

**BRISTOL COMMUNITY COLLEGE
FALL RIVER MASSACHUSETTS**

**BOARD OF TRUSTEES
STRATEGIC PLANNING WORKSHOP**

NOVEMBER 4, 2019

1. CONVENING

The Bristol Community College Board of Trustees Strategic Planning Workshop was held on Monday, November 4, 2019, in the Ryckebusch Faculty Staff Lounge in the Commonwealth College Center Building on our Fall River Campus at 777 Elsbree Street. Chair Joan Medeiros called the Workshop to order at 5:07 p.m.

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

Trustees absent: Keith Hovan; Lynn Malasi and Samir Bhattacharyya.

2. WELCOME

Chair Joan Medeiros welcomed all to the Board of Trustees Strategic Planning Workshop.

President Laura Douglas introduced the Bristol-selected consultants from CampusWorks – Kevin David, Portfolio Executive Leader and Justin Norris, Senior Optimization Executive. She then introduced Jennifer Dekkers and April Lynch, members of the Strategic Planning Committee.

3. KEY THEMES FROM ENVIRONMENTAL SCAN

Mr. David outlined the workshop. He said they would review the results of the Environmental Scan and then discuss revision of the Mission and Vision Statements. They chose to begin with the Board of Trustees as the Trustees are key ambassadors for the entire community. Attendees would break up into groups and begin by working on the Mission Statement first followed by the Vision Statement if time allowed. After today's workshop with the Board, they would then share the results with the Strategic Planning Committee.

Mr. Norris discussed the results of the Environmental Scan or SWOT (Strengths, Weaknesses, Opportunities, Threats) Survey. The results involved a lot of data collection from the college community, students and community partners and included what issues impact Bristol moving forward; Ms. Lynch and Ms. Dekkers spearheaded the data collection. The following are some of the highlights of the Environmental Scan:

Strengths

- Caring Faculty/Staff
- Academic Support Services
- Student Support Services
- Tuition/Affordability
- Conveniently Located and Accessible Campus Locations

Weaknesses

- Culture/Climate/Morale
- Lack of Staffing – Bristol is in the middle of the grid compared to other community colleges; staff say there are too many priorities and not enough staff to accomplish the tasks.
- Inefficient Processes – HR and Student Enrollment
- Internal Communication
- Outdated/Missing Technologies – Not enough classrooms or labs.
- Class Cancellations – President Douglas said class cancellations have decreased from 40% to 7.5% in the last couple of years. Institutions must hit enrollment thresholds; classes are cancelled due to low enrollment.

Opportunities

- Online Learning and New Technologies
- Increase in Regional Diversity
- Economic Growth and Labor/Skill Shifts
- K-12 Partnerships/Connecting to High Schools
- Teaching and Learning

Threats

- Student Income Insecurity/Poverty
- Demographic Changes
- Student Perception of Higher Education's Value
- Increased Competition for Students
- Students' Academic Preparation

(Trustee CJ Souza left at this time – approximately 5:30 p.m.)

Subsequent Enrollment of Bristol Applicants

- 69% are not enrolled in another institution.
- 31% are enrolled in another institution.
 - 11% are Two-Year, Public
 - 9% are Four-Year, Private
 - 11% are Four-Year, Public

Retention by Race/Ethnicity (Percentage of Students)

- White: 2009-11 = 68% and 2016-18 = 68%
- Latinx/Hispanic: 2009-11 = 59% and 2016-18 = 58%
- Black/African-American: 2019-11 = 55% and 2016-18 = 58%

(Trustee Steve Torres left at this time – approximately 5:35 p.m.)

MA Department of Higher Education: Gateway Cities for Equity Initiatives

- High schools with less than half of students identified as white.
- Two-year and four-year higher education institutions in proximity.
- Areas with the potential for:
 - Job Growth
 - Educational Attainment
 - Higher Median Earnings

Educational Attainment in Bristol County, MA

- Graduate or professional degree = 10.1%
- Bachelor's Degree = 17.2%
- Associate Degree = 9.1%
- Some College, No Degree = 18%
- High School Graduates = 29.8%
- No High School Diploma = 15.7%

Addressing Levels of Uncertainty

- Next 20-40 Years (2040-2080)
 - Climate Change
 - Carbonless Energy/Economy
 - Autonomous Vehicles
- Next 10-20 Years (2030-2040)
 - Impact of Scaled Automation
 - Skill/Labor Shifts
- Next 5-10 Years (2025-2030)
 - 2026 Employment Projections
 - Increasing Diversity
 - Upskilling

4. INTRODUCTION TO MISSION STATEMENT REVIEW

Mr. David explained the purpose of the Mission Statement:

Mission Statement Defined

- Your reason for being – what you do; why you exist.
- Remains unchanged for long periods of time.
- Should be memorable.

He then shared sample mission statements from other institutions and well-known companies. They then reviewed Bristol Community College's current Mission Statement:

“As the leading resource for education and workforce development in southeastern Massachusetts, Bristol Community College promotes individual opportunity, sustainability of resources, and the region's economic growth. The College offers a strong foundation in liberal arts and sciences leading to transfer and careers, as well as comprehensive developmental education and adult literacy services, delivered in a learning-centered and supportive community. The College collaborates with business, industry, education, and social service entities to maintain the relevance and the effectiveness of all programming, to support partners with workforce training, and to find strength in its connectedness to community. The Bristol community values and respects diversity and strives to prepare well-rounded learners of all ages who are equipped to succeed and lead in our ever-changing world.”

5. SMALL GROUP WORK ON MISSION STATEMENT

Mr. David said that the Trustees, PLT, April Lynch and Jennifer Dekkers would split up into groups to review and evaluate the Mission Statement. Everyone was then separated into four predetermined groups of four people each and asked to answer the following questions:

1. In the simplest, most compelling way possible describe what Bristol Community College does and the ripple created when Bristol does what it does.
2. To what extent does the current mission statement clearly and succinctly articulate the College's reason for being?
3. In the simplest, most compelling way possible, describe Bristol's reason for being in no more than 8-10 words (purpose and value provided).

Each question was allotted ten minutes for group discussion. The groups then reconvened and answered Question 3 – describe Bristol's reason for being in no more than eight to ten words:

Group 1: Preparing students to navigate the ever-changing world.

Group 2: Empowers and enriches lives through equity-enabled education, innovation and accessibility.

Group 3: Provides quality and affordable education in a student-centered environment that celebrates diversity.

Group 4: Lifting the quality of life for everyone.

All groups were then given the prepared answers from Trustee Lynn Malasi who was not able to attend the workshop but had provided answers to these questions. These were incorporated into the groups' responses:

1. BCC provides quality affordable education allowing those would who not attend college otherwise the opportunity to earn higher paying jobs in the community.

2. I think the mission could be simplified.
3. Provide access to quality affordable education.

Everyone was then asked to regroup and rethink their draft Mission Statements. After some discussion, they reconvened and shared their revised statements:

Group 1: NO REVISIONS - Preparing students to navigate the ever-changing world.

Group 2: Bristol empowers and enriches lives through accessible, innovative and inclusive education.

Group 3: Bristol enriches the community by providing quality and affordable education for everyone.

Group 4: NO REVISIONS - Lifting the quality of life for everyone.

Mr. David asked the Board members present for their preferences. Since the Trustees' selections included all four responses, he said these four draft points would then be brought to the Strategic Planning Committee for review and discussion. The draft Mission Statement will then be presented to the Board of Trustees at the January Board Meeting.

6. INTRODUCTION TO VISION STATEMENT REVIEW AND SMALL GROUP WORK ON VISION STATEMENT

Since there was not sufficient time to review and draft the Vision Statement, this item was tabled for discussion to another Board of Trustees Meeting, possibly the January 13, 2020, Board Meeting.

7. ADJOURNMENT

There being no further issues to discuss, the Board of Trustees' Strategic Planning Workshop concluded at 7:09 p.m.

Respectfully submitted,

Sandra Saunders, Esq.

Sandra Saunders, Esq., Secretary

_12/9/19____
Date Approved

_KAW____
Initials