

## Minutes

### NSCC

#### Board of Trustees

Tuesday, June 20, 2023, 4:30pm - 6:30pm

Danvers, Room DS106B and Zoom

#### In Attendance

J.D. LaRock, Francesca Purcell, Richard Yagjian, Angel Garcia,

#### Zoom Attendees

Andrea Gayle-Bennett, AnhDao Tran-Moseman, Maria Vega Viera, Michael Pollack,  
Rosario Ubiera-Minaya

#### Not in attendance

Barbara Heinemann, Joseph Riley

#### Additional Attendees

President Heineman, Jill Palermo, Kathryn Nielsen, Jennifer Mezquita, Jason Marsala, Timothy Johnson,  
Eileen Gerenz, Jan Forsstrom, Justine Caron, Cristy Sugarman, Andrea DeFusco-Sullivan

#### 1. 4:30pm Call to Order

Chair LaRock called the meeting to order at 4:30 p.m.

#### 2. 4:35pm 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. 4:40pm Public Comments

There were no public comments

#### 4. 4:45pm Student Trustee Report

Trustee Garcia is excited to now be an official graduate of North Shore Community College! Trustee Garcia recently discussed the AmeriCorps program with President Heineman, with hopes of bringing the program to NSCC. This program hits close to home for Angel, as it works with many local nonprofits. Trustee Garcia noted that these types of programs could bridge the gap of educational inequities in our community. Trustee Garcia is asking for his fellow Trustees support in bringing AmeriCorps to NSCC.

Trustee Garcia attended the Saugus High School Early College Ceremony and discussed education with both parents and students he met there. He continues to promote NSCC at any chance he gets. Moving forward Trustee Garcia will make himself available to anyone and any needs that he might be able to help with at NSCC. In September 2023 Student Trustee Garcia will continue his education journey at Salem State University where he has been accepted into the

Education Program. Trustee Garcia has also been appointed to the Governor's Advisory Council for the Advancement of Representation in Education! Congratulations to Student Trustee Garcia!

5. 5:00pm Education Report: NSCC Scholars Program

Eileen worked with a team to develop this Pilot. The finances are very important to bring such a program to scale. Chair LaRock suggested exploring student success programs such as ASAP. A committee was formed and looked at several nationally recognized programs. As well as looking at some successful NSCC programs, specific to target populations. The committee wanted to make sure the program worked with our student's needs. The college is continually looking at its wrap around services. A lot of these programs focus on tuition and fee support to low income students. NSCC has a lot of Financial Aid already; these things alone are not moving the needle on student success. Early warning signs are important and we have the Cadillac of those programs with EAB Navigate but the needle is still not moving. The Hudson Scholars Program is recommended at NSCC's model, due to its successes. Hudson Scholars was able to reduce the equity gap between students of different background by almost half. NSCC students have many obligations outside of school, this program really respects that fact. This program has been found to pay for itself over time. The program will provide stipends to meet with advisors regularly as well as some highly valued tasks. The advisor will connect the students with all the services we have here at NSCC. The research says "If a student feels like they belong, they are more likely to persist, if they have a connection, they are more likely to persist" and will therefore move the needle. Relationships are the key to this program and will be the first step to changing our Advising model. In this model we want to try to move to a Coaching model. We want to make sure the student has a personalized and engaged experience. This is a direct investment in our students, the first year we will see the benefits in our students and the 2nd year we will see the financial benefits.

The Pilot Program will start in the Fall.

Trustee Purcell asked how we will implement and the student uptake will happen? How do we gauge the success? We will be inviting Spring '23 students to participate to track and compare their activities and successes. Navigate will be utilized to track some of these successes. Trustee Purcell suggested reaching out to Hudson County or other schools, that have already had success with these types of programs, or to MDRC. Chair LaRock agreed. Trustee Tran-Moseman asked how the students will be selected. Provost Mezquita explained that we are hoping to make it an opt in program and that students are chosen carefully as we really want to learn from them. There will be an application process, while making sure that marginalized students are being represented. Trustee Yagjian asked if we have reserves to support the program in year 2, 3 or 4 as the program moves forward. Eileen explained that a modest improvement in retention will allow us to break even. Student Trustee Garcia emphasized the importance of a strong advising session and that it truly takes a village.

6. 5:20pm Chair's Report

a. Review minutes of 4/25/23

Chair LaRock asked if there were any corrections or edits to the minutes of 4/25/23. He then asked for a consensus motion to approve the minutes of 4/25/23.

\*Motion to accept the minutes of 4/25/23

Move: Rich Yagjian      Second: Francesca Purcell  
Motion Passed

b. Finance Committee Report

i. Preliminary FY24 Budget Preview

Vice President of Administration and Finance, Jan Forsstrom, presented the Preliminary FY 24 Budget. VP Forsstrom noted that Federal HEERF funding will be ending June 30<sup>th</sup>, 2023. NSCC has taken full advantage of the HEERF Funds and it has put the college in a good place. Funding for the MCCC Collective Bargaining Agreement has not been received yet so it's impact upon the budget is yet to be determined. Restructuring at NSCC and the Strategic Plan have helped keep the budget stable. Most of the budget goes toward advancing the Strategic Plan. The reserves we have will be invested this summer, aimed at achieving the maximum amount of interest. NSCC expects some savings to come from salary vacancies. Increases in inflation and energy have been noted, they are not significant. Some contingency money has been built into the budget in case the tuition and fee revenue does not come in at the number anticipated. This is a preliminary budget. Any significant changes will be brought back to the board in the Fall.

\*Motion to accept the Preliminary FY24 Budget  
Move: Rich Yagjian      Second: Angel Garcia

c. President's Evaluation Committee Report

A thorough Presidential evaluation has been completed by the NSCC Board of Trustees for President William Heineman. The NSCC Board of Trustees' evaluation is based on: (1) an annual goals memo that the Board of Trustees establishes with President Heineman at the start of every academic year; (2) a self-evaluation and report on goals that the President provides; (3) a dashboard summarizing the same; and (4) verbal stakeholder interviews that were conducted with members of the NSCC community. For the 2022-23 evaluation cycle, the committee conducted six interviews representing the faculty, staff, union leadership, deans, and senior leadership of the college.

The Board is pleased to report that President Heineman has had a positive year. The 2022-23 school year was his second full academic year as president, and he continues to implement plans aimed at: (1) improving the academic rigor of the college, (2) strengthening key student outcomes such as persistence and graduation, (3) aligning the college's programs with regional employment needs and opportunities, (4) increasing student enrollment, and (5) maintaining NSCC's financial position, which historically has been among the strongest of the Commonwealth's 15 community colleges.

Key achievements by President Heineman in the 2022-23 academic year that stand out to us include:

- Continued progress in building the college's new senior leadership team and advancing the "Provost model," aligning academic and student affairs;
- Securing the endorsement of the college's new strategic plan by the college community, the Board of Trustees, and the Department of Higher Education through an inclusive and positive process;
- Continuing to build out our early college program, the Frederick Douglass Academy, in collaboration with the Lynn Public Schools;
- Continued attention to the college's Lynn campus—the locus of most of our growth—overall, while maintaining due attention to and visibility at both the Lynn and Danvers campuses;
- Meaningful progress in fundraising to expand our Bertolon Simulation Health Care Center of Excellence, and with other key fundraising events;
- Fostering an overall culture of positivity, professionalism and respect among faculty, staff, administrators, students and community stakeholders.

In stakeholder interviews, respondents reported a uniformly positive view of President Heineman, and stated that they believe the college is moving in the right direction. Stakeholders note the president's accessibility, collegiality, listening skills, and visibility in the communities the college serves—qualities that the Board also observes. The Board finds President Heineman to be a transparent and trustworthy leader who follows through on commitments and is open to feedback.

President Heineman commented on his self-evaluation noting most goals have been met or will be by the Fall semester. President Heineman thanked the Cabinet Members and the Board of Trustees for their support as well as all the college employees for their hard work. President Heineman noted some significant strategic hires he has made over the last year, mentioning Dr. Mezquita, Justine Caron and Dr. Nielsen. All of these positions will drive the Strategic Plan forward, covering the areas of Enrollment, Personnel and Community Relations.

d. Discuss Meeting times for next year

Chair LaRock asked for input on the meeting schedule. We would like to try to promote in person meetings, how can we do that? Trustee Yagjian suggested a Doodle Poll. Morning, Evening and Hybrid options will be offered on the Doodle Poll.

7. 6:00pm President's Report

a. New Enrollment and Recruitment Strategies

Dean of Enrollment Services, Jason Marsala, presented on NSCC Enrollment Initiatives. A summary of current enrollment numbers was reviewed. One of the enrollment initiatives Dean Marsala outlined is Targeted Outreach. Targeted Outreach will be done to certain populations, such as the Early College population and Stop-Outs. Some of this outreach we will do on our own and some will be done with a pay for results model using the services of *Motimatic*. If the outreach done by *Motimatic* is successful in yielding applicants we pay them a small fee. Some of our sister community colleges in the state have used *Motimatic* already and had great success.

Lynn Public Schools Direct Admission Program is one example of the Targeted Outreach we are doing on our own noted by Dean Marsala. It was suggested by both college and high school administrators that we should reach out to communicate to graduating Seniors, that they are already admitted to NSCC! And that they will receive some monetary incentive if they apply and register for classes. President Heineman, Provost Mezquita, Dean Marsala and a host of others from NSCC made visits to the Lynn Public High Schools to make these announcements. They made it a special occasion and gave out t-shirts and swag. In August we will have a celebration to welcome these students to North Shore Community College, and get them acquainted with our support services. Trustee Gayle-Bennett asked how the Lynn Public Schools Direct Admission program's success will be gauged? Dean Marsala explained that the monetary incentive will be received through students' financial aid packages, we can then gauge the success of the program by following this specific award. The Lynn Public Schools are seeing this program as a way to reverse the COVID effects of falling college enrollment on Lynn Students.

Our "Stop Outs" are another population we are focusing on. For this population we are using *Motomatic* to recruit this population back to NSCC. Dean Marsala believes integrating NSCC into the community will be the key to our Enrollment increases and successes. President Heineman is cautiously optimistic about the enrollment goals with hopes that *MassReconnect* along with our other enrollment initiatives, will help us reach our goals.

b. Farewell and Thank You to Student Trustee Angel Garcia

Chair LaRock presented Student Trustee Garcia with a parting gift. He thanked Trustee Garcia for his service and for being his true self during his appointment to the Board and for sharing that with all of us. Trustee Vega-Viera offered her heartfelt congratulations as well. There was a loud round of applause from all who were present, along with many more well wishes.

8. 6:25pm Other Business

There was no other business.

9. 6:30pm Adjournment

The meeting was adjourned by Chair LaRock at 6:31 p.m.