Chair LaRock called the meeting to order at 2:32pm.

Chair LaRock outlined three framing points of discussion to include the Parthenon analysis, enrollment and leadership.

Chair LaRock shared the Parthenon analysis of NSCC, which validated that the budget was well balanced by holding costs in check and making moderate increases to student fees. NSCC is in the upper tier of working cash position in comparison to peers. This was achieved through cost cutting and passing some costs to students. Chair LaRock reported concern as to how much longer those strategies will be effective in the face of enrollment challenges.

Trustees discussed the following:

- Unsustainability of the current trajectory
- Immediate strategies and long-term reimagining
- Specific action plans
- Marketing
- Return on capital investment
- Impact of the quality of education
- Online learning challenges
- Upscaling the workforce with a digital skill set
- Supporting students in an online environment
- Community partners, including employers, beginning with healthcare
- Risk taking
- Partnering with best in class online institutions
- Mergers with other institutions
- State leadership and support of innovation that includes union leadership and investment of college staff in the process

Anhdao Tran-Moseman left the meeting at 3:37pm

There was broad consensus that now is the time to depart from established strategies by taking calculated risks, exploring partnerships and mergers, while engaging state leadership and the college community.
Miranda Gualtieri left the meeting at 4:00pm.

Trustees moved on to a discussion of leadership.

The meeting was adjourned at 4:32pm.