

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

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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 DEIJ 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

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