



(ATTACHMENT I)

BERKSHIRE COMMUNITY COLLEGE
PITTSFIELD, MASSACHUSETTS

MINUTES OF TRUSTEES MEETING
July 11, 2019

1. CONVENING

A meeting of the Board of Trustees of Berkshire Community College was held on Thursday, July 11, 2019, in G12 of the Susan B. Anthony Student Center. Chair Rodowicz called the meeting to order at 5:32 pm.

PRESENT: Chair Rodowicz; Trustees, Bowen, Chacon, Kiely, McCormick, Mirante, and Myers; Student Trustee Costello

ABSENT: Trustees Casper, Crane, and Zaffanella

ALSO PRESENT: From BCC's Executive Council: President Kennedy; Vice Presidents Berne, Klepetar, and Law; Assistant to the President, Kim Brookman
BCC Employees and Guests: Kevin Bechard, Laurie Gordy, Melissa Loiodice, Chuck Prescott, Margaret Stephenson, Beth Wallace, Christina Wynn
Press: Jeff Vecellio (PCTV)

2. APPROVAL OF THE MINUTES

Upon a motion duly made and seconded, it was VOTED unanimously to approve the minutes of the April 23, 2019 meeting.

3. PRESIDENT'S REPORT

a. NECHE – Chuck Prescott, Margaret Stephenson

Chuck Prescott reviewed the NECHE timeline with the Board as follows.

Late May/Early June:

- President's Cabinet and Standards Co-chairs revised Chapter drafts for content, repetition, missing information, and consistency.

Mid-June:

- Outside reviewer read and provided detailed commentary of full draft and all forms related to the Self-Study.

Late June/Early July:

- President's Cabinet and Standards Co-chairs revised Chapter drafts based on outside reviewer's comments and suggestions, filling in any missing content.
- Evidence and artifacts have been gathered in the NECHE Digital Workroom and linked to the document.

Mid-July:

- Internal Review Team reviews full draft for content, consistency, and readability.
- President's Cabinet finalizes Projections.

Late July:

- NECHE reviewer reads and provides a detailed commentary on full draft and all forms related to the Self-Study.
- Full draft shared with Standards Committees for electronic feedback.

August:

- Final revisions based on NECHE and committee feedback.
- Final Draft shared with the campus community for feedback (electronic comments, two Listening Sessions)

Friday, September 6: Submit NECHE Self-Study

Margaret Stephenson reviewed the NECHE data forms with the Board as follows.

- Data First Forms
 - Provide evidence to support the comprehensive self-study
 - Statements in the self-study should reflect the information in the Data First Forms
 - Each of the Data First Forms is a separate spreadsheet in Excel
 - Each standard narrative is accompanied by 1 or more Data First Form(s)
- E Forms require institutions to:
 - Declare their basic approach to assessment
 - Summarize the improvements made based on their assessment
 - E Form Part A: Inventory of how programs assess student learning and use the results
 - E Form Part B: Inventory of specialized accreditations and key performance indicators
 - ADN Nursing
 - Physical Therapist Assistant
 - Respiratory Care
 - Dental Assisting
 - Medical Assisting

- Surgical Technology
- Institutional Characteristics Form
 - Requests information on Characteristics of the institution ranging from:
 - Year authorized to type of control and 1st degree program
 - Level of post-secondary offering and types of programs
 - Student populations
 - Specialized programs and locations
 - Degrees and certificates where 50% or more is offered electronically
 - Chief institutional officers
 - Organizational charts
 - Central elements in the history of the institution
- Affirmation of Compliance Forms
 - Institutions affirm compliance with their responsibilities under Title IV of the Higher Education Opportunity Act
 - Policies on credits and degrees
 - Policies on transfer of credits
 - Policies on student complaints
 - Distance and correspondence education: Verifying student identity
 - Public notification of evaluation visit and opportunity for public comment

Kim Brookman will email the data to trustees.

Chuck led a discussion with the Board with the following guiding questions:

1. From your perspective as a member of the Board of Trustees, does the specific chapter you have reviewed capture/reflect your overall impression of the College? If so, how so? If not, why not?
2. Did any of the material in the chapter you reviewed strike you as unclear, perplexing, or inaccurate? Please point out those moments so that we can deal with them.
3. Were there other things you expected to see in the chapter you reviewed that were not included?

Student Trustee Costello commented on Standards One (Mission and Purposes) and Eight (Educational Effectiveness), see attached for his remarks.

Trustee Bowen commented on Standards Two (Planning and Evaluation), Six (Teaching, Learning, and Scholarship) and Seven (Institutional Resources), she will send her comments to the President's Office.

- Standard Two – The chapter's reflection of the College was spot on. The statement at the end of the chapter needs clarification.

- Standard Six – The chapter’s reflection of the College was an honest and true representation. There were some sections that she would have liked to hear more about.
- Standard Seven (Human Resources Section) – I learned so much about the College by reading this section and suggest that other board members read it.

Trustee Kiely commented on Standard Four (The Academic Program). It was well written, there were a couple spots that were confusing and should be reworked. She will send her comments to the President’s Office.

Trustee Mirante commented on Standard Five (Students) as follows:

Standard Five was a detailed description and appraisal of each club, program or organization BCC currently offers to help engage and prepare its students for college life.

I was honestly impressed with the sheer number of quality programs BCC offers to its students. Being on the Board, I have been able to see presentations and get updates on several of the programs. I’m extremely impressed with TRIO, SGA, Student Financial Support and the BCC Orientation for new students. I’m honored to say I have worked closely with the past two Student Trustee’s and have been continuously impressed with their work ethic, communication skills and commitment to BCC. All the programs outlined in Standard Five demonstrate BCC commitment to providing a great experience for their students as well as doing everything possible to positively impact student retention.

Having graduated myself from a college as a commuter, I understand the value of providing quality programs to make students feel like a part of the institution. BCC’s Athletics, MSSO, Veterans Lounge, Woman’s center and QSA are all programs which focus on making students feel welcome and that they are a part of the campus and student body. I also really appreciate the effort BCC has put into groups focused on helping students obtain a quality education. Groups like Academic Advising, Personal Counseling, Mentoring, DRC, TRIO, Tutorial Services and the Writing Center all provide that extra help sometimes required to get through a tough class or difficult time in life.

I also value that BCC regularly evaluates each program and makes adjustments as needed. The College decided after a year and half to drop EAB Navigate, after it was determined to not work effectively with the College’s student information system. This decision is evidence that each program is reviewed and evaluated based on its successful usage by students and/or staff.

The College supports 24 student clubs and organizations and has also created a process for students to propose the creation of any new clubs or organizations by meeting with the Coordinator of Student Affairs.

I believe after reading Standard Five, this report clearly defines the clubs, programs and organizations currently in operation at BCC. I also feel the appraisals on each are accurate and complete. I’m comfortable that Standard Five will demonstrate a good example of how BCC is committed to assisting students in reaching their educational and lifetime goals.

Trustee Chacon commented on Standard Seven (Institutional Resources, Finances Section).

- The chapter is well written and connects back to the college mission and vision.
- The finances are tied to the College's mission statement. One example of how this is accomplished is reflected by the college working to lower expenses, rather than raise fees, in order to keep college affordable.
- Based on my experience as an alumni, the standard does a good job explaining three important areas: human resources, financial resources, and information, physical, and technological resources. It is very specific exactly how the college obtains, develops and uses these resources. The standard is very comprehensive and contains the appropriate amount of information.
- For the financial section of the standard, I suggest to have the year-end (June 30th) included to make it easier for the reader to understand the timeline of the college financial statements.
- Pages 10 and 13 mention the One Stop Student Success Center but the dates are different from each other, one maintains 2018, while the other one 2017; this should be revised.
- Other than this, everything else looks good and well organized.

Trustee McCormick commented on Standard Nine (Integrity, Transparency, and Public Disclosure).

The chapter captures what's happening at BCC. BCC follows and complies with Mass General Law statutes, regulations and standards, but through the use of self-assessment, surveys, and listening to staff and students, areas have been identified that need improvement or that need modification due to local circumstances. After identifying these areas, a plan has been created to improve on them.

Standard Nine was clean and concise. For each of the prongs: Integrity, Transparency, and Public Disclosure – a description and examples were given as to how BCC achieves these prongs and what organization, statute, or regulation sets the standard. Each prong then laid out a task list for improvement.

Everything I expected to see in the chapter was included.

Chuck thanked everyone for their comments and asked that they send their comments and notes to Kim Brookman, to pass along to the NECHE writing team.

The Trustees will be looking at the next draft of the self-study at the August board meeting.

Chair Rodowicz asked when the schedule would be set for the October visit. President Kennedy said that she expected to hear something soon and would pass along the information as soon as she knew.

4. STUDENT TRUSTEE REPORT

Travis Costello reported the following.

- The TRIO office is being painted and is temporarily housed in the adjunct faculty space.
- Tutoring is moving to the library.

5. FOUNDATION BOARD TRUSTEE REPORT

Trustee Lori Kiely reported the following:

- Awards Night over \$300,000 to 140 students in scholarships
- Development Committee is now sending out quarterly updates
- Alumni Office is also sending out regular newsletters
- 40 Under Forty planning for next year underway
- The Dog Show has been let go, but the Foundation is working with the Berkshire Humane Society to make it a fundraiser for them
- Nursing Reunion was held on June 28
- SCC piloting programs
 - Kick Start Program – 2 days/week
 - Business Careers 1 day/week, 3-year program
- Investment Committee talked about rebalancing the portfolio
- Foundation Board voted to approve \$100,000 for the One Stop

6. ALUMNI TRUSTEE REPORT

Trustee Melissa Myers reported the following:

- Members of the Alumni Board attended graduation
- Alumni Board presented its first scholarship at awards night and is looking at an endowment
- New sub-committees of the Board: Finance, Events, Outreach
- Many events
- Suns game this weekend
- BCC/MCLA Alumni Meetup Event planned in August at Naumkeag in Stockbridge
- Marched in the 4th of July parade and met a person watching the parade who graduated from BCC in 1972, the first year the main campus opened on West Street
- Paint & Sips have been very successful, twice a year
- Board is meeting every other month

7. SUBCOMMITTEE REPORTS

a. Academic Planning Committee May 9th

Trustee McCormick reported the following:

Community Engagement, Education & Workforce Development Overview

Fast-Track Hospitality and Culinary Training Program (TRAIN Grant)

- BCC received \$125,000 to do a pilot initiative – workforce training, not academic, serves unemployed and underemployed, some mid-career people; age range 17 – 50.
- This semester's classwork is nearly done – looking to reapply for next year. About to start paid internship phase for 12 students

Berkshire Robotics Challenge

- This year was the 20th annual challenge

South County Center Feasibility Study

- Received MA development Grant of \$25,000 to research feasibility to renovate SC and put in learning kitchen
- Approval from BCC Foundation to do assessment on external envelope of building
- Waiting for detailed costs – projecting 4 million. Phase A Kitchen, B for the rest of the building

Non-credit Workshop Offerings

- Temporarily suspend non-credit community education/personal enrichment offerings. Some limited offerings moving forward for the summer – all in South County with Julie Hannum doing the operational support. In the process of looking at what to offer in the fall.

Adult Learning Program Update

- Our ESOL program underwent a big site review by DESE in April resulting in level funding for FY20.

Academic Affairs Overview

Search Updates

- We have been conducting five faculty searches and we are always searching for nurses. Three positions were successfully filled – new faculty in Psychology, Business and Physical Education. We will think more carefully about the posting for BioChem and re-post in the fall.

Relocation of Tutoring into Learning Commons

- Tutoring Center is currently too hard for students to find. It will be relocated to the library and updated and will fit well with the updated Digital Commons

b. Finance Committee

Trustee Mirante introduced Vice President Law to talk about the One Stop Project. Vice President Klepetar, Dean Wynn and Vice President Law reported on the One Stop.

VP Klepetar described the vision.

To create a comfortable and inviting central location where students and community partners can have all of their college service needs met efficiently in one place.

Dean Wynn described the space as it is currently and what it will look like after renovations. The current student traffic to these offices (Admissions, Registrar, Academic Advising, Student Accounts, Financial Aid) is congested and confusing, with little privacy. The future configuration will provide better customer service to students, with more privacy.

VP Law talked about financing for the One Stop and the Field roof replacement and the estimated project schedule.

One Stop Student Success Center
& Field Roof Replacement

Total Project Cost (TPC) \$9,163,157

Funding Sources

DCAMM (One Stop)	\$5,511,336
DCAMM (Field Roof)	1,547,000 ^
BCC (Already)	103,770
Title III Grant (Already)	73,332
BCC Foundation (Committed)	100,000
Title III Grant (Committed)	<u>38,668</u>
Total	\$7,374,106

Estimated Funding Gap \$1,789,051

^ From Separate Funding Source Through DCAMM For Deferred Maintenance

One Stop Student Success Center & Field Roof Replacement										
Estimated Project Schedule										
	FY20						FY21			
	Jul	Aug	Sep	Q2	Q3	Q4	Q1	Q2	Q3	Q4
BCC Board Meeting										
DCAMM Study Certification										
Design			10 Mos.							
Bidding & Contract							3 Mos.			
Submittals & Construction								9 Mos.		

Recommendation:

BCC signs an Interdepartmental Service Agreement (ISA) with DCAMM to “backstop” the project, so we can move forward while fundraising efforts proceed to close the estimated funding gap of \$1,789,051.

Important Notes:

- The Total Project Cost of \$9,163,157 includes \$1,868,964 for contingency (20.4%).
- BCC funds would be used at the end of the project (Q3 or Q4 of FY21).
- If the low bid exceeds the Estimated Construction Cost (ECC) of \$6,335,294, BCC would have the option of rejecting the bid or continuing with incremental funding.

Board Chair Rodowicz explained the implications of this recommendation and what the Board is committing to with this vote. Discussion ensued.

Upon a motion duly made and seconded, it was VOTED unanimously to approve the signing of an Interdepartmental Service Agreement (ISA) with DCAMM, which will allow the One Stop Student Success Center Project to move forward while fundraising efforts proceed to close the estimated funding gap of \$1,789,051. Under this ISA, Berkshire Community College would assume the obligation of paying any shortfall between the amount gathered through these fundraising efforts and \$1,789,051 from college resources. It is noted that (1) the Total Project Cost (TPC) of \$9,163,157 includes \$1,868,964 for contingency (20.4%); (2) to achieve efficiencies and reduce overall costs, the Field Roof Replacement Project has been combined with the One Stop Student Success Center Project with its estimated cost of \$1,547,000 fully supported by DCAMM through a separate funding source for deferred maintenance; (3) any funds from Berkshire Community College would be used at the end of the project (i.e., Q3 or Q4 of FY21); and (4) if the low bid exceeds the Estimated Construction Cost (ECC) of \$6,335,294, Berkshire Community College would have the option of rejecting the bid or continuing with incremental funding.

c. Human Resources

Trustee Bowen reported the following.

The Human Resources sub-committee of the Berkshire Community College Board of Trustees completed this 2018/2019 evaluation using President Kennedy's written self-assessment based on her mutually agreed-upon goals, BCC's Performance Measurement Report, and information collected through 14 interviews of faculty, staff, trustees, students and community members. What follows is a summary review of President Kennedy's strengths and areas for growth as a leader and her progress against the agreed-upon goals. In general, we continue to be very pleased with President Kennedy's leadership and her ability to build the capacity of BCC to serve our community despite significant headwinds due to general economic conditions (that is, a better economy leads to lower enrollment) and a decline in Berkshire County's population.

Areas of Strength and Areas for Growth

Throughout our review process, a number of President Kennedy's strengths shown through. They include:

- President Kennedy leads with integrity and honesty. She seeks to deeply understand where BCC is both meeting and not meeting its mission and goals and does not shy away from difficult information.
- President Kennedy is not satisfied with the status quo; she carefully gathers information to understand what is working and is willing to experiment to find creative solutions to some of BCC's greatest challenges.
- President Kennedy balances the needs of the college, especially now, with tight fiscal constraints, with the care for employees and makes every effort to identify cost-saving strategies that least impact employees.
- President Kennedy is willing to make difficult decisions when they are needed. In those times, it is clear she puts the success and long-term well-being of students first.

Strengths often have a "flip" side as well - as such, we identified a few focus growth areas for President Kennedy:

- At times, President Kennedy's collaborative style, desire to meet the needs of all constituents and ability to make decisions have come into conflict - with collaboration

winning out. We encourage President Kennedy to continue to be collaborative in her approach and to be more comfortable making decisions without the full consent of her leadership team.

- Similarly, the BCC community and the Berkshire County community's needs are significant; it will be impossible to develop programs to meet the needs of all stakeholders in the county, especially while also meeting the needs of students. President Kennedy should work with the board to focus the next strategic plan on clearly identifying what the college will invest in and what the college will not invest in with regards to identified community needs.

Progress against goals:

Continued Focus on the Big Three: Boost college completion rates, Close achievement gaps, Attract and graduate more students from underserved populations.

The college continues to make steady progress against this goal, though some efforts will not bear fruit for a number of years. President Kennedy and her team are making significant efforts to increase the affordability of BCC for students by not increasing fees, significantly supporting students in completing the FAFSA, providing students a free financial literacy course and improving students' understanding of all forms of aid they are entitled to. The result of this work is that overall, student loan borrowing has been reduced by 70% over the last three years.

At the same time, the continued streamlining of academics to support greater success and course completion in a timely fashion should support the long term success of BCC students. We also see work to align policies that support students taking a full load of courses, a proven strategy for greater success. Additionally, the work that President Kennedy's team is doing to support higher education more broadly in the Berkshires, such as the "Graduate with 15" initiative with local high schools, should bear long term benefits for BCC's success with local students.

All that said, the achievement gap continues to exist for specific subsets of BCC students, specifically African American and LatinX subgroups. In particular, we note a sharp 2-year decrease in African American gateway course completion and the potential adverse long-term implication. The administration recognizes this disparity and is making efforts to better understand it. In the short term, it is hoped that the additional efforts being taken to improve affordability and access, as well as retention (through advising) will also support those who are struggling most to succeed now. Multiple stakeholders noted President Kennedy's persistent efforts to attract and hire more diverse staff, but the results are still not there.

Address the nursing program issues

Through President Kennedy's self-reporting and follow up conversations with key stakeholders, it is clear that the nursing program issues are being addressed. Importantly, they are being addressed with integrity and transparency, which included the difficult decision to not admit new students into the ADN program this year - a decision that, while understood by strategic partners, will still create challenges for nursing students and hospitals alike. Key stakeholders also report confidence that the program will be re-accredited by MASS BORN and expect that the improvements to the curriculum, especially those making it more science-based and focused on pedagogy (rather than more clinical in nature), will fully support high-quality nurses graduating and entering the workforce. Finally, key stakeholders believe that a key lesson has been learned through this process - the need to stay abreast of program requirements, regardless of how often the program is actually reviewed by its accrediting bodies.

Complete and submit the NECHE self-study

By all accounts, this work continues apace with the appropriate focus and priority given to it at key times. Key stakeholders report that President Kennedy has appropriately championed this work and has been clear throughout that her goal is to present a realistic and true picture of BCC to the NECHE reviewers. The entire community has been engaged at some level with this work, allowing for a deeper understanding by all stakeholders of the institution's strengths and areas for growth.

Work with Academic Affairs and Student Affairs & Enrollment Management to align respective divisions with student and county needs

No doubt, President Kennedy and her leadership team understand and are addressing student needs, much of which are reported against in her first goal. Key stakeholders report she is engaging in the right committee work in the community to understand the community's needs, and that she and her team are either already building or setting themselves up to partner with the right organizations to support BCC's mission. Meeting all of these needs is a challenge and one that will require thoughtful and strategic thinking from President Kennedy and her team. The greatest challenge for BCC is that the larger community's needs are much greater than any one institution can meet, let alone one facing declining enrollment.

A challenge that continues to be present at BCC is how to meet both the mandates of academia and the workforce needs of the community. The recent decision to move workforce development under the Academic Affairs division is a testament to President Kennedy's strategic thinking and should support greater cross-disciplinary education of our future workforce.

Trustee Bowen thanked President Kennedy and expressed how fortunate she felt to work on this subcommittee and recommended it for other trustees, stating how much she'd learned about the institution and how lucky the College is to have President Kennedy at the helm. Chair Rodowicz also commented that the Board is very grateful and appreciative to have President Kennedy leading the College and the wonderful team around her. Chair Rodowicz also thanked the Human Resources Committee for their work. President Kennedy thanked the Board, staff, students, leadership team, and community partners. It's a team effort to make BCC what it is.

8. ADMINISTRATIVE ACTIONS

BCC's new Director of Human Resources, Melissa Loiodice, presented the personnel actions, with addendum, for approval.

Upon a motion duly made and seconded, it was VOTED unanimously to approve the personnel actions, with addendum, for the period April 18, 2019 through July 11, 2019.

9. OTHER BUSINESS

a. Old – None.

b. New

- BCC has been nominated for the Newcomer of the Year Trendsetter Award for its Fast-Track Hospitality and Culinary Program.


- President Kennedy introduced new Deans Laurie Gordy and Kevin Bechard who will be formally introduced at the August meeting.
- c. Upcoming Events - President Kennedy the upcoming events.
- NECHE dates: October 20 - 23

10. ADJOURNMENT

The meeting was adjourned at 7:15pm. The next scheduled meeting will be held on August 27, 2019.


DATE: August 27, 2019

Respectfully submitted,

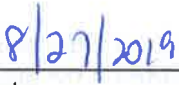


Kim Brookman

Approved:



Darlene Rodowicz, Board Chair



Date