



NSCC

Board of Trustees

Meeting Minutes

Tuesday, February 13, 2023, 5:00pm - 7:00pm

Zoom due to weather

In Attendance

J.D. LaRock, Andrea Gayle-Bennett, Barbara Heineman, Joseph Riley, AnhDao Tran-Moseman, Maria Vega-Viera, Marissa Vaillancourt, Francesca Purcell, Michael Pollack, Rosario Ubiera-Minaya

President Heineman, Jill Palermo, Jennifer Mezquita, Janice Forsstrom, Jason Marsala, Timothy Johnson, Eileen Gerenz, Laurie LaChapelle, Christopher Bednar, Torrey Dukes, Janet Burt, Sharon Zajac, and over 70 other faculty and staff members

1. 5:00pm Call to Order

Chair LaRock called the meeting to order at 5:03pm.

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

Torrey Dukes, NSCC-PA (MCCC) President, requested to speak- she announced that, The NSCC-PA (MCCC) held an emergency meeting and passed a vote of No Confidence (94 voting in favor, 3 abstaining) Stating:

“It is resolved that the Faculty and Professional Staff of North Shore Community College, represented by the MCCC Union, have no confidence in President William Heineman and Provost Jennifer Mezquita. The Faculty and Professional Staff unequivocally state that the business of the college is academics and student academic success. By their actions and inactions, President Heineman and Provost Mezquita have demonstrated that the academic life of our college and the success of our students does not have their full support. “

Torrey noted that, the college has no one running Academic Affairs-and that the union does not have confidence that the academic deans have the support they need. She noted that Academics Affairs is not represented in the President’s Cabinet or in the upper administration. Chair LaRock responded that President Heineman has spoken to him about the situation however he declined to comment stating that, this public platform is not the place to elaborate

further on the topic.

With the strong turnout from the college community Chair LaRock acknowledged and conveyed his respect that the community has expressed their concerns. He has requested a follow-up meeting with Torrey Dukes and Sara Hilinski to discuss the issue further. Chair LaRock has expressed the board's continued support for President Heineman and Provost Mezquita.

4. 5:15pm New Student Trustee Report

Student Trustee Vaillancourt spoke about her trip to the ACCT Legislative Summit-she expressed her thanks to the Trustees for encouraging her to go to the Legislative Summit. She learned a lot and gained knowledge, confidence, and experience by attending. Trustee Vaillancourt met Senator Elizabeth Warren, who commended her when she found out that Trustee Vaillancourt is a substitute teacher-Trustee Vaillancourt will remember the compliment forever. Trustee Vaillancourt also credited her experience in the TRiO program for helping her gain the confidence to attend the summit. A notable highlight from the Summit for Trustee Vaillancourt was being in the House of Representatives while they were debating. She was also excited to meet other College Presidents along with other community college students.

Trustee Vaillancourt closed out her report with an update that the Hunger Free campaign bill was redrafted and includes a hire to oversee this initiative. There will be a briefing at the State House on the bill that Trustee Vaillancourt will attend.

5. 5:25pm Education Report: Liberal Studies Program/Bilingual Degree: Doc 16 FY2024

Dean Chris Bednar presented a high-level overview of the Liberal Studies Division. He reviewed the structure of the division:

- Liberal Studies is the largest division at the college.
- Nearly ½ of the credits taken at NSCC were taken in Liberal Studies.
- 65% of enrolled NSCC Students registered for a Liberal Studies course.

The Strategic Plan Priorities the Liberal Studies Division is focusing on are:

- Academic Innovation
- Social Justice/access & equity for the division
- Transformative and future focused environment for students

Dean Bednar's report focused on how Liberal Studies is working toward the goals of the college. He outlined the work being done in the division to achieve the following Liberal Studies Strategic Plan Deliverables:

- Multiple Measure Placement
- Early College and FDCA
- Multilingual Access: ESL/Dual Language
- Part of Term, Block Scheduling, and Modalities
- Transfer/DHE Remapping

Multiple Measures

Dean Bednar reviewed the use of placement test scores and how Multiple Measures can be used to hone in on those misplacement errors that have been found with standardized testing

alone-such as Accuplacer or Compass testing. Dean Bednar pointed out that the Liberal Studies division has been using multiple measures since 2016. Taking the high school grades that a student earned and using those as benchmarks to place into their college level courses. Students can always take the Accuplacer in addition to using multiple measures for placement into their courses. The state was also using HS GPAs to place students into their courses. NSCC participated as one of the state's leads to benchmark placement of students. He noted that this is a very dynamic research area. The Liberal Studies Division worked with the Lynn Public Schools to refine these measures. Then expanded the use of Multiple Measures to all high school students in Massachusetts. We are seeing so much success in Massachusetts and across the country. This should also result in more overall success for students.

Early College

Dean Bednar highlighted the successes of both the Early College Program and of the Frederick Douglass Collegiate Academy students along with the program itself. These students should have an Associated Degree in Liberal Studies by the time they graduate from Frederick Douglass Collegiate Academy High School. Dean Bednar shared that the 9th and 10th grade cohorts in the Fall of 2023 had a 90% credit completion rate. The Early College program offered 51 class sections in the Fall of 2023 and served 876 students who took 3,129 credits in the Fall of 2023.

ESL & Dual Language

Significant work has been completed at NSCC with the ESL and Dual Language Program over the years. Breaking down barriers such as the number of times a student is required to come to campus to get enrolled in a class. Liz Paz, Director of ESL Navigation, has helped lead the way on these initiatives. We have connections between our credit and noncredit ESOL classes. Students can now take their upper level ESOL classes and apply them toward their degree. This in turn greatly enhances the student's overall ability to succeed. A unique opportunity for our students is our Dual Language program. This is class instruction in multiple languages. NSCC has sought to replicate this in the Liberal Studies division. By teaching in this manner, it allows students to capitalize on their linguistic skills. This model is an asset-based framework as opposed to a deficit-based framework. Some of these classes are offered in Spanish with English support, while others are offered in English with Spanish support.

Scheduling

Dean Bednar said his division is laser focused on how it can work with the Registrar's office to ensure the classes being offered, and times and modalities the classes are being offered in, ensures student success. What the research is telling us about block scheduling and the modalities offered is being looked at, at NSCC, along with the pass rates. For example, after noting a higher pass rate for 13 week classes, the Liberal Studies division pivoted their 15 week classes to 13 week classes, as there was a 5% pass rate difference between the two.

Transfer

Dean Bednar spoke about a study by The Department of Education (DOE) on the transfer rate of community college students to bachelor degree seeking students. Looking at parts of term, time of day, etc. and student success stories along with using the data from this study, NSCC Liberal Studies Division hopes to find more ways to clarify terms, align pathways and centralize resources for transfer students.

Dean Bednar finished out his report by outlining the Liberal Studies Divisional Priorities as;

- **Priority 1** Applying Zogotech and Coursedog to enhance data driven decision making for course schedule offerings.
- **Priority 2** Application of systems such as Navigate, ZogoTech and Banner to track and support student progress through graduation and transfer and to provide targeted supports to students.
- **Priority 3** Seamless integrations of these systems
- **Priority 4** An Adjunct Faculty Lead position for the division is being developed to acclimate new faculty to NSCC and address whatever needs they might have.

Chair LaRock opened the floor for questions.

Trustee Riley asked about Early College and the pros of that program-He asked if NSCC has discovered any concerns or warning signs from those EC students now or when they move on in their higher ed experience?

Dean Bednar noted that working with 14 years olds is different and asked how NSCC can manage this reality? He said the needs of the faculty working with early college students is being focused on as many of these faculty had not planned on teaching HS students, who come with a different set of needs.

Trustee Purcell made note of the excellent presentation. She asked what sense we are getting as to how NSCC is stacking up against other Community College's and how is our relationship with Salem State University and other schools' our students transfer into?

Dean Bednar spoke to how Institutional Research has been working on tracking NSCC students from the clearing house data we receive. We are hoping we can see how students do after leaving NSCC and continuing in their educational journey. He noted that the state has just provided such data and we are excited to track it as it becomes available. Local colleges adopted these pathways in different ways. Most restricted and went beyond the DHE requirements for early college students. We are trying to ensure our pathways allow for some flexibility in students' course loads. Clarifying transfer pathways is crucial to this on the local level, and this will help with our degree completion as well. There is a lot of opportunity for students bringing linguistic skills with them to take advantage of.

Trustee Tran-Moseman asked about the economic need for dual language classes in the healthcare industry. She specifically asked about the need for Portuguese dual language classes in addition to those already being offered.

Dean Bednar noted the need for, and requests from, French and Portuguese students for dual language classes as well. The focus at NSCC is on Spanish right now but he noted the possibilities are endless. Trustee Tran-Moseman noted the great need for these folks in the workforce.

Chair LaRock noted that the Liberal Studies Division is robust and the update was welcome and

needed.

Chair LaRock made note that he chaired a recent BHE Meeting and noted the move for fully funded free community college across the Commonwealth. The BHE is putting together a series of meetings to see what the ideal design of such a program would look like. He said there is strong support for the direction this conversation is going. Some of the questions the BHE are asking are; if they should focus just on Community College or include state 4-year colleges as well? Would it be a first dollar or last dollar scholarship? He pointed out that first dollar is more expensive. Chair LaRock was impressed with the acknowledgement of strong student support to ensure student success and completion. The need for Faculty support was also noted.

6. 5:40pm Chair's Report

- a. Review minutes of 11/21/23 meeting: Doc 17 FY2024

Chair LaRock asked if there were any corrections or edits to the minutes of 11/21/23. Hearing none he then asked for a consensus motion to approve the minutes of 11/21/23.

*Motion 24:07 to accept the minutes of 11/21/23

Move: Trustee Vega-Viera Second: Trustee Heinemann
Motion Passed

- b. Finance Committee: Report on College Finances
Review of FY24 Second Quarter Results: Doc 18 FY2024

Tim Johnson shared the Q2 review, noting we are at the halfway point in our budget cycle. Our revenues are ahead of last year at this time. He noted that we have reached 80% of the budgeted revenues, but we still have students enrolling in the second semester. Noncredit is running the same. Waivers are little bit ahead of this time last year. State appropriations are at about half for the year, which is right where we should be. Wages have increased due to raises. Operating expenses are running a little higher than last year. He made note that with the Covid pandemic over and people travelling again, a little more money is being spent on conferences and other travel. Grants, contract Revenue and Financial Aid are all things to consider, especially with the end of Covid funding, but we are in good shape.

Trustee Tran-Moseman noted we are driving down the debt service. She noted there could be negative penalties to paying off the debt. Vice President Forsstrom noted we should have no debt for the college in about 2 years.

*Motion 24:08 to Accept FY24 Second Quarter Results

Move: Trustee Riley Second: Chair LaRock
Motion Passed

FY25 Budget update including review of investments: Doc 19 FY2024

Vice President Forsstrom reported a robust Finance Committee review of the college's finances this report is assure the Board of Trustees is apprised as to where NSCC is and where the state is going with the budget process. She noted that we have sufficient cash on hand to maintain operations and the investments in our strategic plan. And that we can do this without raising fees. She pointed out, however, that there are some unknowns. Free Community College is a hot topic. What would be the cost? How would it be sustained over time? There is a lot of talk as to whether it is really free community college, or is it debt free college for students?

She suggested that program fees may be something the college wants to look at next year after the program review happening at the college is completed. This could keep us competitive with faculty salaries.

Trustee Heinemann and Trustee Riley agreed that it is a good idea to have an ad hoc meeting with the Finance Committee and Board of Trustees members and Eastern Wealth Management. Chair LaRock agreed that we need to move forward carefully.

- c. Foundation Annual Certification: Doc 20 FY2024
Tabled until a future meeting

7. 6:20pm President's Report

- a. Comprehensive Presidential Evaluation: Doc 21 FY2024

Chair LaRock reviewed the evaluation of the President and the process involved. This year the Department of Higher Education has asked for a more comprehensive review. The DHE is adding in a series of stakeholder interviews to get a more enhanced view from the college community. He reported that the DHE is suggesting a similar review this year with one additional change being asked, to take a more longitudinal view of the President's progress. Such multi-source or 360 degree reviews aim to provide systematic feedback, provide leadership development, and can reflect on the evolution of a presidency (see slides).

Chair LaRock noted that some colleges engage with a consultant. He, however, does not think that is necessary for NSCC, and noted there is no need to take on that expense. He outlined the process for this year for NSCC. This process will include the following:

- The board selects a committee.
- Notification is sent to the committee participants and/or the campus community explaining the purpose of the evaluation.
- President prepares self-assessment and any supporting documents.
- The committee in consult with the board chair and president prepare a list of interviewees.
- The committee and president establish criteria for the review.
- The committee develops interview protocol and questionnaires.
- Committee members conduct individual and group interviews.

- Committee members share preliminary findings with the president and the committee/board chair who share with the board, to include a plan for leadership development and improved organizational effectiveness.
- The committee documents the process, submits it's summary by the deadline and sends any follow-up communications.

This process should be completed in about 3 months.

Chair LaRock invited board members to express their interest in participating in the process. He also let the board know they will work with the administration and Institutional Research to gather the information needed over the next couple of months. The document is due to the BHE- by the end of June. He noted that most of the legwork will take place in March and April with a draft being completed in May. Board members were asked to reach out to Chair LaRock directly if they would like to participate.

b. Spring 2024 Enrollment Update: Doc 22 FY2024

Provost Mezquita reported on the status of enrollment. She thanked the Jason Marsala, Dean of Enrollment Services for his department's hard work. Provost Mezquita noted that we have met our enrollment goal for the spring semester. And that we are projecting a 2% increase for summer. The actual enrollment reported is 88470 credits. This puts NSCC at 6% over our enrollment goal. She stated that our enrollment is healthy, and we can thank MassReconnect along with our great faculty and staff for helping to make this happen. Our enrollment is up 14% in heads, and credits were up 15% for Spring of 2024.

The Provost gave a quick update on the States Enrollment Initiatives. She noted our parts of term are still enrolling meaning enrollment numbers could go up further.

Trustee Heinemann noted the increase in black and Hispanic students' populations.

Trustee Purcell asked how many of the MassReconnect students are new as opposed to returning? Provost Mezquita reported that we have seen an increase in students who are new and over twenty-five. She attributed the growth in this population to the MassReconnect program. Provost Mezquita noted the Free Nursing program states students cannot earn the last dollar scholarship if they have any other kind of degree, which many Nursing students do come to us with.

8. 6:50pm Other Business

There was no other business.

9. 7:00pm Adjournment

Chair LaRock adjourned the meeting at 6:55pm.