

**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.

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Outdated/Missing Technologies Not enough classrooms or labs.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

Increased Competition for Students

(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



He then shared sample mission statements from other institutions and well-known companies.

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
3. 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 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

:

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.