

MINUTES

Doc: 46 FY2020

**North Shore Community College
Board of Trustees
Tuesday, February 25, 2020, 4:45 pm - 6:30 pm
DS119/Lynn Gym**

Approved 3.24.20

In Attendance

Anh Dao Tran-Moseman; Barbara Heinemann; Dharma Cortes; Dr. J.D. LaRock; Jamie Perry; Joseph Riley; Maria Vega-Viera

Not In Attendance

Alex Stone; Nicole Bluefort

Additional Attendees

Dr. Patricia Gentile, Miranda Gualtieri, Karen Hynick, Bill Hébert, Jr., Janice Forsstrom, Madeline Wallis, Larissa Louissaint, Moonsu Han, Kelly Rogers, Benjamin Gonzales, Kaylee Warren, Adam Ellis

1. 4:45 pm Call to Order

Chair LaRock called the meeting to order. He asked for a moment of silence for retired faculty member who just recently passed, Dr. Dorothea Alexander.

Chair LaRock noted that the meeting would have a timed schedule in order to complete Board business and allow for time for public comments.

2. 4:46pm Motion 20:20 to allow remote participation of members of the public

Chair LaRock asked for a motion to allow the remote participation of members of the public from the Lynn campus gym.

Move: Barbara Heinemann Second: Joseph Riley Status: Passed

3. 4:47pm Federal Reserve Bank Challenge Trophy Presentation

The Federal Reserve Bank Challenge Trophy was presented by Professor Moonsu Han and his team of students to the college. Each student spoke about receiving the award and a photo was taken with President Gentile and Chair LaRock.

4. 4:55pm Student Trustee Report

Student Trustee Jamie Perry reported that the SGA has been working on getting comment boxes out to the campuses for students to provide input to the SGA on issues and concerns they have. She brought a box to the meeting and provided a narrative as to its use and placements.

a. Student Showcase: Larissa Louissaint

Pell Eligible Student Larissa Louissaint is in her 5th and final semester at NSCC. She is in the paralegal program and plans to transfer to Suffolk University. Larissa commented that

the TRIO program was a resource beyond value that put her in a position to achieve higher education and discover her leadership qualities. Larissa serves as the student leader-Vice President of Culture and Inclusion, the President of the Multicultural Society and the SGA Chief of Staff. Larissa plans to focus on constitutional law and public policy, and she intends to give back to the community. Larissa's best experience at NSCC was learning about her capabilities and being supported.

5. 5:10pm Chair's Report

Chair LaRock asked for a motion to waive the formality of completing a visitor card for public comments.

Move: Joseph Riley Second: Maria Vega-Viera Status: Passed

a. Review Minutes of 11/19/19 Doc: 36

- Motion 20:15 to accept minutes of 11/19/19

Chair LaRock asked for a motion to accept the minutes of 11/19/19.

Move: Anh Dao Tran-Moseman Second: Maria Vega-Viera Status: Passed

b. Review Minutes of 1/10/20 Doc: 37

- Motion 20:16 to accept the minutes of 1/10/20

Chair LaRock asked for a motion to accept the minutes of 1/10/20.

Move: Barbara Heinemann Second: Jamie Perry Status: Passed

c. Annual Memorandum of Agreement NSCC Foundation Board Doc:38

Chair LaRock reported the the Annual Memorandum of Agreement of the NSCC Foundation Board is a standard agreement. President Gentile indicated that it had been signed at the December 2019 Annual Foundation Board Meeting. Chair LaRock thanked the Foundation Board for their work and supporting the students.

- Motion 20:17 to accept Annual Memorandum of Agreement of the NSCC Foundation Board

Chair LaRock asked for a motion to accept the Annual Memorandum of Agreement of the NSCC Foundation Board.

Move: Maria Vega-Viera Second: Jamie Perry Status: Passed

6. 5:15pm Public Comments

7. MCCC Vote of No Confidence Doc: 39, Doc: 40, Doc: 41

Chair LaRock reported that he met 1:1 with Professor Norene Gachignard, President of MCCC, to discuss the implications of the MCCC vote. Additionally, he and Trustee Vega-Viera participated in an MCCC meeting via teleconference.

Chair LaRock indicated he has considered the Vote of No Confidence and what it means for trustees with a fiduciary responsibility. He intends to ensure that the Union feel heard, and to honor a culture of shared governance. He plans to address both structural and aspirational issues.

Chair LaRock is also committed to engaging the appropriate faculty representatives for the search process for the fifth President of NSCC.

Chair LaRock asked Trustees to indicate their thoughts. Trustees echoed Chair LaRock and stressed that the next President demonstrate specific skill sets, knowledge, and personality traits that tie into the challenges and opportunities the college is facing in the future.

Trustees are taking voiced concerns very seriously.

Donna Davis and 3 members of the MCCC read an opening statement, see attached. Davis was joined in the reading by Ann Koshivas, Leila King and Terri Whitney.

Larry Davis made a comment about tuition and state funding and stated that the next President should be politically connected.

Kam Kay commented that the permanent President should be in place by June 2020.

Mary Malone commented on a "disruptive and disorganized" process of developing a travel policy.

Norene Gachignard commented that the union's recent meeting with the contracted facilitator/mediator was productive. She commented that an actionable item would be for the trustees to invite faculty and staff to do a showcase at a trustee meeting.

A paralegal student stated that the hiring of the next president should be done quickly.

SGA President David Smith commented that concerns should be voiced in a responsible way with vetted information. He commented that students were encouraged by faculty to be upset about the discontinuation of a school nurse, the intercampus shuttle and student paper. He commented on the deeper concerns of student bodies and their economic and personal needs. He asked that the community find collaborative ways to communicate and that the inflammatory language used by the MCCC shows a lack of communication.

Student Trustee Jamie Perry commented that the faculty has been a lifeline to her, but also reiterated David's point that the classroom is a place to learn and that the students felt some faculty had abused that platform, which does not further the education of the students.

Jane Levesque commented that she teaches her students about Open Meeting Law as part of her course in Law. She commented that students always come first.

Leah Brundige commented that an actionable item would be the Here to Help page being added to each faculty member's syllabi so students in the class know where to go for help.

Carlos Marin thanked the trustees and commented that the MCCC was there because they love the college and he hoped that next time they come together, it will be a celebration instead. He

commented that there should be a policy and vision that outlines how the community should relate and how people should be treated.

Chair LaRock thanked all for the productive and respectful manner in which comments were made. He commented on the cyclical nature of a Presidential Search and the timing issues in order to get the most robust candidate pool.

8. Pre Step Task Group

President Gentile reported that a professional facilitator/mediator has been hired, has already met with the MCCC Union and will be meeting with the Administration and Chair LaRock next. There will be a half day retreat later in March to facilitate an agreement on a process to move forward in a positive direction.

9. 6:05pm Committees

a. Finance and Audit Committee

- Fee/Aid/Support Proposal Doc: 43

President Gentile reviewed the Fee/Aid/Support Proposal. Chair LaRock commented that the increase is moderate.

i. Motion 20:18 to approve Fee/Aid/Support Proposal

Chair LaRock asked for a motion to accept the Fee/Aid/Support Proposal.

Move: Joseph Riley Second: Jamie Perry Status: Passed

- 6:25pm Review Q2 FY20 Doc: 44

Jan Forsstrom reviewed the Q2 Financials. The budget is on track.

i. Motion 20:19 to accept Q2 FY20

Chair LaRock asked for a motion to accept the Q2 FY20 Budget.

Move: Barbara Heinemann Second: Dharma Cortes Status: Passed

10. 6:29pm Human Resources Development Doc: 42

There were no concerns with the HR Report.

11. Other Business

There was no other business.

12. Adjournment

Chair LaRock asked for a motion to adjourn.

Move: Dharma Cortes Second: Anh Dao Tran-Moseman Status: Passed

**NSCC MCCC UNION RESPONSE AND IDEAS TO MOVE FORWARD
RE: NO CONFIDENCE VOTE**

Doc: 47 FY2020

As read at February 25, 2020 Board of Trustee Meeting:

The No Confidence Vote was not taken on a whim but after years of frustration with how the current administration manages the College. The majority of faculty and staff choose to work at NSCC because they believe in its mission and empowering underserved students; many stay for years because they used to love being here. We consider it a calling, not a job. It pained us deeply to come to the No Confidence Vote as it does nothing to improve the image of NSCC in the communities we serve. However, there is a context to the vote that the Board needs to understand.

Communication and transparency have been a significant concern with the current administration along with its top-down management style. Faculty and staff are only occasionally asked for feedback on initiatives, often on those that have already been decided upon, with the result being a sense of alienation from the College's mission of educating students. Colleges are not corporate entities; they rely on a system of shared governance that incorporates collaborative decision-making and problem-solving. However, the current administration has consistently circumvented this process. They will demonstrate that they support governance but overrule decisions, coerce governance members to support management's agenda, and the numbers of managers on the committees are often disproportionate to the number of faculty and staff.

Employee alienation is now deeply rooted. In fact, in 2016 the Union summarized concerns in a morale document, outlining specific issues and management responded with their commitment to improve things. Unfortunately, that was quite limited and short-lived. We continue to have a significant disconnect where management ignores our potential solutions and suggestions to improve our relationship and needs, and instead side-step the problems. They are so focused on being "right" that they cannot even recognize simple ways to resolve our concerns.

This very meeting is one such example. Several days ago, we asked the Board for this meeting to be videoconferenced so employees could be an active part of this discussion. Instead of a reply from the Board, President Gentile responded telling us she consulted with the College's attorney and this does not have to be allowed. We cited how many employees will be in attendance and we wanted to alert you ahead of time to allow the necessary space. It wasn't until we had to consult with the Attorney General's office and informed you that you would be in violation of the Open Meeting Law, that videoconferencing was suddenly allowed. Attorneys and exceptions come before the needs and basic rights of employees. This speaks volumes about our current administration and the daily challenges your staff face in interactions with you.

Another example is the most recent MACER meeting where the Union and Management sit together to go over issues affecting both of us. The Union asked for more details on an upcoming reorganization of one of our Divisions. We voiced concern that this was being done in a non-transparent way, where only select individuals were consulted in the process - meaning some employees gave feedback meeting one on one with the Vice President but not others as they were uncomfortable with this format. The anger displayed by management representatives was palpable, as if Union concerns for employee well-being and equal participation were out of bounds. Management's animosity has taken precedence over solving concerns that can improve the morale and quality of work life for our employees.

We understand a mediator will be brought in to try to now resolve what has broken down between us. We are guardedly hopeful as we have come to agreements before but the same behaviors occurred. To be clear, the Union is not asking for "our way or the highway." We are asking to devise resolutions together in a respectful, transparent environment where concerns presented are addressed, regardless if the other side agrees with the concern. Our goal is the restoration of the voice of employees in the collaborative decision-making process -- the future of the college and its students depends on this.

Some Ideas for improvement include:

That the Presidential Search be as transparent as possible with equal voices and representation from all parties. We hope to have 3 faculty and 2 professional staff serve on the Committee, elected by the Union. We ask that a faculty/staff member co-chair this Committee. We support an outside Interim President, not an internal candidate, and hope both searches are conducted soon, not prolonging the process.

We suggest a meeting with Union Reps and Deans/Directors to develop ways we can work together to improve our communication and transparent processes. Then present these to Cabinet and mediate such solutions into practice.

We should have more discussions at the Faculty/Staff Forum on how to improve the Governance Process, including sharing Committee agendas and allowing for input from faculty/staff. Each vote on a governance committee should have equal vote in practice, not only in theory. All committee business should proceed through established channels. Administrators should not unduly attempt to influence Committee business. *New suggestion: When the advice/votes of a Governance Committee/sub-committee/ad-hoc committee is overruled by the administration, that administrator shall attend the next College Forum to fully explain the decision to overrule the Committee's recommendation. The decision cannot be put into effect until after appropriate discussion at said College Forum.* The Governance Center in My Northshore should be kept up to date so that current information is accessible. Currently, several outdated links exist for some Committees.

We would like clear follow-through on Program Review Results. Demonstrate changes and improvements made as a result of Program Review Results beyond sunseting programs, for example.

No more rushed decision-making. Allow ample time for discussion with a transparent process. Empower faculty and staff to be part of decisions at the College instead of making decisions that affect us without vetting topics through the appropriate Governance, Division, and/or Department structures. The Travel Policy was one example of something rushed through without time for appropriate discussions and input.

Allow release time to faculty for significant projects that will benefit the College and community. Allow input in this decision-making beyond solely the VP of Academic Affairs.

Support worthy sabbatical leave proposals via a transparent process. Remind faculty annually of deadlines to apply for sabbatical and keep them informed of the process, including Sabbatical Leave Committee members (as well as inviting faculty/staff to apply to serve on the Committee), and results. At the fall faculty meeting welcome back faculty who have been on sabbatical; at the last spring semester meeting, announce the names of faculty who will be on sabbatical the next academic year.

Hire candidates recommended by Search Committees. The Cabinet should not circumvent the work of these committees as significant time and effort are involved. Communicate results with Search Committees, including when candidates drop out or if offers are refused, to maintain transparency. If the hiring supervisor refuses a candidate then provide clear reason back to the Committee to ensure a fair, transparent process.

We also have more ideas we would like to share for mediation.