



Board Chair Walczak also spoke briefly about the upcoming Association of Community College Trustees (ACCT) Leadership Congress taking place in Las Vegas on September 25-28. Board Chair Walczak, Trustee Guild, Student Trustee Do and President Eddinger will be in attendance.

There was discussion about the membership of the Audit and Finance Committee. With the expiration of the terms of former Trustees Walker and Melay, Trustee Young is now the only member of the Audit and Finance Committee. Two members of the Board will need to be appointed to this Committee. Trustee Holzer said he would be willing to join the Audit and Finance Committee. Board Chair Walczak will bring Audit and Finance Committee membership to the Board of Trustees meeting of September 18, 2017.

#### **IV. PRESIDENT'S REPORT**

***Board Self-Evaluation:*** President Eddinger provided a summary of the results of the Board Self-Evaluation conducted earlier this year. Reminding Trustees that Board assessment is required as part of the College's accreditation, she gave an overview of the major outcomes of the Board Self-Evaluation, which were summarized in the distributed document "Board of Trustees Self-Evaluation Summary 2017: June 21, 2017."

There was discussion about whether meetings of the Board should be recorded. Board Chair Walczak asked if there have been any requests in the past for recordings of Board meetings. There was also question as to whether recording Board meetings would impede discussion.

There was discussion about whether Board meeting materials should be provided prior to meetings both in hard copy (via FedEx) and electronically (via email). After discussion, there was consensus that, in the future, materials will be provided electronically (via email) prior to the meetings, and materials will be available in hard copy at the meeting. Board materials will no longer be provided via FedEx.

Other topics discussed included the provision of press releases to Board members; communication between meetings; conflict of interest policy; presidential evaluation process; mentorship of the Student Trustee; and sufficient communication re: financial status.

In response to the comment re: the conflict of interest policy, President Eddinger said that conflict of interest reporting is a Commonwealth of Massachusetts policy, not College policy. Re: presidential evaluation process, President Eddinger said she could provide a recap of the process with Board members before the next evaluation cycle. Board Chair Walczak said the membership of the Presidential Evaluation Committee will rotate in the future, allowing interested Board members to serve as part of the process.

President Eddinger said she is most concerned about comments re: the availability of sufficient communication re: financial status. It was agreed that concerns about this should be forwarded to Board Chair Walczak.

***Debrief on Visit from Senator Warren's Director of Education Policy, Josh Delaney:*** President Eddinger provided an update about the recent campus visit of Josh Delaney, the Director of Education for Senator Elizabeth Warren's Office. During the visit, we had

the opportunity to inform him about the College's important initiatives on hunger and homelessness; dual enrollment/early college pathways; and open education resources (OER). Mr. Delaney said he will consider possible related policy initiatives.

During the conversation, Mr. Delaney informed us that Senator Warren's agenda will include summer Pell grant; Deferred Action for Childhood Arrivals (DACA); and the reauthorization of the Higher Education Act.

***Student Expression Policy:*** President Eddinger discussed a number of student policies that are being developed. Included in a document distributed to Board members, these draft policies are:

1. Policy for Student Club Recognition
2. Policy on Student Expression
3. Policy on Guest Speakers
4. Policy on Fundraising and Solicitation

Since development of College policy is delegated to the President, the Board will not be required to vote on the policies presented. President Eddinger, however, wanted to make sure that Board members are fully apprised of the development of these policies.

We must uphold the First Amendment, but we can have policies in place that regulate how this is done without necessarily implying agreement or acceptance of viewpoints, without allowing the incitement of violence or unrest/disruption, and while always maintaining a safe learning environment for our students and employees. Associate Provost Clea Andreadis provided an overview of club formation and recognition. There was opportunity for discussion and Q&A. These policies have been reviewed by legal counsel and will be considered by all community colleges in Massachusetts. President Eddinger asked Board members to forward any comments about these policies to Executive Assistant Hallsmith.

***BHCC Strategic Plan Outline and Department of Higher Education Approval Process:*** President Eddinger introduced Associate Dean Liya Escalera and asked her to provide an overview of the College's strategic plan and to describe the approval process of the Commonwealth of Massachusetts Department of Higher Education.

Referring to two documents distributed to Board members ("Outline of BHCC Strategic Plan 2017-2023: June 10, 2017" and "BHCC College-Wide Strategic Goals-DRAFT"), Associate Dean Escalera presented:

1. Purpose of Strategic Planning
2. Process of Strategic and Associated Planning
3. Activities and Sources Informing Planning
4. Timeline
5. Vision, Mission and Values
6. Environmental Scans
7. Strategic Goals
8. Assessment

Associate Dean Escalera described the requirements of the Department of Higher Education. The process includes three phases and we currently are in Phase 1, touch

point 2. When we met with Commissioner of Higher Education Carlos Santiago, we were informed that our process is reciprocal with State goals.

The strategic goals outlined in the DRAFT document “BHCC College-Wide Strategic Goals” include:

1. Foster Student Success
2. Strengthen Career, Transfer and Workforce Readiness
3. Advance Diversity, Inclusion and Equity
4. Build Partnerships and Pathways
5. Develop the College’s Infrastructure

President Eddinger said that she and Associate Dean Escalera will meet soon with the Department of Higher Education Strategic Planning Subcommittee. We are inculcating strategic thinking into our organizational culture, not just strategic planning. This is our continuous improvement process.

***Budget Update:*** President Eddinger asked Vice President Pitcher and Associate Vice President Jeff Ginsberg to present the Budget Update. Vice President Pitcher and Associate Vice President Ginsberg presented “FY18 Final Budget Presentation and Fee Recommendation.”

Status of FY 17 Budget: We ended FY 17 with a \$3.7 million surplus. This was due to additional tuition and fees revenue of \$2.6 million, supplemental appropriation of \$600,000, other net revenue of (\$100,000), for a net revenue of \$3,100,000; under expenditures, unfilled budgeted positions ended at \$2 million, operational efficiencies at \$600,000, and IT efficiencies at \$500,000.

Recommendation of Proposed Fee Increases: The recommendation presented was to increase the high cost course fee from \$35 to \$50 per credit, i.e., a \$15 per credit increase. There was also a recommendation to increase the general course fees from \$176 per credit to \$186 per credit, i.e., a \$10 per credit increase. The recommendation is to implement a \$20 per credit increase over two years. There was discussion about the budget implication of these proposed increases.

Vice President Pitcher and Associate Vice President Ginsberg also provided an overview of FY18 Projected Total Tuition and Fees vs FTE; FY06-FY18 Cost Per FTE: State Support vs. Student Support; and, a comparison of the cost of attending BHCC compared to other colleges and universities in Massachusetts (How Much Does it Cost to Attend BHCC?). The recommended fee increases would still result in the College having the lowest level of fees in the Commonwealth.

Review of FY18 Budget: Sources of revenue are expected to be Tuition and Fees (\$50,100,000); State Appropriation (\$25,900,000); Grants (\$7,300,000); Other Revenue (\$5,500,000), for total revenue of \$88,800,000.

Expenditures by function are expected to be Instructional Personnel (\$26,500,000); Support Personnel (\$26,700,000); Operational Expenses (\$6,200,000); Facilities (\$12,900,000); Information Technology (\$6,800,000); Instructional Expenses (\$2,400,000); and Grants (\$7,300,000), for total expenses of \$88,800,000.

FY18 Budget Assumptions include an FY18 Baseline Budget (Budget Surplus from FY17) of \$3.7 million, net revenue of \$900,000, and net expenditures of \$4.6 million, resulting in a projected ending budget deficit of \$0.

Financial Health/Analysis of Reserves: With a total net position as of 6/30/17 (\$39,785,721), investment in capital assets (-\$30,548,047), net unrestricted assets (\$9,237,674), and a net pension liability (GASB 68) \$9,915,602, our net position as of 6/30/17 is \$19,153,276 (% of operating budget = 22%). Projected net position on 6/30/18 is \$19,153,276 (% of operating budget = 22%). This is a healthy financial position for the College.

## **V. EXPENDITURE APPROVALS**

The meeting was not attended by a quorum of the Board of Trustees; therefore, there was no action taken on expenditure approvals. These will be taken under consideration at the Board of Trustees meeting scheduled on September 18, 2017.

## **VI. ADJOURNMENT**

**ACTION:** Moved by Young; Seconded by Chang.”  
To adjourn the meeting.

The Motion Passed unanimously.

The meeting adjourned at 7:45 p.m.