



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 ud0f

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.

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