



NORTH SHORE COMMUNITY COLLEGE

**North Shore Community College
Board of Trustees Meeting Minutes
Tuesday, April 23, 2024 5:00pm-8:10pm
Lynn Community Boardroom and Zoom**

In Attendance

J.D. LaRock, Maria Vega-Viera, Richard Yagjian, Barbara Heinemann, AnhDao Tran-Moseman, Rosario Ubiera-Minaya, Michael Pollack, Marissa Vaillancourt

President Heineman, Staff Associate Stephanie Riccardi, VP of Administration and Finance Jan Forsstrom, AVP of Human Resources Loyce Brown, AVP of Accounting and Finance Tim Johnson, AVP of Strategic Finance Eileen Gerenz, AVP of Strategic and Employer Relations Jenn James Price, Chief Diversity and Equity Officer Nikki Pelonia, Dean of Enrollment Services Jason Marsala, Interim Assistant Provost Chris Bednar, Dean of STEM and Business Steven Hubbard, Director of Grants Frank D'Agostino, Director of Development Nicole Marcotte, Josiah Bourgeois, Torrey Dukes, John Gambino, Anne O'Shea, Alexander Lawson, Sara Hilinski, Bethany Croteau, Bret Seferian

Call to Order

Chair LaRock called the meeting to order at 5:04pm

New Members of the North Shore Community

President Heineman read names, titles, and departments of new employees at NSCC.

Public Comments

There were no public comments

Student Trustee Report

Student Trustee Vaillancourt gave an update on the campus fitness equipment. Trustee Vaillancourt shared that the Lynn campus equipment, according to an assessment by staff, is not in optimal condition. Trustee Vaillancourt outlined two options for moving forward. The first option would be that NSCC secure new fitness equipment for both campuses, which would also serve as a great investment. The second option would be to obtain a membership discount for students at our local YMCA. Trustee Vaillancourt suggested that a survey of the student body to determine membership interest would be a good first step. Trustee Heinemann offered her support with YMCA membership initiatives.

Student Trustee Vaillancourt also provided an update on her recent visit to the State House in support of the Massachusetts Hunger Free Campus campaign. While at the State House, Trustee Vaillancourt reported that she spoke with Senator Michael Moore's assistant in support of the bill.

Education Report

STEM and Business Dean, Steven Hubbard presented the Education Report on the STEM and Business Division: [Doc 27 FY2024](#)

- The STEM and Business Division is comprised of 30 degree and certificate programs
- Fall 2023 enrollment numbers consisted of 1,267 students in All STEM and Business Courses/Programs
- In recent years, NSCC has experienced a striking growth in racial diversity in STEM majors
- Dean Hubbard provided a renovation update on both the Danvers Life Science Pathways Center and Lynn laboratories, emphasizing the work that the STEM and Business Division is engaging in with Facilities and AV to provide equitable access to modern labs and meet current pedagogical needs
- Dean Hubbard reviewed the recent simplification of math program prerequisites, with the goal of students completing their college math course in the first 15 credits
- The Division continues to focus on industry growth and regional demands, while aligning academic programming accordingly to support both student and employer needs
- Dean Hubbard highlighted STEM program advancements through our partnerships with MassBridge, NCAIST, and MA Capital Skills

Chair's Report

Review minutes of 3/12/24 meeting: [Doc 28 FY2024](#)

Chair LaRock asked if there were any corrections or edits to the minutes of 3/12/24 Hearing none he then asked for a consensus motion to approve the minutes of 3/12/24

Motion 24:10 to accept the minutes of 3/12/24

Move-Trustee Heinemann
Motion Passed

Second- Trustee Ubiera-Minaya

Finance Committee

Trustee Tran-Moseman updated the Board on NSCC investments

- The Finance Committee met with Eastern Bank Wealth Management on 4/16/24
- Trustee Tran-Moseman confirmed that investments are performing well although they are only six months old at this time
- Current investment strategy is 50 /50 for equities vs fixed income
- Trustee Tran-Moseman requested that the Board consider whether the current investment strategy is too conservative
- The Finance Committee is working on a draft policy on investments

VP Jan Forsstrom and AVP of Accounting and Finance Tim Johnson provided a 3rd Quarter FY24 budget update: [Doc 29 FY2024](#)

- NSCC is experiencing an increase in revenue, most of this increase due to enrollment increases and state appropriations
- Tuition and fee revenue is 10.8% higher than last year
- NSCC experienced an increase in waivers due to the growth in the Early College program, Early College comprises 10% of our business
- Investments and Miscellaneous Income exceed prior year and budgeted for FY24
- Total operating expenses are \$42.3M which is \$3.2M more than prior year
- Strategic Plan expenses are \$909,000 and are lower than the budget. Future spending will be determined as the priorities are determined
- Expenses are running higher because of growth, last year there had been CARES funding to offset these expenses, CARES funding ended last fiscal year
- Financial aid is \$8.5M and increased \$1.1M from last year due to new state programs and increase in enrollment
- Federal grant spending is down as expected, and both State grant spending and Private grants have increased
- Net Income at March 2024 is \$6.5M and \$3M more than prior year
- Strong bottom line was emphasized and we will remain profitable

Motion 24:11 to accept Q3 Update

Move- Trustee Yagjian
Motion Passed

Second- Trustee Heinemann

VP Jan Forsstrom provided a FY25 Budget Preview: [Doc 30 FY2024](#)

- Budget projections will be in place by the end of the month, with the preliminary FY25 Budget draft being submitted to the Finance Committee for review by end of May
- As in FY24, we will propose a balanced budget; we are also piloting new budget process with several departments
- The Department of Higher Education has indicated that this is not a growth budget
- The Strategic Planning Tactical Plan will shape the Budget for FY25
- Personnel expense increases have been built into the base budget
- The Finance Committee will meet on June 4th to discuss the draft, in which the Committee will then present to the Board of Trustees on June 11th

President's Report

Director of Grants Development and Management, Frank D'Agostino and Director of Development, Nicole Marcotte presented a Development and Grants Update: [Doc 31 FY2024](#)

- Grants and Philanthropy, NSCC's Institutional Resources, have three main priorities:
 - Attainment of Public *and* Private Funding Sources
 - Alignment with the College's Strategic Plan priorities
 - Partnership with the Community and NSCC Foundation
- Grants FY24, Federal and State, total funds amount to \$5,939,941
 - 66% Renewal and 34% New
- Development funds are received through six programs: Annual, Champions, Private Grants, Major Gift, Scholarship, and Lighthouse. Historically, the Foundation has made up over 50% of our donor type
 - FY24 Gift Count amounts to 351
- Director Frank D'Agostino highlighted NSCC's Strategic Priorities and the current and future Grant work aligned with all three. Director Nicole Marcotte discussed the formalization of the prospect pipeline, expansion of major gifts, and the growth of annual funds and planned giving when focusing on current and future Development work.

- One-Day Alcohol Waiver for Henderson-Bertolon Simulation Center Ribbon Cutting
Motion 24:12 to Approve Alcohol Waiver

Move- Trustee Vaillancourt
Motion Passed

Second- Trustee Vega-Viera

Student and Academic Success (SAS) Leadership Update

- President Heineman reminded the Board that Provost Mezquita made the decision to leave the college at the end of June
- President Heineman provided an update on the Small Group Discussions that are co-facilitating with AVP of HR Loyce Brown, stating that we are a third of the way into our Small Group Discussion series which are focused on the following:
 - Issues that lead to the no confidence votes and the ripple effect of no confidence votes
 - SAS leadership model
 - Overall, providing an opportunity for colleagues to raise concerns, and they are doing so. Conversations have been productive, respectful, and it is evident that there is a shared aspiration to find a way to move forward together
- Regarding current vacancies, there is a broad desire not to rush into the process of filling vacancies. President Heineman confirmed that he does not believe it is a good idea to move backwards from what we have already built in terms of an integrated Academic and Student Affairs structure. However, he has an open mind to the leadership model for that structure.
- Dr. Chris Bednar will continue his interim CAO role in the meantime, and President Heineman will temporarily supervise the Provost's direct reports
- As we pause on an SAS Leadership decision, the rest of the college will continue to move forward, focusing on our tactical plan, construction of the Life Sciences Pathway Center will begin, the NECHE Interim Report will be submitted, etc., as it is important for the college's work to move forward

Executive Session under Section 21(a)1 of the Commonwealth of Massachusetts Open Meeting Law

Chair LaRock called for a motion to enter an Executive Session at 6:50pm

Move- Trustee Heinemann
Motion Passed

Second- Trustee Vega-Viera

Other Business

There was no other business

Adjournment

Chair LaRock adjourned the meeting at 8:10 pm