

**BRISTOL COMMUNITY COLLEGE
FALL RIVER MASSACHUSETTS**

**BOARD OF TRUSTEES
RETREAT NOTES**

AUGUST 21, 2019

A. CONVENING

The Bristol Community College Board of Trustees Retreat was held on Wednesday, August 21, 2019, in Room J211 in the John J. Sbrega Health and Science Building at the Bristol Fall River campus located at 777 Elsbree Street, Fall River, Massachusetts. Chair Joan Medeiros called the Retreat to order at 9:36 a.m.

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

Trustees absent: Frank Baptista and Sandra Saunders, Esq., Secretary.

B. OPENING REMARKS

Chair Joan Medeiros welcomed all to the Board of Trustees Retreat. Trustee Videva Dufresne would be participating remotely.

C. 2020 STRATEGIC PLAN

President Laura Douglas introduced the Board to Justin Norris, Senior Optimization Executive from CampusWorks, the consultant company selected to guide the college through the strategic planning process. She said we have a strong faculty presence in the strategic planning process and introduced Jennifer Dekkers and April Lynch, members of the Strategic Planning Committee.

Mr. Norris said he will lay out the process for the upcoming months and explain how to we will get to June 2020 with a fully realized Strategic Plan. CampusWorks and the Strategic Planning Committee have just begun the process.

He introduced Kevin David, Portfolio Executive Leader, who was participating remotely. He said that they will help facilitate Bristol's plan; they are very mindful of the college's knowledge of strategy and how it is to be implemented.

CampusWorks Approach

- Inclusion, engagement and transparency
- Open minds
- Data-informed

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- Innovation and excellence

Framework for a performance driven Strategic Plan

- The Vision and Mission are paramount; the Board of Trustees can revise this.
- Student Experience.
- There are 3-5 strategic pillars or directions.
- The 5-year Strategic Plan is built to be nimble (flexible).
- CampusWorks will not waste the Board's and college's time.
- Reflect on college's values – what should we endorse and how is the culture changing.
- Focus on how everything aligns to bring the college forward.

Vision – aspirational statement

- How are we getting there?
- The Board will do a lot of drafting and revision of the Vision and Mission.

Strategic Planning Components

- Phase 1 – Education and define desired Student Experience
 - Workshops
 - Informed by Students and Employees
- Phase 2 – Institutional Learning and Data Collection
 - SWOT Survey
 - Environmental Scan
 - Future Summit
- Phase 3 – Charting the Future
 - Review of Mission, Vision and Values
 - Strategy/Objective Development

(Trustee Samir Bhattacharyya joined at this time – 10:06 a.m.)

Trustee Torres asked if the SWOT Survey will be given to students, faculty and staff. Mr. Norris said yes and it will also be sent to the Board of Trustees. It will help to identify the college's strengths, weaknesses, opportunities and threats. Trustee Torres asked when the workshop for the Board would be held. Ms. Wordell confirmed it will be held on November 4, from 5-8 p.m. following the Board of Trustees meeting. Trustee Souza asked for explanation of the Environmental Scan. Mr. Norris said it is a broad data gathering to review gaps and how the college is to respond. Trustee Souza asked if students will be included in the Future Summit. Mr. Norris said students will be invited; it will open to students, faculty, staff and community leaders.

- Phase 4 – Creating the future
 - Implementation – Prioritization and Resourcing
 - Metrics to measure progress
 - Ongoing evaluation

Mr. Norris reviewed the timeline for the 2020-2024 Strategic Plan:

- August – Trends in Higher Education and Student Experience Workshops
- August-September – SWOT Survey
- November-January – Mission/Vision Board Workshops
- January – Future Summit
- March – Values and Strategy Development
- April-May – Objective and Action Plan Development
- June 2020 – Board of Trustees Approves 2020-2024 Strategic Plan

Mr. Norris said the Board of Trustees' role in the plan development will be to review and revised the college's Mission and Vision. The Board will also approve the strategies and overall plan. The Student Experience statement will be developed by Bristol's faculty, staff and students. Also developed by Bristol's faculty and staff will be the values, strategies, objectives, action plans and tactics.

Mr. Norris said they will integrate the Strategic Plan into the whole work of the college.

- Next Steps:
 - College Community Kickoff
 - Trends in Higher Education workshop
 - Student Experience Workshop
 - SWOT Survey
 - Identify topics for the Future Summit
- For the Board:
 - SWOT Survey
 - Mission/Vision Workshops
 - Promote the Future Summit

Trustee Hovan asked if Trustees were allowed to attend the workshops. Mr. Norris said the Trustees will participate in a workshop in November and can attend the Future Summit. He will bring the recommendation to the Strategic Planning Committee; the Committee is currently working on the schedule. April Lynch said they are identifying additional stakeholders for involvement and working with management for community events. Trustee Hovan suggested they consider involving legislators. Ms. Lynch said they will have multiple locations for forums/workshops encompassing the other campuses as well. Trustee Souza said they need to ensure that all students are engaged from different locations and at different times. Mr. Norris gave kudos to Ms. Dekkers, Ms. Lynch and the Strategic Planning Committee for their ongoing work.

D. EQUITY AGENDA

President Douglas provided an overview of the Equity Agenda to the Board. She shared slides from the Massachusetts Board of Higher Education's Equity Strategic Framework. The BHE has made the following its top statewide policy and performance priority, to

“Significantly raise the enrollment, attainment and long-term success outcomes among under-represented student populations.” Other highlights include:

- Massachusetts tops the nation in many key education indicators.
- But a closer look at these indicators by race/ethnicity and gender tells a different story.
- The rates vary significantly by race/ethnicity and gender.
- White females consistently rank at the top of their peers.
- And Latino males consistently rank at the bottom.
- The gaps are large.
- Trend data show these disparities have been persistent.

Trustee Malasi asked if numbers include trade schools. President Douglas said no, only public education. There is a decline in the overall numbers of high school graduates; the white population is decreasing and the minority population is increasing. By 2032, for Massachusetts public high school graduate classes, 1 in 4 students will be Latinx. Trustee Bhattacharyya said that culturally, Latino males are expected to get a job and work after high school, hence the lower numbers. Education is a right not a privilege.

President Douglas reviewed Bristol's commitment to equity and discussed equity-mindedness. She said equality is about sameness; it focuses on making sure everyone gets the same thing. Equity is about fairness; it ensures that each person gets what he or she needs. She reviewed Bristol's Big Rocks – areas that Bristol trails behind the average Massachusetts community college:

- Developmental Course Progress
- Latinx vs White Student Success Gap
- African American vs White Student Success Gap
- Pell vs Non-Pell Student Success Gap
- Completion of College Level Gateway Courses within First Year of College

President Douglas said we are moving the Equity Agenda at Bristol by analyzing all of our organizational structures with an equity lens; holding ourselves accountable for developing our understanding and deepening our expertise surrounding equity and equity-mindedness; and developing a new strategic plan with strategic goals, tactics, measurable outcomes and institution-wide Key Performance Indicators that advance our equity strategy, tactics, goals and outcomes.

Trustee Karam asked if the problem is with enrollment or retention, or both. President Douglas said it is retention; we are getting students in, but not out the door. We must look at the demographics including males and responsibilities. Higher education attendance is inversely proportional to economics. The trend for high minimum wage states is a decline in enrollment. Trustee Videva Dufresne said Bristol needs association with organizations

that help promote underrepresented groups. She will send information to President Douglas of associations she is familiar with.

(Trustee Lynn Malasi left the retreat at 11:45 a.m.; Trustee Valentina Videva Dufresne disconnected the line at 11:54 a.m.)

E. HUMAN RESOURCES – PAST YEAR/YEAR AHEAD

Erin Wright, J.D., Associate Director of Employee Labor Relations, spoke to the Board about the Department of Human Resources' past year accomplishments and the year ahead.

- A Year of Change
 - Process Specialist
 - Equity Focus
 - Salaries are posted on all jobs listed
 - Jobs are posted on more diverse job posting sites
 - Revamped Search Committee Process
 - Honing Grievance Process – make standard and across the board
- Policies and Procedures Update
 - Hiring Procedure
 - Grievance Process
 - Affirmative Action Strategy
 - Equity in the Workplace
 - Benefited Employees

Ms. Wright said that HR is taking a proactive approach with regulations. Trustee Hovan asked about the new FMLA policy and how this effects state employees. Ms. Wright said it is placed on hold statewide for now because of no impact bargaining done with the union. Trustee Karam asked what the number of union vs. nonunion employees was. Ms. Wright said there are 180 non-unit professionals (NUPs) and 600 unit employees.

- Year Ahead – Building Community. Focus on:
 - Talent Management: from “Cradle to Grave”
 - Cultural Development: “Why I want to come to work at Bristol every day”

F. TITLE IX/EQUITY/AFFIRMATIVE ACTION

Gia Sanchez, J.D., Diversity and Title IX Officer, spoke to the Board about Title IX, Equity and Affirmative Action. She distributed a copy of the Affirmative Action Strategy 2019-20 to the Board.

- The Pendulum Shift

- Title IX Training – by the end of the year all adjuncts will be trained; statute is no discrimination based on gender.
- Policy on Affirmative Action, Equity and Diversity - Investigation Process and Training – 11 investigators trained.
- Affirmative Action Strategy Developed - Affirmative Action Committee Training
- Listening Sessions - Themes

The Board was very pleased and supportive of Ms. Sanchez’ work with Affirmative Action.

G. HUMAN RESOURCES’ MISSION, VISION, VALUES

Gary Convertino, Ed.D., Executive Director of Human Resources, spoke to the Board about Human Resources’ Mission, Vision and Values.

- “We Put the Human in Human Resources” – HR with compassion; the Human Resources’ goal is talent management – help people holistically and with recruitment.
- HR Accountability and Equity to College Mission.
- Equity Lens in Hiring and Human Capital Development – mitigate bias.
- HR Strategy
 - 3 Month – equity in the workplace.
 - 9 Month – focus on employer choice and branding.
 - 2-Year Plan – solidify Affirmative Action Strategy.
- Talent Management Focus - Dual Road - hiring on competency and fit; work on expanding/broadening the pool in regards to diversity.
- Recruitment, Hiring, Onboarding.
- Human Capital Development, Succession Planning, PIP.
- Process Improvement - HPI Model, PMP, Lean Six Sigma.
- Cultural Development - Supporting Change. Cultural development includes financial well-being and how to bank, invest and plan for retirement. Change - alleviate fear by communication, and help betterment and serving of students.

Dr. Convertino said that the goal of HR is to serve the Mission, Vision and Core Values of the college.

President Douglas asked what the Board’s expectations of HR were. Trustee Bhattacharyya said that people’s first perception of HR is that it protects the organization. Bristol’s HR is taking it to the next level with their approach; kudos to the HR team. Dr. Convertino asked the Board what area HR should focus on. Trustee Karam said for HR to keep an open door policy, be a resource to employees and promote the human aspect. Trustee Bhattacharyya suggested that HR staff get out and interact with people and employees more. Trustee Torres recommended they promote diversity in the workplace and foster a favorable environment so employees enjoy coming to work. Also important is accountability for employees providing measurable standards for performance –

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standardized measures for accountability and productivity. Ms. Wright said HR is implementing more behavioral-based questions in the hiring process and Search Committee interviews. Dr. Convertino said they will also be conducting strength and weakness testing with the Colors Personality Profile training.

President Douglas asked what a member of the Board could do to positively impact the culture/college. Trustee Silvia said the Board can best promote the college and our brand by word of mouth. Trustee Souza recommended making the Student Senate more diverse. Trustee Bhattacharyya suggested telling alumni stories or have a Board of Trustees meet and greet/town hall with students several times each semester.

H. ADJOURNMENT

Chair Medeiros said it was great to see such progress made by Bristol’s Human Resources Department and President Douglas’ presentation on the Equity Agenda was very enlightening. The Board looks forward to participating in the Strategic Planning process.

There being no further issues to discuss, the Board of Trustees’ Retreat concluded at 1:53 p.m.

Respectfully submitted,

Kathleen Wordell

Kathleen Wordell, Recording Secretary

__10/7/19_____
Date Approved

__KAW_____
Initials