

Bristol Community College
Fall River, Massachusetts

Board of Trustees
Meeting Minutes

December 9, 2019

I. Call to Order

The three hundred and seventy-third regular meeting of the Bristol Community College Board of Trustees was held on Monday, December 9, 2019, in the Atrium of the Commonwealth College Center Building on the Fall River Campus at 777 Elsbree Street. Chair Joan Medeiros called the meeting to order at 4:04 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.

II. Public Comment

Chair Medeiros announced that Ms. Paulette Howarth, President of the MCCC Chapter/BrCCC, had requested a Public Comment period at this Board of Trustees Meeting. Chair Medeiros said that Ms. Howarth was allotted 5 minutes to address the Board and asked her to proceed.

Ms. Howarth presented the attached PowerPoint presentation entitled, "2019 BrCCC and AFSCME Climate Survey."

After Ms. Howarth's presentation, which lasted 5 minutes, Ms. Melanie Johnson, the AFSCME representative, requested to read a statement to the Board. Chair Joan Medeiros said that Ms. Johnson did not submit a request in advance for public comment at this Board meeting as per the policy stated in the Board of Trustees Bylaws, and therefore was denied the request to address the Board at this time.

In response to Ms. Howarth's presentation, Chair Joan Medeiros said:

"The Board of Trustees appreciates your comments and input, and we take your concerns very seriously. However, there are multiple inconsistencies and questions that have emerged from the material you provided, both in your presentation today as well as in the documents you submitted to the Board for review. This will require further clarification and verification of factual information that needs to be provided to the Board before we can address appropriately your concerns and recommendations.

I will send a letter to Ms. Howarth in the very near future that outlines the specific items that require further explanation. After receipt of such information, and after the Board has had sufficient time to conduct a thorough review of all submitted material, the Board of Trustees will respond to you appropriately. Thank you.”

III. Auditor’s Report

Chair Medeiros said the next item on the agenda was the Auditor’s Report. Vice President Steve Kenyon introduced Michael Cronin from the auditing firm O’Connor and Drew, P.C. The following are highlights of Mr. Cronin report.

Mr. Cronin said they completed the audit and submitted the report to the state by the deadline. He said they conducted the audit in accordance with government auditing standards and they issued an unmodified opinion on the college’s financial statements. “No material weaknesses/significant deficiencies were noted within the Report on Internal Controls over Financial Reporting and on Compliance and Other Matters.”

Mr. Cronin reviewed the auditors’ independence from the college and management’s responsibility as well as significant communications, findings or issues. There were no:

- Disagreements with management.
- Major issues discussed with management prior to retention.
- Difficulties encountered in performing the audit.
- Uncorrected misstatements.
- Other findings or issues that are significant or relevant to be communicated to those charged with governance.

Mr. Cronin said no pervasive financial statement fraud risks were identified. The Upcoming GASB Pronouncement – GASB Statement 87 - Leases were reviewed.

Mr. Cronin asked if there were any questions from the Board of Trustees regarding the report or the financial statements.

Trustee Frank Baptista asked if there were any issues or recommendations from the auditors. Mr. Cronin said there were no issues or recommendations. Chair Medeiros thanked Mr. Cronin for the report.

IV. 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 November 4, 2019
- Consideration of Minutes of Board of Trustees Strategic Planning Workshop of November 4, 2019
- Financial Update – Vice President S. Kenyon
- Report of Personnel Actions
- Report of Workforce and Community Education Contracts

Upon a motion made by Trustee Malasi and seconded by Trustee Silvia, it was VOTED to accept the Consent Agenda Items.

V. Chair's Remarks

Chair Medeiros said she did not have any remarks to note at this time.

VI. President's Report

President Douglas reviewed the following Talking Points with the Board:

Marketing Awards

Bristol Community College's Marketing & Communications team received top honors for several projects throughout the year from the National Council for Marketing and Public Relations (NCMPR) at the organization's district conference in Providence, Rhode Island.

The Medallion Awards presented at an awards dinner on November 12, resulted in the team winning a silver for the Brochure (single or series) category for Bristol's travel brochure; a silver for the Electronic Newsletter category for Bristol Weekly and Bristol Events; and the GOLD for the E-Cards category for our viral dance video, "Can't Stop the Feeling," featuring students, faculty and staff.

NCMPR is the leading professional development organization exclusively serving two-year college communicators. District I membership includes community colleges from Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, the Canadian provinces of New Brunswick, Newfoundland, Nova Scotia, Prince Edward Island and Quebec, and the United Kingdom.

Bristol Lyft Bayhawks - Pilot Program

Bristol Community College does not want the physical location of a campus to prevent a student from receiving a degree. As such, the college is collaborating with the rideshare company Lyft to support student transportation needs in a small pilot program beginning in 2020 for up to five students.

Upon a successful interview with Student Services staff, the student agrees to use Bristol Community College transportation funding only for rides to attend registered classes at a physical Bristol location. While Bristol Community College will pay up to \$500 for each student through the CARE Fund during this pilot program, the transportation agreement is between the student and Lyft. Each student in the pilot must use his or her Bristol Community College email address as their Lyft account username.

If the pilot is successful, Student Services would work with the college to scale this initiative to all students, beginning in 2021, who identify having transportation challenges while matriculated at Bristol.

Trustee Souza asked if the pilot program could accommodate more than five students. Vice President Ed Cabellon said not at this time.

Bristol Leading the Way in Water Treatment

The Blue Center for Water Technologies at Bristol Community College was established in 2015 and opened in 2017, funded through a \$650,000 grant from the National Science Foundation. The grant funds were used to provide equipment and facilities for extensive hands-on training for Drinking and Wastewater Treatment as well as specialty seminars in Drinking and Wastewater fields. The grant allows Bristol to expand its training programs and a Lending Lab with equipment borrowing for high schools and colleges.

Since its opening, Maine and Ohio community college systems trained at Bristol to establish similar centers in their states. Professor Bob Rak, who has been the driving force behind the center, recently received the Massachusetts Works Pride Award from the Massachusetts Water Works Association for his work with the Blue Center and efforts for water preservation.

President Douglas then briefly reviewed her 2019-20 goals with the Board. She shared the highlights of some of the completed outcomes to date:

- Launched the redesign of the Foundation's webpage and college's giving webpage. New pages include alumni spotlights, information on planned giving, and more interactive and engaging language.
- Submitted the proposal to the Department of Capital Asset Management and Maintenance (DCAMM) for a \$15 million capital request for improvements to the college learning environment and facility infrastructure.
- Launched the new College Risk Assessment Taskforce this Fall Semester.
- Developed and launched the new model of the College Governance Guide for Bristol – a new, shared governance model developed by the Central Committee. President Douglas said that much of the morale issue would be addressed in this new model. The College Governance Council will develop and publish a guide with policies and practices for the college community by May 2020. Chair

Medeiros requested that this guide be circulated to the Board of Trustees when complete.

VII. Report of the Facilities Committee

Trustee Steven Torres, Chair of the Facilities Committee, gave the following report to the Board. The Facilities Committee met on November 4, 2019, and had several agenda items to discuss.

Davol Street – The Committee reviewed the Davol Street property situation. The college fully exited its lease for 18,600 SF of space on Davol Street. Bristol's sublease with SSTAR has also ended. The Adult Education and Workforce employees and course work have all been relocated to the Elsbree Street campus. They moved Adult Education prior to the beginning of their fall courses to avoid any interruption to the staff and students. The savings from rent, security, staffing and IT cost will be about \$500,000 per year, which will be fully realized in FY21, but the operational savings is already being realized.

Taunton – Life Sciences Center - Senator Mark Pacheco put an earmark within the Travel and Tourism state agency for \$100,000 to conduct a study to identify the training, educational and research needs of the life science companies in Southeastern Massachusetts and what their interest is in utilizing a proposed facility in Taunton to meet those needs. The college has hired UMass Dartmouth Public Policy Center, specifically Michael Goodman and his team, to identify if those needs exist. He and his team will be interviewing companies and performing the research to provide an answer to the question about a need for a facility. The Senator also has legislative language that if the study indicates a need, there will be \$5 million available for a facility. He has a lot identified near the entrance of the former Paul A. Dever State School site in Taunton.

Taunton – RFP New Site - The Committee reviewed the Request for Proposal (RFP) for relocating our Taunton campus. The most significant changes will be the addition of a chemistry lab and a focus on the downtown area. The campus is designed to accommodate over 1,000 students and we are currently at about 550. The RFP is with DCAMM. They issue the RFP and it will be advertised for one month. We will work with DCAMM to sort through bids, bring three finalists to this Committee, arrange site visits for the Facilities Committee and leadership team, bring to Committee vote and then report to the full Board.

Fall River – As you can see, there is a lot of construction on campus. That is the steam line and boiler replacement, and electrical infrastructure replacements in all of Bristol's older buildings. This is a \$12 million investment by the state towards our backlog of deferred maintenance. This was a competitive process that the college received two major capital projects out of nine that were awarded statewide. We have submitted a \$30 million ask for the complete renovation of the College Commonwealth Building.

Attleboro Naming - Trustee Torres said that in the Board materials was a request to support a motion to approve the naming of the Attleboro Campus Library Learning Commons as the Robert F. Stoico/FIRSTFED Library Learning Commons. He requested a motion to approve.

Upon a motion made by Trustee Videva Dufresne and seconded by Trustee Malasi, it was VOTED to approve the naming of the Attleboro Campus Library Learning Commons as the Robert F. Stoico/FIRSTFED Library Learning Commons.

Trustee Torres concluded his report.

VIII. Report of Student Trustee

Trustee Souza gave his report to the Board of Trustees. The following are some of the highlights:

- Student Senate approves Student Activities Budget – On November 7, 2019, the Student Senate President, Cameron Costa, signed the budget with President Douglas.
- Semester is coming to a close.
 - Last Day of Classes: Monday, December 16
 - Finals: December 17 – 23
 - Deadline to register for Spring 2020: January 10
 - Wintersession runs January 2 – 17
- Calendar Update
 - The main use of our current calendar is registering for testing and tours.
 - Collecting examples of a more effective events calendar, reaching out to student trustees from other campuses regarding what their school uses.
- Giving Tree
 - The Student Senate has been raising money to support the Giving Tree.
 - All ornaments have been claimed or financed at this point.
 - Tabling donations, candy sales, “guess how many” jars.

Trustee Souza concluded his report.

IX. Old Business

Chair Medeiros said that Ms. Wordell would email the Board a poll for dates for the Spring Board Retreat to be held in March 2020. The topics for discussion at the Retreat would be Preparedness and Risk Management.

X. New Business

There was no New Business to come before the Board.

XI. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 4:38 p.m.

Respectfully submitted,

Kathleen Wordell

Kathleen Wordell, Recording Secretary

1/13/2020
Date Approved

KAW
Initials

2019 BrCCC and AFSCME CLIMATE SURVEY

What brought us here?

Occupational Stress and a Toxic Environment

The progressive and continual **stress** we are experiencing is due to

- Unreasonable workloads,
- Working conditions,
- Toxic environment, and
- Leadership by fear in the workplace.

Unreasonable pressure to get short term results at expense of the long term strategies

Employees are not adverse to change, but the changes have been

- Unreasonable
- Not transparent
- Lacking input from stakeholders

Change in Advising Workload

Example:

- Increase in number of advisees from 120 to 250 students per advisor.
- Addition of “proactive advising” initiative to include career counseling and job preparation instruction in addition to academic review without training or input from professional advisers.
 - Advisers were told to go online to train for proactive advising during peak advisement period and to then write three reflection papers which were to be given to VP Ed Cabellon for review without clear understanding of the process or that the work was to be completed during their 37.5 hour work-week. This generated a great amount of fear and anxiety.

What happened to our College Community / Family?

The most appealing factors in working at Bristol for survey respondents included:

- Students,
- Coworkers,
- Diversity.

We have lost:

- Morale,
- Work autonomy, and
- Respect for employee professionalism.

CAUSES OF STRESS

- Toxic climate,
- Bullying,
- Low morale,
- Fear of termination,
 - In the last 3 years, approximately 65 individuals were terminated or have resigned, and 23 part time advisors terminated.
- Lack of transparency and communication issues,
- Inequity across campuses,
- Unfocused change and lack of vision were identified as the most frustrating factors for employment at Bristol.

CAUSES OF STRESS, continued

- High turnover,
- Loss of institutional knowledge,
- Lack of communication about why employees leave or have been terminated resulting in increased fear among employees.
 - Example: The word fear showed up 72 times in the open-responses on the climate survey and was the most dominant theme identified.
- A noted lack of presence, awareness, and investment from President Douglas.
 - Several respondents described her being absent or unengaged at the college and focusing solely on external relations.

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EFFECTS OF STRESS

- Loss of
 - Dignity,
 - Self-esteem,
 - Confidence,
 - Joy,
 - Happiness, and
 - Quality of life.

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EFFECTS OF STRESS, continued

- Lack of trust in senior levels of leadership at the college,
- Alleged incidents of hostile conduct, disrespect, and retaliation from the administration,
- Frustration with the pace of change at the institution (noting there is too much, too fast) and with a disregard for history, institutional identity, and stakeholder input.
- Many reporting having new supervisors or frequently changing supervisors who lack adequate communication skills or knowledge of their new position.

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PREVENTION

How do we put a stop to this excessive job and workplace stress?

- Stop the firing of knowledgeable employees and hiring consultants,
- Suspend changes in personnel and further reorganizations,
- Adhere to contracts and MOAs,
- Create an Ombudsman position reporting directly to BOT,
- Include a faculty/professional staff and AFSCME seat on BOT.

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VOTE OF NO CONFIDENCE

- Q1 I agree to a vote of no confidence in Bristol Community College President Dr. Laura Douglas.

- Total Answered: 157

- Yes 87.9%

- No. 12.10%

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VOTE OF NO CONFIDENCE

- Q2 I agree to a vote of no confidence in Bristol Community College Vice President of Academic Affairs Dr. Suzanne Buglione.

- TOTAL Answered: 157

- Yes. 89.8%

- No. 10.2%

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VOTE OF NO CONFIDENCE

- Q3 I agree to a vote of no confidence in Bristol Community College Vice President of Student Services and Enrollment Management Dr. Ed Cabellon
- TOTAL Answered :157
 - Yes. 89.2%
 - No. 10.8%

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NEXT STEPS

We respectfully request from the Board of Trustees within 10 days a response to our concerns and recommendations.

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