Draft Minutes
NSCC Board of Trustees
Tuesday, November 18, 2025, 5:00pm - 7:00pm
Danvers Campus, Berry Building Room DB 103

In Person Attendees-President Bill Heineman, Trustee Barbara Heinemann, VP of Administration and Finance Jan Forsstrom, Senior Executive Officer Kathryn Nielsen, AVP Of Strategic Employer Relations Jenn Price, Provost Chris Bednar, Dean of Enrollment Jason Marsala, Strategic Project Manager for the President Kristine Goodwin, AVP of Strategic Finance Eileen Gerenz, Executive Director of Institutional Research Melisssa Christensen, Media Technical Support Niko Giokas, Director of Student Experience Systems and Applications Allissa Flint-Kummel, Assistant Dean of Academic and Student Development Amanda Dooling, Former Board Chair JD LaRock and his wife Cristina, Staff Associate to the Provost Stephanie Riccardi

Zoom Attendees-Trustee Andrea Gayle Bennett, Trustee Christine Danjou, Student Trustee Dominic Tolentino, Trustee Rosario Ubiera-Minaya, Vice Chair Francesca Purcell, MCCC Chapter President Torrey Dukes

1. **5:00pm Call to Order**
   Vice Chair Purcell called the meeting to order at 5:05pm.

2. **5:05pm Introduction of New Members of the North Shore Community**
   There were no new community member introductions.

3. **5:10pm Public Comment**s
   There were no public comments.

4. **5:20pm Student Trustee Report: Student Involvement**
   Trustee Tolentino gave an update on SGA's fall semester activities, including events and initiatives from this fall and those upcoming.
   - Recent and upcoming events include the Halloween Costume Party, Community College Student Leadership Association Conference, First Gen Summit, Deck The Halls, and Game Club.
   - Ongoing Initiatives include Community Hour Events (regular weekly events providing opportunities for students to meet and connect with new peers) and Student Survey

Review (reviewing last year's results to identify key student issues and plan focus groups).

  - Trustees emphasized the importance of engaging students through focus groups, maintaining communication, and connecting them with appropriate resources. It was noted that if immediate solutions are not available, students will be informed that the issue is being addressed and contact will be maintained.

5. 5:30pm Education Report: The Power of Navigate

Assistant Dean of Academic and Student Development Amanda Dooling and Director of Student Experience Systems and Applications Allissa Flint-Kummel outlined how Navigate360 enhances student pathways through timely support, with the goal of reaching the students who need it most.

- Overview on Coordinated Care - The SOS Team, launched last year, provides timely, wraparound support, demonstrating that personalized, data-driven outreach can impact outcomes.
- Guided Navigation Updates - The strategy is shifting to proactive guidance through mapped student pathways (Journeys, Academic Plans, and Hand Raises).
- There was a 9% increase in Fall to Fall retention for students who used Navigate appointments and 92% of Fall 2025 students registered through their Academic Plan.
- Tools like Hand Raise empower students to self-advocate for assistance, while Journeys break down complex processes into clear, sequential steps.
  - Director Flint-Kummel provided a student-perspective walkthrough of a transfer journey in Navigate.
  - It was noted that 15 students have already completed Step 1 since the Journey tool launched two months ago, and 25 students have completed the Multi-Language Journey.
- Student Trustee Tolentino confirmed that registration is effective through the platform.

6. 5:55pm Chair's Report

a. Review minutes of 10/21/25 meeting

*Motion 26:13 to accept the minutes of 10/21/25
Motion: Trustee Gayle-Bennett Second: Trustee Heinemann
Motion Passed

b. Finance Committee Update

1) FY26 1st Quarter Update: Q1 Financial Statement; CTWM Investment Presentation; Q1 Flux Analysis

AVP of Strategic Finance Eileen Gerenz provided updates on College finances and investments.

  - Enrollment and tuition/fees are up, Q1 budget is on track, and net income and new positions were highlighted.

- Cambridge Trust Wealth Management portfolio results are on target with benchmarks.
  - Discussed a 50/50 fixed income/equities allocation, outlining current strategies in both areas in light of the economic outlook.
  - Noted plans to engage with the Finance Committee in the spring and reported an overall positive experience with the wealth management team.
    - Trustees requested context on the College's investment strategy, including risk tolerance, cash needs, and rebalancing frequency. AVP Gerenz and VP Forsstrom explained that investments are monitored regularly, with rebalancing occurring a couple times per year and adjustments made to anticipate large financial needs.

*Motion 26:14 to accept FY26 1st Quarter Update
Motion: Trustee Danjou Second: Trustee Heinemann
Motion Passed

7. 6:25pm President's Report

a. Strategic Plan Metrics Update

Executive Director of Institutional Research Melisssa Christensen provided an update on student metrics with a special focus on equity, covering enrollment, Early College, course success, retention, completion and awards, and post-completion transfer outcomes. It was noted that the remaining time in the current plan will be used to maximize progress toward originally set goals, that it is important to take stock and adjust as needed, and that consideration should be given to the timing for starting the next strategic plan. Highlights included:

- Total headcount increased 53.5% from Fall 2022 to Fall 2025, largely driven by a 173.6% rise in Early College enrollment as well as the Free Community College initiative; Hispanic or Latino students are now the largest enrollment group.
- Overall metrics show positive trends, including gains in course success rates and first-year retention.
- Efforts toward the strategic goal of 40% equity gap closure by 2025 are ongoing, with a long-term goal of 100% closure by 2027.
- Current gaps are being examined, including outcomes for Black/African American students, with deeper analysis to be shared in a future update.
- Challenges include disparities in Fall 2024 student-to-staff and student-to-faculty ratios, as well as ongoing hiring difficulties.
- Approximately 40% of graduates continue their education at another institution.
- Trustees inquired about how the metrics compare to other Massachusetts community colleges and the strategies used to achieve current results and support future progress. Exec. Dir. Christensen noted that comparable

statewide data is available and indicates the College is above average, and highlighted the use of Navigate to support gap closure and the RISE program serving Black/African American students.
- President Heineman noted good progress but emphasized the need to continue working toward 2027 goals; this will shape next year's tactical planning, especially given a potentially challenging budget year.

b. Impact of Federal Actions on NSCC Update

President Heineman provided an update on federal policy changes, including potential impacts on staffing, financial aid processes, accreditation, and related higher education initiatives.

- No changes to numbers or funding actions since last month; no new policies implemented.
- Important considerations include continued staff reductions, financial aid delays (affecting NSCC program launches), and TRIO grant support.
- Awaiting DOE accreditation committee meeting; current policy documents outline assertive expectations for how accreditation should be applied to college campuses.
- Trustees discussed reviewing federal policy documents, potential deeper discussion, and professional development opportunities; NSCC's next accreditation vote is 2029.

c. Honoring Former Board Chair JD LaRock

Former Chair LaRock joined the meeting for recognition. A tribute video from BHE Chair Chris Gabrieli was presented, and remarks were shared by Chair Vega, Trustee Purcell, and President Heineman, who also conveyed well wishes from State Representative Sean Reid. Trustees expressed appreciation for Former Chair LaRock's leadership and contributions, and he received a certificate and commemorative chair while sharing reflections on his service and accomplishments.

8. 6:55pm Other Business

There was no other business.

9. 7:00pm Adjournment

Vice Chair Purcell adjourned the meeting at 7:08pm.