

MINUTES

NSCC

Summer Retreat

Friday, August 11, 2023, 8:00 am - 3:30 pm

Wylie Center, Beverly, MA

In Attendance

Dr. J.D. LaRock, Joseph Riley, Richard Yagjian, Barbara Heinemann, Francesca Purcell

Not In Attendance

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

Additional Attendees

President William Heineman, Provost Jennifer Mezquita, Vice President Jan Forsstrom, Assistant Vice President Laurie LaChapelle, Senior Executive Officer Kathryn Nielsen, Jill Palermo

Introductions/Ice Breaker

President Heineman welcomed the trustees to the retreat. The meeting opened with an ice breaker activity, with President Heineman asking the trustees about the challenges NSCC faces that resemble challenges experienced in their own organizations. Similarities across industries were discussed such as the challenges of remote work vs. in person work, hiring qualified personnel, and the value proposition of your product, whatever that product may be.

Budget Update

Vice President Jan Forsstrom reported on the recently signed budget from Governor Healey. She reported that the multiple state appropriations we are receiving are little bit different than the budgets of the past. They include funding for Early College, STEM Starter Academy, SUCCESS, Workforce Incentive and Behavioral Health.

Vice President Forsstrom also announced the MassReconnect program has been officially rolled out. MassReconnect is a program allowing Massachusetts residents over 25 who have never received a college degree to attend community college at no cost. The initial allotment NSCC received is \$1.4 million. The Massachusetts Association of Community Colleges was allocated an additional \$1 million to study how MassReconnect can be expanded in the collaboration with the 15 community colleges. Free Community College for Nursing Students has also been announced, however the program is still very undefined. There is also a new budget line for high demand scholarships, in line with workforce development.

Vice President Forsstrom reviewed the Bertolon and Life Sciences Pathways expansions, and announced we have received a congressional earmark for lab renovations on our Lynn campus, and stated we may receive an additional earmark that would fund 2 more labs.

Enrollment Update

Provost Mezquita shared an update on enrollment. Noting enrollment is up 5% for our summer II semester. The final numbers for the fall semester will be reflected on the freeze date of September 12th. We anticipate an increase of 3000 credits after the freeze date due to later starting courses that support flexible schedules. The college is tracking 4 student types for our enrollment numbers:

- Continuing Students
- Early College Students
- Inactive Students
- New to NSCC Students

* As MassReconnect gets started we will also track students over 25 years old.

We are hopeful that MassReconnect and Tuition Equity for Undocumented Students will help our enrollment. At the end of August, we will be enrolling approximately 1200 Early College students, which will also boost enrollment. MassReconnect is being unveiled for students 25 years and older. Full time students have 3 years to complete this program, part time students have 5 years to complete the program, in addition to other requirements the student must meet. The DHE still needs to interpret the legislative language. NSCC has over 5000 eligible students. EdAmerica has contacted 1025 of those students, 296 of those have registered. Motimatic, the service that uses social media to reach students, is expected to yield a 4% enrollment increase.

Provost Mezquita also gave an update on the Lynn Public Schools Direct Admission Program. Currently 143 students have enrolled, and another 218 have been accepted but have not registered. There will be a NSCC/LPS Welcome and Registration event on August 19th, this should show a bump in enrollment.

Provost Mezquita closed with an Enrollment Initiatives Update. 5 new academic programs are being highlighted:

- Cannabis Certificate Program
- Gender and Women's Studies
- Health Care Management
- Tech Manufacturing Management
- Dual Language Pathway LAT

She also highlighted the ongoing enrollment campaigns happening in the community:

- Advising and registration campaigns (virtual, in-person, program specific, student type)
- New Student Orientations (virtual and In-person)
- FAFSA completion events
- Mass Reconnect information sessions

Employer Partnerships

Senior Executive Officer Kathryn Nielsen presented on NSCC Employer engagement. Working to make NSCC One College for the whole student. She highlighted the work being done with Non-Credit/Credit Alignment (NCAL). The goal is to deepen employer connections to assure quality academic programs that address regional needs. The college is looking at who it is connected to and how to further develop those relationships. How does NSCC develop an Alumni Network? Dr. Nielsen shared snapshots of an Employer Heatmap and the # of employer partners by town/city. It was noted that post covid territories should be reexamined as well as the theory of those territories. The Academic Programming and Employer Engagement in the STEM Program was highlighted. NSCC works with STEMatchMA to provide internships in the region specifically in IT and Cybersecurity sectors.

One of NSCC areas of growth is utilizing the software program Handshake. This software connects employers and students as a job posting site for students. Surrounded by institutions of higher ed that offer bachelor's degrees how does NSCC shift the conversation with employers to help them understand that sometimes a highly skilled employee with an associate's degree can be just as valuable as someone with a bachelor's degree.

Chair LaRock noted that NSCC needs a public narrative around what companies the college works with.

Governance/Board Effectiveness

President Heineman noted that there was unanimous participation in the Board Self-Evaluation Survey this year. The Board feels, in general, it is doing a great job.

Something to note from the survey results is some uncertainty about the importance of the Board operating as a unit, with only the Chair having the authority to speak on behalf of the college/ Board. Chair LaRock noted that he is not concerned about any of the Trustees speaking out. At the same time The Board supports Chair LaRock being the spokesperson for the Board. Chair LaRock is hopeful that Board leadership succession planning at the state level is happening as his term ends in March of 2025.

Chair LaRock asked, how can the Board engage new Trustees to be more active participants?

- Should President Heineman make a list of events he would like trustees to attend, and they can share the weight of attending?
- Chair LaRock pointed out that advanced scheduling is important for attendance at both meetings and events.
- Should we implement a few social events over the year to get to know each other better? The joint holiday gathering with the Foundation was a nice event we should bring back.
- Trustee Heinemann suggested a scorecard/dashboard for the Trustees to track and encourage Trustees to accomplish their Board goals.

- Chair LaRock and President Heineman suggested together they have an individual, touchbase conversation with the Trustees who were not in attendance at the retreat to ensure they are comfortable with their Board duties.

It was noted that the ACCT Legislative Conference in February is a great opportunity for new Board Members to become more engaged with the entire process. Board attendance is encouraged.

Strategic Plan Update

President Heineman outlined the status of the Strategic Plan, noting that the vision of the Strategic Plan is very focused on the results of an NSCC education. Three priorities will help NSCC achieve the vision:

- Priority One Strategies are focused on Academic Innovation and Holistic Student Support.
- Priority Two focuses on Social Justice, including Early College and Expanding Professional Development.
- Priority Three strategies focus on transforming the institution itself, with flexible course scheduling, environmental sustainability and IT infrastructure improvement provides as examples.

President Heineman then outlined the results the college has seen so far as well as ongoing progress toward the long-term goals of the strategic plan below:

Year One tactical Plan Results-

- 36 activities pursued across the 3 priorities
- 35 of these activities are on target for completion.

Year 2 Strategic Plan Highlights-

President Heineman pointed out some of the most innovative community college work with employers features a centralized CPED and career focused traditional academic programs plus career services and internships.

- 33 Activities across 3 priorities.
 1. Priority one-Academic Innovation, Holistic Student Support.
 - (a) Expanded Bertolon Center will open in January 2024
 - (b) Academic Program Portfolio Audit- launch 7 new academic programs/pathways
 - (c) Implement the NSCC Multi-Campus Food Locker Distribution Project grant
 2. Priority 2-Social Justice
 - (a) Develop /Launch new DEI Plan
 - (b) 100 New Freshman begin at FDCA
 - (c) New Early College programs in Salem, Saugus, Revere

- (d) Faculty Academy Begins-10 Faculty members will take part in this professional development opportunity related to equitable teaching.
 - (e) Begin equity audits of college policies.
3. Priority 3-Transformative College Environment
- (a) Launch a New Employer One Stop Shop
 - (b) Develop and Launch a New Alumni Plan and Resources.
 - (c) Roll out new CourseDog Scheduling and Event Management software to introduce more flexible course scheduling.
 - (d) Roll out Zogotch Data Warehouse/Analytics to the campus community.

Board Business

Board Professional Development-

President Heineman announced 2 professional development opportunities for the Trustees.

1. ACCT Leadership Congress in Oct-NSCC will be presenting
2. ACCT Legislative Conference in February

The date of the statewide Trustee Convening was also announced, it will take place on November 9, 2023.

The results of the Board Meeting Time Preference Survey were presented with the following results:

- 4:30-6:30 pm and 5-7 pm were the highest scoring choices.
- 5-7 pm on Tuesdays is confirmed.

Other Board Business

- President Heineman asked the Board how informed they feel. Would they prefer more targeted communication from him more often? Or not necessarily more often but maybe a bit more detailed information should be shared?
 - The Board agreed President Heineman's communication with the Board can be fluid. If he has a special communication just for them it was suggested he publish them in Boardpaq as opposed to an email. No specific frequency is necessary.
- Suggestion for a future meeting is a demo of Lightcast.
- Trustee Purcell mentioned there is a joint venture between Harvard University and the Kennedy School of Business, which is doing great work in the area of Workforce Development. Trustee Purcell can connect NSCC with this group for a brainstorming session.
- NCAL could be the topic of conversation at a Chamber Meeting.
- Trustee Purcell and Trustee Heinemann both expressed interest in attending the ACCT Legislative Conference in February.
- Chair LaRock would advocate for bringing as much concrete data as possible to the Board around each program that could be considered for discontinuing.

Action Items:

- President Heineman and Chair LaRock will meet with the Trustees individually in the coming weeks to check in.
- Jill will recirculate both the state and NSCC Policy Manuals.
- Moving forward Chair LaRock will have annual conversations with board members as to plans for the future and their commitment to the board.
- Jill will compile a calendar of events to be shared so board members can plan to attend meetings/events on a regular basis and accordingly.
- President Heineman will speak to John Houey about a joint Holiday Gathering.
- Trustee Heinemann will forward a scorecard/dashboard she has used on a different Board.
- One of the Trustees asked if we have Graduates by Gender and Program data?