

BERKSHIRE COMMUNITY COLLEGE  
PITTSFIELD, MASSACHUSETTS

MINUTES OF TRUSTEES MEETING  
October 8, 2019

1. CONVENING

A meeting of the Board of Trustees of Berkshire Community College was held on Tuesday, October 8, 2019, in G12 of the Susan B. Anthony Student Center. Vice Chair Bowen called the meeting to order at 4:31 PM.

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

ABSENT: Chair Rodowicz; Trustees Casper, Crane, McCormick, 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, Bonnie Delratex (visitor), David Dilulis (O'Connor & Drew), Stacy Evans, Richard Felver, Lauren Goodman, Julie Hannum, Dean Kosow (O'Connor & Drew), Chris Laney, Beth Lapierre, Jen Lyon (visitor), Sarah Polo, Mitch Saviski, Frank Schickor, Ellen Shanahan, Beth Wallace, Addie VanDeurzen, Christina Wynn  
Press: David Wyatt (PCTV)

2. APPROVAL OF THE MINUTES

*Upon a motion duly made and seconded, it was VOTED unanimously to approve the minutes of the August 27, 2019 meeting.*

3. AUDIT (O'Connor & Drew)

David Dilulis presented the FY19 Audit Report due to the state October 15<sup>th</sup>. Dilulis reviewed the financial highlights on pages 3 & 4 and the audited statements on pages 16 & 17 of the report, as well as other sections of the audit report. There was an unmodified opinion issued on the financial statements. No material weaknesses or significant deficiencies were noted with the report on internal control over financials reporting and on compliance and other matters.

*Upon a motion duly made and seconded, it was VOTED unanimously to accept the FY19 Financial Audit Report, which was performed by O'Connor & Drew as of June 30, 2019.*

#### 4. PRESIDENT'S REPORT

##### a. New Employee Introductions

Sarah Polo, a new nursing faculty, was introduced to the Board.

##### b. Teaching & Learning Innovation

Lauren Goodman, Dean of Teaching and Learning Innovation and Stacy Evans, Professor of Sociology & Faculty Lead for the Center for Teaching and Learning Innovation presented on the work they are doing.

They explained that faculty are experts in their disciplines, the goal is to support them in their continual development as expert teachers. Coordinated systems and services will be available to all BCC faculty. The key role in this effort is the Faculty Lead.

Following are two examples of their work:

##### New Faculty Orientation Seminar

- Weekly meetings with 6 new full-time faculty
  - Applying pedagogical strategies
  - Connecting with BCC staff and faculty
  - Learning about BCC systems and resources
- 10 faculty taking an online Effective Teaching Practices course
  - Evidence-based course designed by the Association of College and University Educators results in national certification

##### STEM & Allied Health Project-Based Learning Workshop

- 2-Day workshop facilitated by Dr. Kris Wobbe from WPI's Center for Project-Based Learning
- Emphasis on active learning techniques

##### c. NECHE

President Kennedy reviewed the itinerary for the upcoming NECHE visit. The College will use the next year to review the strategic plan using the NECHE report to help guide the process and begin putting together the next strategic plan.

##### d. STRATEGIC PLAN WRAP-UP

Ellen Shanahan and Beth Lapierre reviewed the process and strategic directions.

The 30-member Strategic Planning Committee actively participated in a planning process that included:

- Reviewing and refining BCC's Mission and Values
- Developing a Strategic Vision
- Conducting Environmental Scans
- Listening Sessions and Focus Groups
- Identifying Strategic Directions

- Draft Plan & Review
- Developing Implementation Protocols

### Environmental Scans

- 1) The Berkshires: A Place for All Seasons analyzed demographic, socioeconomic and workforce changes in the region.
- 2) Community Colleges: Now, New, Next assessed the impact of critical changes within higher education on future development.
- 3) Building for the Future examined internal growth and change, linking projections with the anticipated impact of the changing context on continuing institutional development.

### Identifying Strategic Directions

- Committee members reflected on scans, focus groups, listening sessions, and meeting notes.
- Three to five strategic directions that BCC should undertake over the next five years were identified.
- 85 potential strategic directions suggested – fell into 4 main categories: Academic Programming, Enrollment, Student Support, and Infrastructure/Systems.
- Small working groups reviewed 85 items and identified priorities within the categories as well as determine any priorities that should be added.
- Process helped to narrow down strategies and provided the structure for plan.

### Strategic Directions

Based on subsequent discussion, analysis and teamwork, the SPC members identified five strategic directions:

- 1) Engaged Learning
- 2) Student Achievement
- 3) Improved Infrastructure
- 4) Institutional Advancement
- 5) Collaborative Partnerships

### Implementation Process

- Establishing priorities based on strategic directions
- Collaborative process – developing cross divisional teams
- Connection to budget process
- Mini-grants for special initiatives—incubator proposals

### Implementation

- Strategic Direction Task Forces – cross divisional representatives with Co-chairs responsible for development, prioritizing and monitoring of annual action plans.
- Coordinating Committee – led by the two co-chairs and comprised of co-chairs (2-3) from each task force, along with budget/finance reps and Executive Council members.
- Makes prioritized recommendations for funding to Executive Council.

### Incubator Projects

Promote innovative ideas supporting the Strategic Plan

- Tied to a Task Force strategy
- Assessment Plan
- Detailed budget
- Institutional Plan

Proposals were approved by

- Task Force
- Implementation Committee

Projects

Over the 5 years

- 25 incubators approved
- \$94,942 invested
- Range of \$525 - \$31,600

Incubators include:

- Writing Center
- Library Collaborative Space
- Adjunct Faculty Fellow
- Women's Center
- Outing Club

Recommended next steps:

- Continue Incubator project in next Strategic Plan
- Require strict timelines for implementation and assessment
- Require more detailed assessment plans and follow-through to determine impact and outcomes

At 5:14 PM, the Board recessed to participate in Strategic Planning breakout groups.

Task Force Breakouts:

- Student Achievement, led by Beth Wallace, attended by Trustee Bowen
- Engaged Learning, led by Chris Laney and Maura Delaney, attended by Trustee Chacon and Student Trustee Costello
- Improved Infrastructure, led by Richard Felver, attended by Pete Mirante
- Collaborative Partnerships, led by Julie Hannum and Addie VanDeurzen, attended by Melissa Myers
- Advancing the Institution, led by Christina Wynn, attended by Lori Kiely

The group reconvened at 5:36 PM to report out on what they had learned.

Student Trustee Costello reported out on Engaged Learning. The goal is to promote a dynamic, diverse environment that prepares students for the 21<sup>st</sup> Century, encourages innovation, incorporates leading technology, and utilizes best practices to promote academic excellence. Eight key strategies were identified to meet that goal. One of the strategies is to increase access by expanding online, hybrid, and offsite courses; enhancing flexible scheduling; and awarding prior learning credit. Another of the strategies mentioned by Trustee Costello is to create a personnel plan that ties new faculty positions to key strategic initiatives and budget priorities.

Trustee Chacon reported that one person will be in charge of a few of the strategies in order to complete them so there is more cohesion.

Vice Chair Bowen reported out on Student Achievement. Creating a First Year Experience Program is one of the goals of this group but there are a lot of questions around its design that still need to be answered. Mentoring was also discussed. The college has an OLLI mentoring program; students are also mentored by faculty and staff members. All of our students have different needs and it's wonderful that there are so many ways to reach out and support them.

Trustee Mirante reported out on Improved Infrastructure. The goal is to embark on major infrastructure improvements that use sustainable practices to modernize facilities, integrate advanced technologies, improve access, and create engaged learning spaces.

Over the last five years there have been many improvements to the college. Trustee Mirante mentioned a few that included: Hawthorne & Melville Renovation, Connector Building, Classroom Technology Upgrades, Turf Field, Adjunct Faculty Space, Additional Field Building Elevator, and the Parking and Hardscape.

Trustee Kiely reported on Advancing the Institution.

#### Key Strategies:

- Create a new branding and marketing campaign
  - New brand was created
  - Falcon Mascot
- Expand support through targeted fundraising, capital campaigns
  - Redesigned the annual appeal
  - Defined naming opportunities
  - Increased payroll deductions and alumni giving
  - Developed an impact report
- Strengthen research and assessment
  - Institutional Effectiveness is a centralized resource for gathering data
    - Created an online data request form
- Emphasize diversity as a campus priority involving the College community
  - Title IX focus
  - Berkshire Immigrant Stories
  - Expanded Inclusion Efforts
    - Gender-neutral bathrooms
    - Diversity & Inclusion Council
    - Conferences and Development Opportunities

- Evaluate and restructure the institutional organization to streamline functions, produce efficiencies
  - Reorganization in Student Affairs
  - Student Billing and Financial Aid merged
  - Reviewed fees of other community colleges for revenue opportunities
- Preserve and enhance financial strength

Recommendations of the committee:

- Diversity
- Examine budgets college-wide for resource sharing
- Continued assessment

Trustee Myers reported on Collaborative Partnerships. The strategic goal is to strengthen relationships with high schools, colleges, community organizations, business, and industry to provide experiential learning, seamless transfer, and career opportunities for students. The strategic outcome was for BCC to be better positioned as a key partner in regional development through advancing educational, cultural, and training opportunities, contributing to regional growth and prosperity by 2019.

Some incubator projects included: STEM Starter Academy videos, Physical Fitness Program/Club Sports, Experiential Educational Programs, and the Women's Center. One of the highlighted accomplishments was the Guardian Life Financial Literacy Program.

## 5. STUDENT TRUSTEE REPORT

Travis Costello reported the following.

The Student Government Association elected officers:

- President – Don Ross.
- Vice President – Raul Villalobos.
- Secretary – Monica Bliss.
- Treasurer – Ronny Brizen.

Students spoke with legislators on campus on topics including what is necessary for our students to be successful.

TRIO spent a weekend in Washington DC on a cultural event. 6 students and 2 staff members visited several museums, enjoyed some culturally diverse foods, and watched a play at the Kennedy Center.

I have been working with Tina and the SGA on recruiting students to join us in Boston on 10/23/19 for Community College Advocacy Day.

Students have been working with MassPirg on 2 Voter Registration Day events.

BCC housed the NEACAC College Fair with over 100 colleges represented, students volunteered at this event.

I have been working with Chuck Prescott who developed a forum designed to help students understand the NECHE process and to help prepare for the visiting team.

The Honors Program facilitated a luncheon that was attended by 6 students.

Students marched in the N. Adams fall foliage parade with BCC.

## 6. FOUNDATION BOARD TRUSTEE REPORT

Trustee Lori Kiely reported the following:

- Berkshire Healthcare Systems is a founding donor to a newly established endowment to support the needs of the Nursing and Allied Health programs. The endowment was seeded with a gift of \$25,000 and proceeds from the Harvest Run will go towards growing the endowment.
- This year's Harvest Run (5k race and 1-mile kids' race), which is a partnership with Berkshire Healthcare Systems, is being held on Saturday, October 19<sup>th</sup>. Everyone is encouraged to attend even if you're not a runner. There will be costumes, a booth decorating contest, food competition and more!
  - Currently seeking sponsors
- The One Stop was selected by the Commonwealth as one of six DCAMM projects. The project costs have escalated and the foundation has approved a request to use \$100K from annual funds to fund the backstop for this shortfall.
- This year's 40 Under Forty event will be held on March 26<sup>th</sup>. Requests for sponsorships will be approaching.

## 7. ALUMNI TRUSTEE REPORT

Trustee Melissa Myers reported on the following:

- Temporary Bylaws Subcommittee
- Executive Board Member meetings
- Volunteer time tracking
- New Board Member Partner Program
- Upcoming Events
- SGA Representative

## 8. SUBCOMMITTEE REPORTS

### a. Finance Committee

Trustee Mirante introduced VP Law to report on the FY20 final budget.

*Upon a motion duly made and seconded, it was VOTED unanimously to approve the Final FY20 Budget, including expenses in the amount of \$19,197,703, which are comprised of the following:*

State Appropriation	\$	12,004,229
General Purpose Trust Fund	\$	6,350,926
Lifelong Learning Trust Fund	\$	362,945
Designated Trust Fund	\$	151,343
Student Government Trust Fund	\$	68,260
Cafeteria Trust Fund	\$	260,000

9. OTHER BUSINESS

- a. Old - None.
- b. New - Jen Lyon, a BCC alumna representing the Berkshire Film Festival, asked to speak to the Board regarding the process of renting the Boland Theatre. Ms. Lyon asked that the two-week deadline for final headcount prior to the event be reviewed reconsidered.
- c. Upcoming Events - President Kennedy shared that the BCC Open House and Harvest Run were both on the same day this year, October 19<sup>th</sup>, and invited all to attend.

10. ADJOURNMENT

The meeting was adjourned at 6:18 PM. The next scheduled meeting will be held on December 3, 2019.

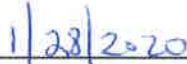
DATE: December 3, 2019

Respectfully submitted,

  
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Kim Brookman

Approved:

  
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Darlene Rodowicz, Board Chair

  
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Date