

**MINUTES**  
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**North Shore Community College**  
**Board of Trustees**  
**Retreat**  
**Wednesday, July 28, 2021, 8:00 am - 4:00 pm**  
**Wyllie Center Endicott College**

In Attendance

Andrea Gayle-Bennett; Anh Dao Tran-Moseman (from 1:30pm – 4:00pm); Barbara Heinemann; Dr. J.D. LaRock; Joseph Riley; Maria Vega-Viera; Yuleika Lluveres (from 8am-9am)

Not In Attendance

Dr. Dharma Cortés; Nicole Bluefort

Additional Attendees

Dr. William Heineman; Miranda Gualtieri

1. Ice Breaker

Chair LaRock welcomed all to the retreat.

Trustees and President Heineman shared their reasons for going to college and the one thing they could make different about NSCC if they could. Answers included more diversity in the faculty, a sense of urgency for the various constituencies to work together, an enhanced idea of community connections, reversing enrollment trends, having a strong sense of ambition, and innovation in the future.

2. Potential Vision for the 2020's - Consistently Excellent Student Life Outcomes

President Heineman presented a potential vision which includes high wage jobs in high demand fields for career program graduates, bachelor's degree attainment for transfer students, deep learning for civic engagement and meaningful individual lives, and excellent life outcomes experienced equitably.

President Heineman indicated that the vision implies significant change for some of NSCC's processes and structures because community colleges are not designed to align with such ambitious goals. He commented that NSCC has worked hard and has made improvements, but that a fundamental system change is required for fundamentally different results.

There was discussion about the change process and NSCC's readiness, the impact of unions, restoring the governance process, EQ, tangible metrics, and the Board's involvement in the change process.

3. Transformational Academic Change

President Heineman reviewed success rates and equity gaps. Success rates are too low to assure consistent, excellent life outcomes and equity gaps are too significant to assure equitable life outcomes across students of all backgrounds.

President Heineman commented that the initiatives and policies of Academic Affairs at NSCC was producing some gains prior to Covid in a traditional system. A transformed system consists of terms of varying length, interdisciplinary learning, active and problem-based learning, courses

taught in many modes, academic support baked into courses, demonstrated mastery as proof of learning, credits earned as needed, flexible payment models, regular audits, program locations driven by student need, and integrated credit/non-credit offerings.

President Heineman reviewed the prerequisites of transformational academic change, which include faculty and staff engagement in co-creating the change, deep team building between faculty and staff, adjusting technology and operational systems, an entrepreneurial outlook and a clear explanation to students and the public.

There was discussion about the Board having a clearer concept of programs, the Lynn campus as center of the college, science labs, Board approval of changes to tuition and fees, and having champions marshal easier items in an effort to make changes in attitude and culture immediately.

#### 4. Transformational Enrollment/Marketing Change

President Heineman reviewed marketing and enrollment. NSCC has launched campaigns in the market, but there is not a connected, coherent story. More than a fifth of the students are lost in the first term. The cafeteria style onboarding is not effective for many students. A transformed system includes marketing a single theme that proves the vision, selling the vision, a focus on academic program outcomes, full audience segmentation, customized marketing and recruitment strategies, and mandatory onboarding.

There was discussion about brand building, reflexive negative perceptions and stigma of community colleges, renaming the college, and NSCC's reputation with both regional and Boston employers.

#### 5. Transformational Community Partnership Change

President Heineman reviewed NSCC's partnerships and the need for them to be organized to effectively support the vision. Achieving equitable outcomes will require more complex relationships with community-based organizations with partners with resources. A transformed system includes the college's vision as the driver of the types of partnerships the college pursues, a streamlined portfolio, career and academic partnerships, and multilateral partnerships.

There was discussion about NSCC's intent to expand its presence in Lynn, the political climate in Lynn, relationship to Salem State University, competition, moderate levels of collaboration, and more serious levels of collaboration to include mergers.

Additional discussion included philanthropy, fundraising, and the related functions of the Foundation Board and Board of Trustees. The two boards will plan to engage in more substantive discourse.

#### 6. Transformational Change Within the Institution

President Heineman reported that NSCC has outperformed many other community colleges in the recent reform efforts focused on completion, but that using and improving an old system has come at significant costs in college unity and morale. A transformed system has an innovative

culture, a well-established cabinet, an organizational structure that flows from the vision, and processes that can easily pivot.

There was discussion about the organizational structure of NSCC, filling senior leadership positions, the current pulse of college personnel, the loss aversion culture, the quality of hiring and diversity of faculty and staff, and purchasing new systems.

President Heineman indicated that the new Chief Diversity Officer, Nikki Pelonia, and he will be leading the effort to build goals and diversity metrics.

#### 7. Transformation Change will Take Time

President Heineman reported that NSCC is fully capable of successful transformational change. The college needs a long-term strategy combined with a 1st year agenda in order to be set up for success.

#### 8. A Strategic Plan to Achieve Consistent Excellent Student Life Outcomes

President Heineman presented a potential process of strategic planning, which is a strength-based approach designed to build energy inside NSCC. The process consists of two tracks, with the first being NSCC strengths and second understanding regional conditions with both tracks benefiting from an infusion of community input. President Heineman stressed the importance of setting metrics early and correctly.

There was discussion about an entrepreneurial version of the plan and completing the strategic plan before the due date in two years.

Additionally, there was discussion about goals, high level tactics, consultants, BHE checkpoints, building a meaningful plan that can account for unexpected changes, using the plan to define NSCC's institutional identity, and instituting new opportunities for group conversations.

#### 9. A 1st Year Agenda to Lay Foundation for the New Vision and Change

President Heineman presented a 1st year agenda. The internal operational priorities are to emerge from the pandemic strong and the FY22 budget will be refined, approved and executed.

The 1st year agenda also includes new president relationship building, culture and trust building, and building a strong organizational structure and leadership team.

There was discussion about governance structure, EQ and the NECHE report.

#### 10. Other Topics of Interest/Board Business

Trustees would like to have more substantive meetings without getting over involved in operations. They would like to have more exposure to faculty, staff, and the college community at large. Trustees would also like to see the crucial data points for the college's finances on a regular basis.

Trustees will complete a self-evaluation and review the committee structure. The full board will participate in setting agendas going forward.

Chair LaRock and President Heineman thanked the Trustees for their active participation in the Retreat, their ideas, questions, and strong support of the college.