

A review of other community colleges and universities showed a two-prong approach: (1) manage last-minute students into Late Start Pathways, and (2) incentivize new students to register early. In the spring of 2019, Bristol will pilot Late Start Pathways for last-minute students. These pathways will include courses such as developmental Math and English, as well as the College Success Seminar. Late Start students will be able to take advantage of a payment plan, pending the processing for their financial aid, creating a later point of entry for adult students who may be referred from unemployment or transitional assistance services after the semester has begun.

Train Grant For Office Support Training

The Workforce Education Institute, in collaboration with Academic Services, is offering a 24-credit Office Support program for 25 students with a 3-credit, 45-hour internship, wraparound services and supports including career readiness, job placement support, meals and transportation. The Massachusetts Department of Higher Education funded \$174,000 to Bristol for this unique program that provides an expedited credit program with built-in intensive supports and career and work opportunities. The team is recruiting students through a communication campaign and information sessions to un- or under-employed adults who are new entrants to the workforce. At this time, the team is interviewing over 200 interested candidates for the 25 openings to ensure that requirements of the grant are fulfilled by these students. Requirements include full commitment to finishing the Office Support program, participating in the associated internship and engaging with the employment placement. The program begins January 9, 2019.

President Douglas provided a presentation on Key Performance Indicators. The following are some highlights:

KPIs are quantitative and qualitative measures used to review an organization's progress against its goals.

They provide insight on an organization that is both operational and strategic. Each unit of the organization should have its own KPIs to meet their distinct strategies.

Bristol should define its top KPIs to help us make better decisions and provide Trustees with an important governance tool.

KPI Dashboards

A KPI Dashboard is a simple visual display of the most important information that decision makers need to help them achieve objectives.

An operational dashboard allows us to check routine processes and outputs to ensure things are running smoothly and allows us to address issues.

A strategic dashboard looks to the future and seeks to identify obstacles and challenges that affect goal achievement.

Four Components of Effective Dashboard Design

1. Limit dashboard to a single screen.
2. Include only the most critical KPIs for achieving operational and strategic objectives.
3. Make it accessible to all who need it.
4. Design it so that it is easy to look at, navigate and understand. (We intend to use Tableau software to illustrate our dashboard.)

President Douglas presented Bristol's KPI Proposed Plan to the Board. This included adopting top KPIs (operational and strategic) based on data we can measure and compare with other Massachusetts community colleges and developing KPIs for each college unit that align with our new Title III grant outcomes and Strategic Plan (which ends in 2020). As we complete our next Strategic Plan, adopt new sets of "top" KPIs and "unit" KPIs that are both strategic and operational and enable us to measure our progress against the goals of our new Strategic Plan. Bristol's top Operational KPIs through 2020 are Enrollment and Degrees Awarded. Our top Strategic KPIs through 2020 are the following:

F. Report of the Facilities Committee

Trustee Anthony Sapienza, Chair of the Facilities Committee, gave the following report to the Board of the Facilities Committee meeting of November 5, 2018.

Davol Street Lease Update:

The college sent a letter to DCAMM requesting termination of our lease as of January 31, 2019. The DCAMM legal office is deciding on section 12 of the lease that allows us to terminate a lease based on financial necessity and loss of state appropriation. This will likely be denied and we will need to enforce the lease provision of 250 dedicated parking spaces and to adjust rent until it is resolved. This process has started.

This situation is requiring us to plan for ABE and Workforce programs to be relocated to Elsbree St

Bids are in and we plan to award this project to one contractor.

New Bedford Projects:

Bookstore – the bookstore will move in spring 2019 from the Star Store to Purchase Street.

Roof – the roof is in extremely poor condition and is well past its useful life expectancy. As the building is operated with a triple-net-lease, Bristol is responsible for all repair costs. The approximate cost to replace the entire roof would be approximately \$510,000. Funding has not been identified for this project and it can be done in up to four phases.

Naming requests from Foundation:

The Helen Marie Booth Brick area - the Facilities Committee unanimously approved the naming of the brick concourse area of the Jackson Arts Building for H.M. Booth. Ms. Booth was an instructor for over 25 years. She served on the Foundation Board for 8 years. Her total contributions to the Foundation were in excess of \$60,000.

The Loretta George Development Office - the Facilities Committee unanimously approved the naming of the Bristol Community College Development Office in honor of Loretta George. Loretta was a founding member of the Foundation in 1980. She served on the Board until 2013. In addition to her service, Miss George donated over \$100,000 in endowments to the Foundation. Her leadership was also instrumental in securing several significant gifts.

Trustee Sapienza said that the Facilities Committee requested the approval of the full Board for the two naming requests based on the recommendation of the Facilities Committee.

Upon a motion made by Trustee Baptista to approve the two naming requests and seconded by Trustee Silvia, it was

VOTED to approve the two naming requests.

Trustee Sapienza said the Committee discussed the New Bedford wind energy center. There are still many moving parts. The college and its consultant (Paul Vigeant) are routinely meeting with several major companies involved in the offshore wind industry.

G. Report of the AD HOC Committee (Bylaws Review)

Trustee Steven Torres, Chair of the AD HOC Committee, reported that the Committee
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