MINUTES
Approved 3/23/21 **Doc: 27 FY2021**

North Shore Community College
Board of Trustees
Tuesday, February 23, 2021, 4:45 pm - 6:30 pm
Virtual via Zoom

In Attendance

Andrea Gayle-Bennett; Anh Dao Tran-Moseman; Barbara Heinemann; Dr. Dharma Cortes; Dr. J.D. LaRock; Joseph Riley; Maria Vega-Viera

Not In Attendance

Elijah Alouidor; Nicole Bluefort

Additional attendees
Interim President Nate Bryant; Vice President Jan Forsstrom; Vice President Karen Hynick; Interim Vice President Stephen Creamer; Linda Brantley; Miranda Gualtieri; Thanh Giddarie; Tim Johnson; Laurie LaChapelle; Madeline Wallis; Jesse Thompson; Paul Doeg; Thea Soohoo; Frank D'Agostino; Susan Sullivan; Sara Hilinski; Vanessa Bates; Mary McKenna; Larry Davis; Kara Kaufman; Joanne Sullivan; Ulises Arcos-Castrejon; Kei Tiggs; Sheila Magesky; Lorena Martinez-Diaz, Jane Levesque; Mary Kate Smith; Mary Mei; Teresa Whitney; Mary Nelson; Eileen Gerenz; Anne O'Shea; Donna Davis; Katelyn Ma; Lucy Bayard; Dennis Abruzzese; Bonnie Bashmore; Dee; Jason Marsala; Barbara Heath; Katherin Valera; Allissa Flint-Kummel; Mairim Soto; Anne Sears; John Duff

1. 4:45pm Call to order

   Chair LaRock called the meeting to order at 4:47pm. The order of public comments, student trustee report and chair's report was slightly altered to allow the MCCC members to coordinate the reading of the public comments.

2. 4:46pm Public Comments

   Donna Davis, Ulises Arcos-Castrejon and Sara Hilinski read the following statement:

   A year ago, we, the faculty and professional staff of NSCC, members of the MCCC union, stood before you to explain why we voiced a No Confidence Vote in the College's senior leadership as well as ideas on how we could move forward together. The mediation promised at the time yielded no helpful results as responding to COVID became the priority. The former President and Vice President of Human Resources retired and the Vice President of Student Affairs resigned. A new interim President joined us in July and promoted two Assistant Vice Presidents to serve as Interims in Student Affairs and Human Resources. Temporary management changes, COVID, and concerns over finances and the College's future have been at the forefront. ***But we want to remind the Board and management of NSCC that more work needs to be done to regain our confidence in administration and lead us through the challenges that face our institution in the years ahead.***

   We have seen some hopeful beginnings. Over the past several months, most senior managers have agreed to monthly meetings with our Union leaders, which have been positive steps towards more open communication and collaboration, and have allowed the free exchange of useful feedback on several occasions. The Presidential Search is proceeding in a transparent manner and with ample representation of faculty and staff on the Committee. Interim President

Bryant has engaged the faculty and staff in the discussion of what needs to be done to make NSCC successful for the future. He has also focused on identifying factors contributing to morale issues and listened to suggestions for improving the culture at NSCC. We await a hopeful implementation of such improvements, recognizing we are somewhat in a waiting pattern right now until the presidential search is concluded. Yet we still hope that some changes can be made soon, over the next few months.

While communication and transparency have improved from a year ago, ***we continue to be concerned that faculty and staff are not part of significant decisions where our input is vital.*** Governance processes are not being adhered to and cutting the Culinary program without this decision going through the prescribed governance process is one such example. Committee and Forum feedback could have provided new strategies or at the very least, affected folks could have been respected and felt heard.

More program cuts and changes could follow in the days ahead and it is imperative to adhere to the processes prescribed in the governance bylaws. You have a caring, invested, top-notch, highly experienced faculty and staff -- partner with us to your advantage instead of taking this burden on for yourselves. Decisions are still being rushed at times and made in silos where the greater good is not fully considered. Management sometimes recognizes this and seems open to improvement when we bring it to their attention after the fact, but we are far from where we need to be. Buy-in is important and top-down management is ineffective in an institution of higher education in 2021.

There are several current situations where major disagreements have occurred, leaving faculty and staff in unfair situations which could have been prevented. We realize that improvement can take time with interims in place. However, more work can and should be done in the short term. To chart a strong path to North Shore Community College's success, we strongly urge that Management incorporate faculty and staff into decision making, including those involving program or organizational changes; adhere to prescribed Governance processes; and invest strategically for the future, rather than rushing to easy cuts and making significant decisions without input from those in the front lines, most connected to our students. Your faculty and staff are crucial to steer our College to a thriving future in the transformed landscape of higher education.

After the above statement was read, there was also an additional comment by Katelyn Ma about concerns as to how funding sources were being implemented.

Chair LaRock thanked the MCCC for noting progress and raising issues.

3. 4:55pm Student Trustee Report

There was no student report. Instead, Interim Vice President Stephen Creamer reported on how the student engagement team is attempting to engage with the student body through various initiatives and events such as Poetry Groove, Black History Month Celebration, Multicultural Society, food assistance and vaccine information.

4. 5:00pm Chair's Report

a. Review minutes of 11/17/20 and 12/21/20 Doc: 21 FY2021, Doc: 22 FY2021

Chair LaRock asked if there were any edits or corrections to the minutes of 11/17/20 and 12/21/20. Hearing none, he asked for a motion to approve.

- Consensus motion 21:11 to accept minutes of 11/17/20 and 12/21/20

Move: Joseph Riley Second: Dr. Dharma Cortes Status: Passed

b. Annual Memorandum of Agreement NSCC Foundation Board Doc: 23 FY2021

Chair LaRock asked if there were any questions or concerns about the Annual Memorandum of Agreement with the NSCC Foundation Board. Hearing none, he asked for a motion to approve.

- Motion 21:12 to accept Annual Memorandum of Agreement NSCC Foundation Board

Move: Anh Dao Tran-Moseman Second: Joseph Riley Status: Passed

c. Governance Boards

There was not discussion.

5. 5:05pm Finance Committee

a. Q2 FY21 Budget to actual report and projection Doc: 24 FY2021

Tim Johnson reviewed the budget. State appropriations and Federal Cares Act revenue, plus budget savings, have offset the need to tap into reserves this year. Revenue is trending down due to enrollment decline and the effect of Covid, more than in the past years.

- Motion 21:13 to accept Q2 FY21 Budget to actual report

Anhdao Tran-Moseman asked for a motion to accept the Q2 FY21 Budget to actual report.

Move: Dr. J.D. LaRock Second: Joseph Riley Status: Passed

6. 5:20pm Budget and Finance Update Doc: 25 FY2021, Doc: 26 FY2021

Tim Johnson reviewed the budget projections. Enrollment decline had been trending at 5-6% vs. this year at 12-14%, with NSCC at a 12% decline. Grant awards have provided additional funding. Liquidity is solid and NSCC has 4-6 months reserves.

Chair LaRock commented on the downward trajectory of net income and that action or inaction will become extremely consequential. There was discussion about areas of further expense reduction and potential of further program closures. Interim President Bryant added that there is also a need to make some strategic investments.

a. Cares Act, GEER and CRRSAA funds report

Vice President Forsstrom reviewed the higher education emergency relief funds. CARES funds have offset some revenue loss from enrollment and allowed for some additional Covid related expenses.

b. Senior leadership recommendations on usage of HEERF II funds

Senior leadership recommends that HEERFII funds be used for revenue loss from tuition and fees, reserves, aid to students, retention initiatives, technology/infrastructure security and professional development.

c. Fee increase information for the 15 community colleges in FY20 and FY21

Vice President Forsstrom reviewed the fee increase information for the 15 community colleges. NSCC is in the middle range in comparison with other community colleges.

d. Elements to consider for FY22 budget development and scenarios

Considerations for FY22 and beyond include lessons from Covid, institutional financial stress, closing equity gaps, partnerships and collaborations, targeted interventions and possible Biden administration stimulus.

e. What information would the Board like to see for draft FY22 budget scenarios for March BOT meeting discussion

There was discussion about the survival of colleges, past crises faced by NSCC, student population, transportation, and the effect of some colleges returning to in person learning.

There was consensus amongst trustees and senior leadership that it is critical to use time wisely to create a strategic plan that looks beyond.

The board would like to see a 2 year budget, a concrete revenue generating plan, and have an understanding of academic outcomes in the fiscal year for budget building FY22.

7. 5:50pm Interim President's Report

There was no report.

a. Covid-19 Update

b. Update of Chief Diversity Officer

c. Long Term Enrollment Outlook

8. 6:10pm Presidential Search Committee
Motion 21:14 to Convene Executive Session per section 21(a)(3) of the Open Meeting Law

Before the executive session, Chair LaRock thanked Madeline Wallis for her 19 years of service to the college.

Chair LaRock asked for a motion to go into executive session.

Move: Dr. Dharma Cortes Second: Barbara Heinemann Status: Passed

a. Update from Chair LaRock

Chair LaRock provided an update on the semi finalist candidates for the presidential search and the process moving forward.

(Andrea Gayle-Bennett left the meeting at 6:30pm)

9. 6:29pm Other Business

There was no other business.

10. Adjournment

The meeting was adjourned at 6:48pm.