienza said a possibility is the New Bedford mayor; he is a supporter of our campus. A partnership with the Fall River mayor is important. We need to get the area mayors and political leaders on board. He asked if there are foundations we can request funding from. Foundation President Murray asked if we need a consultant to identify potential supporters or to do a feasibility study.

Foundation Member Smyth asked if there were any thoughts about a timeline or goals to keep things moving along. He said we need to tap into the money allocated through Senator Montigny that will expire soon. President Douglas said we need to stay on top of this as we are not convinced this will be awarded. A lot rests on our backs. The political landscape is complicated in New Bedford.

Foundation President Murray said it is important to the college to have a center for Advanced Manufacturing. President Douglas said it is important to the area; many think manufacturing has gone away but this is not true for advanced manufacturing. There is

great promise for us in New Bedford. Foundation Member Sapienza said there is an entire manufacturing sector for biotech companies and skill sets available in New Bedford and an opportunity for Bristol as well.

(Trustee Steve Torres left at 6:24 p.m.)

Trustee Keith Hovan suggested that the Boards put together a Taskforce of three Trustees and three Foundation members to work with President Douglas and Executive Director for Development Paula Popeo. He said we need to create a plan; hire a consultant; look at the data; and identify key areas so as to raise money for all campus locations. This will require developing a compelling story and will need technical groundwork. All Board Members agreed with this suggestion. Foundation President Murray said he will set forth three names from the Foundation and Trustee Chair Medeiros said she will provide three names from the Trustees. They recommended a Taskforce meeting in the next few weeks.

VI. ADJOURNMENT

There being no further issues to discuss, the joint meeting concluded at 6:28 p.m.

Respectfully submitted,

Kathleen Wordell

Kathleen Wordell, Recording Secretary

1/13/2020
Date Approved

KAW
Initials