

Meeting Minutes

NSCC

Board of Trustees

Tuesday, October 17, 2023, 5:00pm - 7:00pm

Lynn Board Room LS328 and Zoom

In Attendance

Maria Vega-Viera, Marissa Vaillancourt

Zoom Attendees

J.D. LaRock, Andrea Gayle-Bennett, AnhDao Tran-Moseman, Francesca Purcell, Richard Yagjian, Michael Pollack, Rosario Ubiera-Minaya

Additional Attendees

William Heineman, Jill Palermo, Laurie LaChapelle, Kathryn Nielsen, Linda Brantley, Torrey Dukes, Jennifer Mezquita, Jan Forsstrom, Tim Johnson, Andrea DeFusco-Sullivan, Kim Stevens, Lisa Altomari, Dennis Abbruzzese, Josiah Bourgeois

1. 5:00pm Call to Order

Chair LaRock called the meeting to order at 5:02 pm.

2. 5:05pm New Members of the North Shore Community

President Heineman read names, titles and departments of new employees at NSCC. New employees who were present were invited to introduce themselves.

3. 5:10pm Public Comments

There were no public comments

4. 5:15pm Student Trustee Report- Doc: 6 FY2024

Trustee Vaillancourt reported on student food insecurity at NSCC. Trustee Vaillancourt outlined a bill called the Hunger Free Campus Initiative. NSCC has been a strong supporter of this bill. She requested support from the Trustees. Trustee Yagjian and Chair LaRock agreed the Board should write a letter of support for this bill to the legislature. President Heineman pointed out that all the MA Community College Presidents are also in support of passing this bill and addressing the issue locally in their communities. Chair LaRock, President Heineman, and Trustee Vaillancourt will draft a letter of support and distribute to the remainder of the Board for approval.

Trustee Vaillancourt also reported that the 2 factor authentication required to log into a NSCC account is an ongoing issue for students. Realizing that Cyber Security Insurance is needed and that 2 factor authentication is usually a requirement to secure this, she asked if there could be

another option for students to deal with multi factor authentication that would alleviate the need for students, especially, to be required to have more than one device. VP Forsstrom offered to speak to the IT Department to figure out what alternatives might be available for students.

5. 5:25 pm Education Report- Doc: 7 FY2024

Dr. Altomari, Professor and Chair of the English Department, presented the Education Report with support from Kim Stevens. After examining CMP 101 student learning outcomes as well as feedback received at a professional day panel where BIPOC students spoke frankly about their experiences at NSCC, the Department felt strongly that they should rethink the assessment piece to address the equity concerns raised in the professional day panel and the equity gaps in course pass rates:

12.8% equity gap between BIPOC students (50.1% passing)
and white students (62.9% passing) enrolled in CMP 101

a survey was developed to go out to all NSCC Comp 101 Students. An outstanding respond rate of 30% was achieved. The goals of the survey were;

- to get a sense of the challenges that students faced completing the course,
- to identify the support the students received from their instructors, and
- to learn about the needs of specific racial student populations.

Survey Takeaways are;

- Recommendation: Look for opportunities to emphasize “utility value” (Eccles et al., 1983) of assignments and activities (e.g., how they will help students meet personal and professional goals)
- Resources: Use authentic assessments connected to real world skill development; Explain the specific skills students will develop in each assignment/activity and include reflection activities for students to connect learning to their lived experience (Singer-Freeman & Bastone, 2019)

Trustee Purcell applauded the survey and use of the outcomes. She pointed out that this is an example of assessment at its finest. She also asked how we are working with the Comp 101 Faculty to get them all on board. Professor Altomari pointed out that working with adjuncts is especially challenging. She also noted that professional development around the use of *ALLY* is being looked at as a way of getting folks to buy in. *ALLY* is a feature in Blackboard that will translate all assignments and work into different languages to support students who speak languages other than English. Trustee Vega-Viera asked how the English Department might reach out to the students who did NOT want to participate in the survey. The English Department considered reaching out to students who received a C or lower however they need to figure out a way to reach out to and get feedback from these students.

President Heineman applauded the work of the faculty who worked on the survey and noted its potential usefulness to other departments, like Math. Provost Mezquita pointed out that this work is not siloed and can be used across the college.

6. 5:45pm Chair’s Report

- a. Review minutes of 9/19/23 meeting: Doc: 8 FY2024

Chair LaRock asked if there were any corrections or edits to the minutes of 9/19/23. Hearing none he then asked for a consensus motion to approve the minutes of 9/19/23.

*Motion 24:03 to accept the minutes of 9/19/23

Move: Trustee Vega-Viera Second: Trustee Tran-Moseman
Motion Passed

b. Finance Committee:

i. Review of FY24 Q1 results Doc: 9 FY2024

Vice President Forsstrom informed the Board that we have had an increase in revenue so for this fiscal year. Revenue is up thanks to enrollment and the tuition and fees that are a result of increased enrollment numbers. She offered her congratulations for all the hard work that has contributed to this revenue increase. VP Forsstrom also noted that wages are down a little. The collective bargaining agreement has not been implemented yet and there are some open positions resulting in this line being lower. Spending is at 20% of the budget right now, a quarter way through the year. Spending would usually be at 25% at this point in the year. She noted that HEERF Funding is completed. The college will not receive any more funding through this source.

c. Review of FY24 Presidential Goals Doc: 10 FY2024

President Heineman presented proposed President Goals for him for FY24. The overall goal for FY24 is to deepen and broaden community partnerships, improve on the consistency and equity of student academic outcomes, increase enrollment, and further solidify NSCC's financial position.

President Heineman outlined the work proposed at the college to deepen and broaden community partnerships:

- Merge the External & Public Relations and Marketing Communications offices and hire a new Senior Executive Director of Communications to lead them; create a newsletter targeted to Employers and Community Based Organizations to promote partnerships and develop a strategy for bi-lingual marketing and communications at the college
- Establish a Strategic Employer Relations Division at the college, which will serve as a one-stop shop for all employer interactions and partnerships with NSCC, and hire an Assistant Vice President of Strategic Employer Relations to lead an expansion of employer partnerships
- Prioritize partnerships with CBOs to meet the most urgent non-academic needs of students
- Partner with the NSCC Foundation to raise at least \$600,000 for scholarships, the Visionary Fund, unrestricted funds and endowment growth through private donors
- Launch a New Alumni Program, engaging alumni with multiple strategies to support the success of current students, and create a staff position dedicated to the work

The work proposed for FY24 as part of the Presidential Goals to **Eliminate Equity Gaps** is outlined below:

- Reduce the equity gap in fall to fall retention this year for new Hispanic students to one percentage point from a two-percentage point gap compared to all students last year (because we are also projecting an increase in the overall retention rate, this will require an improvement in the new Hispanic student retention rate of six percentage points)
- Reduce the equity gap in fall semester course completion from 7 percentage points last year for Hispanic students compared to all students to 5 percentage points this year. Reduce the equity gap in fall semester course completion from 6 percentage points last year for Black Students compared to all students to 5 percentage points this year
- Raise the Fall 2023 course completion rate (grade of C or higher) for Early College students to 78% from 74% in Fall 2022
- Open at least three new Associate Degree pathways on the Lynn Campus, to include Finance, Accounting, and Marketing (under the Business Administration Transfer Degree)
- Support Faculty Academy professional development (on Pedagogy of Real Talk) by working with the current eight participants to recruit additional instructors and provide financial and technical support for further equity-based education activities
- Perform an audit of college wide professional development to assess alignment with the strategic plan and particularly with its social justice priority
- Analyze results of last spring's campus climate survey and pick the area of most concern related to social justice to develop and launch a strategy to address
- Assess results of first two years of equity-based component of academic program review process and make recommendations for revisions, improvements
- Launch new inclusive employee search process handbook to assist in cultivating a diverse workforce

The Enrollment Goals set forth for the President in FY24 are aimed at continuing to expand the student body, particularly by capitalizing on Early College and the state's new MassReconnect Program in the specific ways listed below:

- Raise fall 2024 enrollment in credits by at least 7.5% (from 38,141 in fall 2023) to 41,040
- Raise fall 2024 Early College enrollment by 15% (from 937 to 1075)
- Raise fall 2024 enrollment for adult students (25 and older) by 15% (to 2025 compared to 1763 in fall 2023)
- Create a comprehensive framework for the one-stop enrollment/welcome center to streamline the student enrollment process
- Complete standardization of the academic course schedule as a first step in reforming scheduling practices to better meet student needs

The Business Goals for FY 24 include Strengthening the college's financial position by replacing federal COVID aid with increased enrollment revenue, investing in the strategic plan priorities and physical plant, and assessing resource allocations to academic programs:

- Increase credit and non-credit tuition and fee revenue for the first time since 2020 and at a minimum meet the projected FY24 budget figure of \$21,405,919 (a 2.3% increase in revenue)
- Invest up to \$2 million in reserves to fund the second annual tactical plan of the NSCC strategic plan and develop financial support for the third annual tactical plan
- Complete an academic program portfolio review (program audit) to assure NSCC is offering the programs most aligned with regional needs, to determine where and how to reallocate resources, and to assure the college has the sustainable financial capacity to support a thriving suite of certificate and associate degree pathways in the 2020s
- Establish baseline costs of Capital projects (FY24) and estimate the gap for funding for such projects in FY25-27, and then establish non-state resource and fundraising goals for capital adaptation and renewal aspects of strategic plan

Lastly, President Heineman outlined the **Organizational and Operational Goals** for FY24 to include:

- Draft an Interim (5th Year) Report for the New England Commission on Higher Education to ensure ongoing accreditation for NSCC
- Support the College Forum internal governance system through its reform process and leadership change to ensure broad employee participation
- Conduct a salary analysis for Nursing faculty and adjust salaries as necessary to align with conditions in the field and competitive pressures
- Expand Committee for Appreciation Recognition and Engagement (CARE) Team activities to recognize staff and faculty innovation, contributions, and service
- Conduct an evaluation of the college's grant portfolio and processes and implement recommendations to assure their alignment with the strategic plan and business plan

President Heineman pointed out that the goals for FY24 are more institutional goals as opposed to personal goals.

Trustee Tran-Moseman asked, "Do you think the goals are stretched or realistic? Are we being ambitious enough yet keeping them achievable?"

President Heineman answered that it is always a balancing act. He believes his team is more proficient, working well together and has a good sense of what is achievable.

Chair LaRock, asked about the pace of achieving the equity goals. President Heineman expressed the ambition of this goal is realistic given the work that has already been done.

Trustee Tran-Moseman mentioned that our faculty are under paid and that many private sector companies as well as larger private higher ed institutions are paying more. President Heineman pointed out that the salary differential for all faculty needs to be addressed. But that the college needs to be careful when looking at particular departments for pay increases. However, when the community is put in danger due to this it is imperative for the college to look closer.

Trustee Tran-Moseman suggested the Board come up with some kind of *Trustee Award or Recognition* for the CARES team to give out to an employee of NSCC on a yearly basis. Chair LaRock and President Heineman both support this idea.

It was noted that the Department of Higher Ed has guidelines for the Presidential Evaluation process. A comprehensive evaluation needs to be done this year as President Heineman is in his 3rd year of presidency. Surveying faculty and staff or 360 reviews might be considered for this process. President Heineman has a call into the Commissioner of Higher Ed to discuss these parameters. He will update the Board accordingly. The Board will expand the pool of people they interview as part of the Presidential Evaluation process. Chair LaRock invited board members, especially those who have not participated before, to join him on the Evaluation Team.

*Motion 24:04 to approve FY24 Presidential Goals

Moved: Trustee Gayle-Bennett

Second: Trustee Tran-Moseman

Motion passed

7. 6:20pm President's Report

a. Fall 2023 Enrollment Report Doc: 11 FY2024

Provost Mezquita delivered good news on the NSCC Enrollment Goals. The numbers are up across the summer and fall enrollment cycles. Fall enrollment, as of our census date, is up as well. As of the census date the overall student population is up by 370 students or +8.4% compared to the same day last year. Overall credits are up by +5.7% from last year as well. Provost Mezquita pointed out that in growing our new student population we also grow our continuing students as new students turn into continuing students. We will be keeping an eye on these students as well as inactive students. With MassReconnect this group could grow as well.

Provost Mezquita reported that the Lynn Public Schools Direct Admission Program is a success!

- We increased this population by 13%.
- The revenue brought in by this group was \$342,613
- The Motimatic initiative yielded 151 students who enrolled in over 1000 credits and the revenue brought in from this group is \$188,659.
- EdAmerica worked with us to help get a 38% yield from a list of 1000 students. NSCC had the highest yield of all the 15 colleges.

Provost Mezquita also pointed out that \$550,899 of the \$700,000 we were given for MassReconnect has been dispersed to students through the MassReconnect Program. We are on track to spend the entire 700k.

Provost Mezquita gave an update on the status of the Nursing Scholarship Program for Fall 2023:

NSCC Eligible Programs

- Nurse Education (Associates of Science), 120 students enrolled
- Practical Nursing (Certificate), 42 students enrolled

Nursing Student Enrollment

- 162 eligible students
- 114 FAFSA completed
- 48 students awarded
- \$106,759 awarded

b. Academic Program Portfolio Review Process Doc:12 FY2024

We are looking to assure we align our academic programs with the community needs. Grays Associates will be working with us to analyze our data and compare this to the needs of the region(s). This will help us evaluate the support our programs provide to the greater community needs. They will conduct an analysis that examines an array of factors that influence our programs including?

- Courses
- Program
- Enrollment
- Completions
- Student charges
- Personnel costs
- Program/department costs
- Contribution (revenue - cost)

This work will help us determine what programs we should start, grow, fix, sustain and/or pause. We have a 3 year contract with Grays Associates.

Chair LaRock asked when we might expect an update on the plan that comes out of the Grays Associate work. The Program Evaluation Timeline was shared:

- Fall 2023-Data gathering and training
- Winter 2024- Academic deans and faculty finalize recommendation
- Spring 2024- Present recommendations to Cabinet and Board of Trustees
- Summer 2024- Implement recommendations

8. 6:50pm Other Business

President Heineman mentioned ACCT will be hosting their National Legislative Summit in February in Washington DC. There is time for conference session and time on Capitol Hill to meet with Legislators and Representatives and promote NSCC and its needs. Both Chair LaRock and Co-Chair Viera Vega spoke highly of the conference and encouraged others to attend if they are able.

9. 7:00pm Adjournment

Chair LaRock adjourned the meeting at 6:54pm.