

Bristol Community College  
Fall River, Massachusetts

Board of Trustees  
Meeting Minutes

October 7, 2019

I. Call to Order

The three hundred and seventy-first regular meeting of the Bristol Community College Board of Trustees was held on Monday, October 7, 2019, in Room 225 at the Bristol Community College Attleboro Campus at 11 Field Road in Attleboro, Massachusetts. Chair Joan Medeiros called the meeting to order at 4:09 p.m.

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

Trustees absent: Frank Baptista and Samir Bhattacharyya.

II. Dr. Carlos Santiago – Commissioner of Massachusetts Department of Higher Education

Chair Medeiros welcomed all to the meeting. She then introduced Dr. Carlos Santiago, Commissioner for the Massachusetts Department of Higher Education.

The Commissioner thanked Chair Medeiros and President Douglas for the invitation to speak to the Board. He said he was fortunate to have spent time earlier today with President Douglas and Bristol Community College is moving in the right direction with new Board members and a new strategic plan.

In January 2019, the Board of Higher Education moved forward with the Equity Strategic Framework for Massachusetts Public Higher Education focusing on equity.

Massachusetts tops the nation in many key education indicators.

MA Key Education Indicators: Statewide

- 2017 High School Graduation = 88%
- 2016 College Enrollment = 76%
- 2017 Public College Graduation = 50%
- 2018 Overall College Attainment = 57%

Commissioner Santiago said a closer look at indicators by race/ethnicity and gender tells a different story. The rates vary significantly by race/ethnicity and gender. Massachusetts has the biggest gaps in the country. The gaps between White Female and Latino Male for 2017 High School Graduation is -24%; for 2016 College Enrollment is -32%; for 2017 Public College Graduation is -33%; and for 2018 Overall College Attainment is -43%.

Latinos' high school graduation rate is closer to 70% (88% regular high school graduation rates for 2017).

In 70 years, we are at the highest point of inequality in the nation. Not only will Massachusetts see a decline in numbers of high school graduates, but Latinx students also represent a rapidly growing segment of the pipeline. By 2032, nearly 1 in 4 students in the pipeline will be Latinx. Projecting an 86% increase in the Massachusetts population for 65 and older, the future will be challenging.

Commissioner Santiago said that Massachusetts is the first state to elevate equity to the top-level performance and policy priority for all of its public higher education institutions. He discussed Dual Enrollment versus Early College. With Dual Enrollment, students can tap into available funds; this is mostly accessed by knowledgeable families – those familiar with the Dual Enrollment program. If the mother is a college degree recipient, the children will likely go to college. For Early College, we target communities in gateway cities; the bulk of students are largely those of color.

The Commissioner quoted the Equity Strategic Framework Vision Statement – “Significantly raise the enrollment, attainment and long-term success outcomes among under-represented student populations.”

Other DHE initiatives have potential to align with equity framework.

Key Initiatives for Equity Policy Audit:

Access

- Early College Program
- Financial Aid Reform: MassGrant Plus
- STEM Starter Academy
- Commonwealth Dual Enrollment Program
- Teacher Preparation

Retention/Completion

- Basic Needs: Hunger & Homelessness
- Developmental Education Reform
- Open Educational Resources
- MassTransfer
- Student Learning Outcomes Assessment
- Civic Learning

A multi-year initiative will take investment.

Institutional-level data are critical to informing policy work. (All institutions want to be in the upper right corner – Higher Rates, Smaller Gaps). Bristol is on the road; look at data, and make strategies to improve and measure data. DHE's new Performance Measurement Reporting System will provide the foundation for measuring our success at achieving equity. We have to stop blaming students for lack of success; students learn

differently. Higher Education is responsible for student success. We should be data driven.

Commissioner Santiago said that Bristol is doing a great job with co-requisites and math pathways. Bristol is on the way; the policies that President Douglas is putting in place will lead to more success than ever before; you have right mindset - use the data. Two-thirds of students of color go to community colleges. How can we justify that the community colleges are the least funded of the three types of institutions?

The Commissioner asked the Board what they thought he needed to know about Bristol Community College. Trustees responded that Bristol has a great president who is surrounded by a great team and supportive Board who will challenge her. State colleges need the community colleges; but state colleges need to enhance their offerings. The transfer system is very helpful. Affordability is an issue for students but not this alone. For students of color, more cultural and qualitative changes need to occur. We need to look at the support systems in place. Of the three segments, community colleges are the most welcoming. We need to have a serious conversation about funding for community colleges. Equity is very important.

III. Tom Sannicandro – Director of Massachusetts Association of Community Colleges

Mr. Sannicandro said it was a pleasure to be here to explain who the Massachusetts Association of Community Colleges was and how they can serve the Board and college. His position is funded by the Massachusetts community colleges; the 15 presidents are his bosses. Mr. Sannicandro was in the House of Representatives for 12 years; the Joint Commission of Higher Education for 6 years; a lawyer, a corporate attorney, and then went back into higher education in social sciences. His team includes a policy person, government affairs person, communications, and administrators. Their purpose is to support the presidents, the mission of the colleges and what they do, as well as training of the Board of Trustees. They conduct an annual retreat for presidents, and provide resources, communications and partnerships to the colleges.

Mr. Sannicandro said one of their purposes is to get more finances to the community colleges. How do they do that and support 156,000 students who attend the community colleges in the state? They meet with legislators, the Senate President, and Speaker of the House; they meet with the Black and Latino Caucuses. We have more students of color than the other two sectors combined. The three-year graduation rate is doing poorly however in Massachusetts. If we do not put money into the system, we cannot expect the community colleges to be successful. We need to grow our economy. We are below 2001 figures; we had more money and funding then than we do now. We need to get the Governor to put a higher number in the community college budget. Student Advocacy Day at the State House is on October 23.

He said it is a pleasure to work with President Douglas and he appreciates the Board for the job they are doing.

Trustee Torres said regarding the advocacy piece and funding – years ago it was better to use a designated revenue stream (tax) portion of new taxes to fund higher education. Mr. Sannicandro said we were designated funding through the licensing for casinos; however 9C cuts changed that. He does not think a tax would be popular. The best way to address this is to look at something that is unique to community colleges and determine how to fund that and get businesses/industry involved. What are the supportive services needed to get students through to graduation? Issues of racial disparity and racism are creating problems for our students. Trustee Saunders asked for an example of a service. Mr. Sannicandro said there is a low cost service at Westfield State, an urban education program (similar to Bristol's TRIO), that provides support services. President Douglas said Bristol has the Early Alert program and the CARE Team that uses existing staff at no additional funding thus utilizing existing resources.

Trustee Malasi asked if part of the problem was getting students enrolled. Mr. Sannicandro said when fees are raised, students drop out and do not go. Trustee Saunders asked if financial aid was available for students. President Douglas said only the neediest students get financial aid and there is a limit to the total amount of aid students can receive. Students will also drop out due to large debts accrued. It can take a long time to get a degree; we have 6-year students striving to attain an associate degree. Trustee Malasi said also, culturally, some nationalities would rather have students work than go to school. President Douglas said we need to focus on the gaps.

#### IV. Chair's Remarks

Chair Medeiros introduced Matt Noyes from the DHE who reminded the Board about the DHE Statewide Trustee Conference on October 31 in Westborough, Massachusetts. It will focus on the Equity Agenda.

#### V. 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 Board of Trustees Meeting of June 11, 2019
- Report of the Finance/Budget Committee Meeting of June 11, 2019
- Report of Personnel Actions August 2019
- Consideration of Minutes Board of Trustees Meeting of August 21, 2019
- Consideration of Board Retreat Notes of August 21, 2019
- Report of Personnel Actions September 2019
- Report of Workforce and Community Education Contracts October 2019

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

(Trustee Hovan left the meeting at this time – approximately 5:20 p.m.)

## VI. President's Report

President Douglas introduced Vice President for Student Services and Enrollment Management Ed Cabellon who gave an update to the Board about Fall 2019 Enrollment. He reviewed where enrollment numbers were:

- Met Spring 2019 enrollment goal of -5%.
- Exceeded Summer 2019 enrollment goal of -5%.
- Met Fall 2019 enrollment goals of -5%.

V.P. Cabellon said they made a lot of changes this year such as the Hard Stop Deadline. It's a retention challenge to keep students who choose to register by the deadline.

### Bristol Online:

- Exceeded Fall 2019 enrollment goal of -5%.
  - +6.12% in FTE/Credits
  - +0.32% in Headcount
- Online Only Students:
  - +5.74% in Headcount
  - +10.15% in Credits
- Hybrid Students:
  - +1.67% in Headcount
  - +24.09% in Blended Option

### Diversity:

- Minority registered admits (-0.3%).
- 25 year-old and older registered admits (-4.4%).

### Heirs Unduplicated Student Headcount:

- Black or African American was 639 in Fall 2018 and 661 in Fall 2019 (a 3% change).
- Hispanic was 644 in Fall 2018 and 638 in Fall 2019 (a -1% change).
- 25 and Older was 3,050 in Fall 2018 and 2,909 in Fall 2019 (42% - same percentage as last year).

### Strategies to increase student support: Tactics

- Family Night Initiatives
- Fall 2019 Registration Deadline
- Late Start Pathways
- Advising Model and Structure
- CARE Team and Early Alert

V.P. Cabellon said they are implementing a pro-active advising training this fall to spring; faculty are to be trained next summer. Trustee Saunders asked him to explain the

process. V.P. Cabellon says a student applies, gets admitted, then registers – in this process we lose a third to a half of students, so we reach out to them. Trustee Saunders said it is great that you have advisors but how do the students know they have advisors? V.P. Cabellon said that students go to orientation and are constantly communicated with via email; our team is working in conjunction with Academic Affairs.

President Douglas introduced Vice President for Finance and Administration Steve Kenyon who gave an update to the Board about the Taunton Center. The following are some highlights:

- Bristol’s lease did not survive the mall’s bankruptcy.
- Estimated end date: February 2021.
- Current negotiations: license agreement for one-year term.
- Management working with Department of Capital Asset Management & Maintenance to issue a Request for Proposal (RFP).
- Working with internal and external constituencies to develop a new proposal.
- Key discussion points: locations and existing program changes (i.e. chemistry lab).
- RFP submission date: December. Typically a 4-6 month process.
- Buildout in summer and fall 2020. Typically 6-12 month process.
- Occupancy in January 2021 or June 2021.
- Communication plan will commence this week.
- Topic included in November’s Facility Committee Meeting Agenda.

Trustee Torres said to make sure that Taunton is represented so as to maintain local control when drafting an RFP. President Douglas said we are launching the communication plan tonight. We are in Taunton for good.

President Douglas introduced Interim Vice President for Workforce Development, Lifelong Learning, and Grant Development Jennifer Menard who discussed the Massachusetts Skills Capital Grant:

### **Massachusetts Skills Capital Grant**

Bristol was awarded \$499,108 through the Massachusetts Skills Capital Grant Program to support the development of an Associate in Science in Offshore Wind Energy and Certificate of Completion in High Voltage and Fiber Optics. In collaboration with JDR Cables and Greater New Bedford Regional Technical High School, funds will be utilized to build three labs which include Fiber Optics, High Voltage and a General Lab. All equipment that will be purchased is targeted for the training, simulation and testing aspects aligned with the instructional content of the proposed Associate in Science in Offshore Wind and Certificate of Completion in High Voltage and Fiber Optics. Items to be purchased include equipment for cable, fiber optics, high voltage and wind turbine technical training, technical software and testing instruments. This new program will

provide students with the knowledge and expertise required for employment across this nascent industry.

Vice President for Academic Affairs Suzanne Buglione discussed the MAICEI grant:

**Massachusetts Inclusive Concurrent Enrollment Initiative (MAICEI)**

Bristol's eight-month MAICEI Planning Grant with the Massachusetts Department of Higher Education was completed in August 2019, and an Implementation Grant began this fall with five students enrolling for audited classes. These students, all of whom have intellectual disabilities, are taking college courses in Digital Photography, 3 Dimensional Design, Sustainable Agriculture, Animal Care and Management, Applied Animal Behavior, Voice Movement and Style, and Basic Computer Skills. The students are also enrolled in the College Success Seminar. Bristol's partners are the Fall River, Somerset/Berkley, Swansea and Old Rochester Regional school districts; Dighton/Rehoboth will join in spring 2020.

The completion of the Planning Grant and six months of progress with the Implementation Grant will allow Bristol to apply for Federal College Transition Program designation, enabling students with intellectual disabilities that neither have a high school diploma or passed MCAS to apply for financial aid.

Vice President Ed Cabellon discussed advising:

**Advising**

As part of our new Proactive Advising efforts, all first-time students starting Fall 2019 will be assigned to a full-time academic advisor or faculty member. This total number exceeds 1,800 students. This year, advisors will carry a case load of up to 250 students and will receive Proactive Advising training sessions in an effort to ensure that students are engaged more regularly throughout their first year. Through these intentional efforts, including the referrals of students of concern to our CARE Team, we expect to see increases in our persistence, retention and completion rates, especially Fall 2019 to Fall 2020 retention.

President Douglas introduced the new Dean of the New Bedford Campus, Dr. Shanna Howell, who started on August 20, 2019. Dean Howell said she has been acclimating herself to the New Bedford Campus and getting involved in the community. She is assessing how the New Bedford Campus can best support the community and sees a lot of opportunity for growth. She is very excited to be a part of Bristol Community College.

President Douglas reviewed her 2018-19 Key Goals with the Board of Trustees. She had 64 total goals for 2018-19: 54 goals achieved, 1 not achieved and 9 partially achieved that are still being worked on. These have produced measurable objectives.

President Douglas said her 2019-20 goals were presented to the Board at the Retreat in August. As noted, she reduced the total number of measurable goals. She asked if the Board had any questions. There were no questions from the Board.

Upon a motion made by Trustee Saunders and seconded by Trustee Malasi, it was VOTED to approve the President's Key Goals for 2019-20. (Trustee Souza was not present for this vote.)

## VII. Financial Update

Since Trustee Souza had stepped out for a moment, Vice President Steve Kenyon gave his Financial Update. He said the June 30, 2019 Financial Statements were approved earlier today by the Finance/Budget Committee. There were no audit adjustments or findings. The full board will hear the report and required communications from the auditors at the December meeting.

Overall FY20 revenues are consistent with budget. We were up in fee revenue due to the summer semester exceeding budget. Expenditures are a little over budget but will be brought back to budget in the coming months. Investment income is doing well - up \$300,000 YTD. We are on track for \$12 million in capital appropriations that will allow us to replace our steam line and heating system and replace our aging electrical infrastructure. We still have work to do to build the 2021 budget but will stay on track for a spring approval by the Board. Trustee Videva Dufresne asked what was the process for funding of projects. V.P. Kenyon said it is accomplished through the college's budget process and from funds from the Foundation.

## VIII. Report of Student Trustee

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

- The new Student Senators were elected on October 2 and held their first meeting:
  - Cameron Costa
  - Malkiah Cunningham
  - Fahmida Hussain
  - Beth Dube
  - Brian Dube
- Bristol EXP event was held on August 28.
- Welcome Week – throughout the first week of classes there were a variety of events on each day across the different campuses.
- Bristol EXP Community BBQ was held on September 25.

Trustee Souza said he would like to establish a club and event calendar that lists all student events in one place. Trustee Videva Dufresne suggested using Teams, but Trustee Souza said that can be difficult to use as there are too many subcommittees. Trustee Malasi asked about using Facebook, but Trustee Souza said some students do not utilize Facebook. He said he is currently working with Student and Family Engagement, club advisors, officers and the Office of Marketing and Communications to add the calendar to the Bristol website.

IX. Old Business

At the Board Retreat in August, it was discussed that the college would provide the Trustees with college email addresses to use for college business. Since a roll call vote had not been taken at that time, the Board was to revote on this item today.

Upon a motion made by Trustee Saunders and seconded by Trustee Silvia, it was VOTED that the college provide email addresses to the Board of Trustees for the use of college business.

These will be provided to the Board by the next Board of Trustees meeting.

X. New Business

Chair Medeiros requested a motion to approve the submitted request for reimbursement of moving expenses for Dr. Shanna Howell, the new Dean of the New Bedford Campus.

Upon a motion made by Trustee Torres and seconded by Trustee Silvia, it was VOTED to approve the submitted request for reimbursement of moving expenses for Dr. Shanna Howell, the new Dean of the New Bedford Campus.

XI. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 6:09 p.m.

Respectfully submitted,

*Sandra Saunders, Esq.*

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Sandra Saunders, Esq., Secretary

\_\_11/4/19\_\_\_\_\_  
Date Approved

\_\_KAW\_\_\_\_\_  
Initials