

MINUTES

NSCC

Summer Retreat

Wednesday, August 24, 2022, 8:00 am - 4:30 pm

Wylie Center, Beverly, MA

Approved 9/27/22

In Attendance

Andrea Gayle-Bennett; Barbara Heinemann; Dr. J.D. LaRock; Joseph Riley; Maria Vega-Viera; Richard Yagjian

Not In Attendance

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Additional Attendees

President William Heineman; Provost Jennifer Mezquita; Chief People and Culture Officer Justine Caron; Miranda Gualtieri; Vice President Jan Forsstrom; Assistant Vice President Laurie LaChapelle; Dr. Tiffany Magnolia; Eileen Gerenz; Tim Johnson

1. Introductions/Ice Breaker

President Heineman welcomed trustees to the retreat. The meeting opened with an ice breaker activity about impactful academic life experiences. Patterns and themes emerging from the activity included the need for more agency for students, reducing financial barriers, the quality and approach of the educator, human connections, and meaningful engagement.

2. Conversation with New Leadership Team Members

a. Chief People and Culture Officer Justine Caron

Chief People and Culture Officer Justine Caron introduced herself and presented her goals and objectives, which center around a People-centered approach that includes a welcoming environment and a full life-cycle of the employee experience. Key actions include high quality communications, holistic onboarding, early access to leadership and continuous feedback to include quarterly performance check-ins and individual and departmental level goals.

Justine reviewed employee turn-over data and actions to retain faculty and staff, such as better compensation and benefits, investing in employees' careers, and ensuring a work life balance. There was discussion about Exit and Stay interviews, turn-over rates at NSCC, culture, vision, benefits packages, and community college salaries.

b. Provost Dr. Jennifer Mezquita

Provost Dr. Jennifer Mezquita introduced herself and presented the Provost Division Mission, which is committed to advancing the academic mission of North Shore Community College by fostering an educational environment that promotes academic excellence, holistic student support, and engagement to yield equitable student outcomes.

Dr. Mezquita also reviewed her priorities, which include organizational structure, admissions/enrollment/transfer, special programs, integrated student support services, persistence/retention/graduation, professional development, and an academic program audit.

There was discussion about the Massachusetts DHE framework, guided pathways and the importance of the college's identity and vision going forward with clear goals on revenue, enrollment, retention, and graduation rates.

3. Strategic Plan Presentation

President Heineman, Dr. Tiffany Magnolia, and Assistant Vice President Laurie LaChapelle presented the strategic plan. They provided an update on the planning process, the vision, and the priorities.

The strategic plan has three steps, and NSCC is now in Step 3, which is the writing and approval of the strategic plan. Feedback, drafting, and revisions are taking place in August-September, with the Board of Trustees approval set for late October.

The NSCC vision was reviewed: *An NSCC education leads to consistently excellent and equitable student life outcomes that in turn improve community outcomes.* The global metrics for the vision were also reviewed and include 4-year degree completion after transfer, employment earnings, and student loan debt at graduation.

There was discussion about global metrics, VFA data, lag, student loan programs, measures of success in regards to employees, dynamism, equity, the concept of what a good job is, and meaningful work.

Priority 1:

Dr. Magnolia presented Priority 1, which is to align the college with regional needs to spur academic innovation and holistic student support, and to align community partnerships to educate the whole student.

Priority 1 strategic objectives include creating centers of academic excellence, expanding learning modalities, deepening employer connections, creating stackable educational options, promoting dynamic teaching and learning, ensuring equitable student support services, partnering with community-based organizations, and expanding the alumni network.

President Heineman reviewed some examples of Priority 1, such as the Bertolon Center, Pathways for Children early education partnership, Hyflex classes, and deeper transfer partnerships with institutions including Quincy College, NECC, and Salem State University.

Assistant Vice President LaChapelle reviewed the metrics for Priority 1, which include degree production in fields associated with high demand occupations and on-time program completion.

Priority 2:

Dr. Magnolia reviewed Priority 2, which is to promote social justice at NSCC and in the community by delivering equitable student outcomes. The strategic directions include expanding early college programming, increasing programs, developing partnerships with employers, assuring equitable student success, delivering equitable employee success, building an infrastructure of respect and inclusion, and building an institution that consistently values all its members.

President Heineman reviewed some examples of Priority 2, such as the Academic Program Expansion in Lynn, Early College Expansion/Innovation, and Learn and Earn Partnerships.

Assistant Vice President LaChapelle reviewed the metrics of Priority 2, which include disaggregated student enrollment and performance data, institutional funding for racial equity efforts, % of employee participation in DEI/ PD initiatives, recruitment, promotion and retention of employees of color, and measures of student, employee and alumni institutional climate.

There was discussion about salary inequities and the metrics being focused exclusively on racial inequities, as well as whether metrics are aligned with the priority initiatives.

Priority 3:

Dr. Magnolia reviewed Priority 3, which is to build a transformative, future-focused environment for the NSCC Community. Strategic directions include modification of NSCC facilities and infrastructure, developing NSCC Human Resources to meet changing needs, explore innovation in job positions, prioritize professional development, accountability, and aligning resources with financial stability.

President Heineman reviewed some examples of Priority 3 initiatives, such as personnel innovations with Beverly Hospital, Data-informed process reforms with Zogotech and Navigate, and remaking the student service experience, with tools like CentroHub and Learning Commons.

Assistant Vice President LaChapelle reviewed student-related metrics, facilities/finance-related metrics, and college culture-related metrics:

Student-related metrics include enrollment, retention, academic programs, and cost savings. Facilities/Finance-related metrics include financial ratios, cost savings, instructor and classroom utilization, academic/student support programs, and allocations to capital adaptation and renewal. College-culture related metrics include professional development participation, belonging and engagement, employee retention, and participation in events and programs.

There was discussion about alignment with the NECHE report and alignment of the metrics to the priorities, along with the college's vision and clear plan going forward.

4. Presentation/Discussion on Strategic Plan Budget and Resources

Vice President Jan Forsstrom reported that the enrollment results for Fall 2022 will be known in mid September. Enrollment strategies and the impact on enrollment/revenue will be assessed in FY23.

Vice President Forsstrom reviewed strategic finance. Four key areas identified for investment and overall process for resource recommendations include Human Resources, Technology Resources, Facilities Resources, and Resources Framework for future decisions. Specific recommendations include professional development, classroom of the future, community spaces, and an overall process for resource decisions.

Vice President Forsstrom also reviewed the FY23 Action items which are to create dashboards and develop scenarios with drivers or revenues and costs, leveraging revenue opportunities, identifying systemic cost savings, and creating a process to identify priorities for investment.

President Heineman added that the next step will be to do 5-year scenario planning to make educated choices as to priorities.

There was discussion about the fiduciary duties of the trustees and more straight-forward clarity on spending. There was also discussion about future data related to non credit generating revenue and lab funding exclusively in Danvers.

5. NSCC Investment Policy

Comptroller Eileen Gerenz reported a cash balance of 38M with \$25,000,000.00 potentially available for investment. There was discussion as to the role of the finance committee and the full board as to investment decisions. There was general consensus amongst board members that the profile is best managed by the college, with board approving overall approach to the mix of spending/investment/reserves and risk.

There was also discussion about wealth managers and obtaining data on key revenue categories that the college is fairly assured of.

6. Board Business

President Heineman reported that the college is undergoing a lot of change and that the trustees should continue to hold the college accountable for the strategic plan.

There are three nominations for trustee vacancies and a student trustee will be named shortly.

Plans are underway for more collaborative activities between the Trustees and the Foundation Board. President Heineman invited trustees to attend more college events, if they are able, as well as to participate in committees.

Trustees expressed appreciation to President Heineman for moving things forward in a relatively short period of time while building a reservoir of trust amongst leadership changes. Moving forward, trustees would like a directness and clarity around academic output and finances.