

NASSAU COMMUNITY COLLEGE
Garden City, New York 11530

Board of Trustees Policy & Planning Committee Meeting Minutes

June 27, 2017

The meeting of the Policy & Planning Committee of the Board of Trustees was held on the eleventh floor of the Administrative Tower. The meeting was called to order by Chair DeGrace at 6:15 p.m.

Committee Members Present: John DeGrace, Chair
Donna Tuman
Kathy Weiss
Thérèse Russell
Jorge Gardyn (ex-officio)

Trustees also in Attendance: Anthony Cornachio
Linda Green
Wanda Jackson
Edward Powers

Also in Attendance: President Keen
VP Collins
VP Reznik
Professor Lupino

1. Chair DeGrace requested a motion to approve the minutes of May 9, 2017. Trustee Weiss moved the motion. Trustee Gardyn seconded the motion. Motion carried 4-0.
2. The 2018-2021 Nassau Community College Strategic Plan was introduced by Chair DeGrace.

RESOLVED, THAT THE NASSAU COMMUNITY COLLEGE BOARD OF TRUSTEES POLICY & PLANNING COMMITTEE RECOMMENDS THE DRAFT OF THE 2018 - 2021 NASSAU COMMUNITY COLLEGE STRATEGIC PLAN DEVELOPED BY THE INSTITUTIONAL PLANNING COMMITTEE TO THE FULL BOARD OF TRUSTEES FOR ADOPTION PENDING REVIEW BY THE NCC CAMPUS COMMUNITY IN SEPTEMBER 2017.

Chair DeGrace requested a motion to recommend the draft of the 2018-2021 NCC Strategic Plan to the full Board for approval. Trustee Weiss made the motion; seconded by Trustee Tuman. Motion carried 4-0.

Dr. Keen stated that every institution must have a Strategic Plan, with our current one in effect through the end of 2017. NCC was charged by Middle States with not having a Strategic Plan fully integrated with the mission of the College. Dr. Collins and Professor Lupino have led a tremendous effort by a committee of 18 voting members and five staff dedicated to fulfilling this task. He also commended Professor Lowey for unifying the many documents that comprise the Strategic Plan.

Dr. Collins and Professor Lupino gave an overall summary of the new Strategic Plan in a brief PowerPoint presentation to be followed by a Q/A session. Dr. Collins stated that this plan reflects

our current issues. The key component of the 2018-2021 Strategic Plan which distinguishes it from the existing one, and its strength, is that it incorporates and integrates plans for every area, which Middle States specifically directed for the Monitoring Report under preparation. She underscored the extended introduction that sets the stage for everything ongoing internally and externally to prepare the reader for why we chose these strategies. The Strategic Plan includes the following statements: Mission; Vision – often used for marketing purposes; Values – focuses on issues important to us; and the President’s statement regarding where we are now and how we have assembled our plan. The Institutional Planning Committee (IPC) was compelled to critique the current plan in developing the new one, which led to documentation of accomplishments. Dr. Collins encouraged all to take careful note of the Environmental Scan, which illuminates the importance of diversity, employment opportunities and healthcare.

Professor Lupino explained how the goals and objectives of the College’s Strategic Plan significantly are connected to SUNY’s strategic goals of access, completion, success, inquiry and engagement. When the NCC constituency planners were charged with categorizing goals, nine Major Funding Initiatives were identified along with essential strategies.

Dr. Collins addressed:

- 1- Culinary Arts – In launching its first occupational studies degree program as part of its community mission to support credit and noncredit workforce initiatives, the College will renovate two buildings and assign new faculty while clarifying focus on marketing and recruitment to prepare professionals for this growth industry.
- 2- Diversity – There will be a major focus on a variety of educational opportunities emphasizing specific cultures, as well as consideration of a residential hall for international students.
- 3- Financial Controls – We aim to improve guidance on how monies are spent.
- 4- Health Sciences – The eight(8) Allied Health programs in addition to Nursing are another major growth area in the community, particularly through our partnership with Northwell. Upgrades to equipment and technology to enhance student learning reflect the need to continue to focus on healthcare both nationwide and at NCC.

Professor Lupino addressed:

- 5- Library – We strive to transform the space from a repository for books to a centralized community help and learning center where students and faculty can collaborate.
- 6- Marketing – We seek to strengthen promotional efforts, enhance NCC branding, coordinate with Maria Conzatti and Dave Follick to develop and to offer student services and community outreach initiatives for scheduling, recruitment, enrollment and retention, including High School “jump start” programs, customer relationship management software, scholarships for new and current students rather than just for graduates, and increase grants personnel and revenue to fund projects.

Dr. Collins addressed:

- 7- Academic Affairs – At Middle States’ urging, the Office of Academic Affairs Plan provides direction by reviewing, promoting and incorporating best practices that will strengthen retention and student success initiatives. We requested reinstatement of temporary faculty lines to support

students and departments; reorganized General Education assessment and added a new Dean of General Education & Social Sciences since there was no academic oversight for the largest student population; and are researching new degree and developmental programs and Applied Learning initiatives, including the introduction in the Fall semester of First Year Experience (FYE) courses, required at many colleges, for all new students with less than 15 credits to help them better connect with programs and faculty.

- 8- Performing Arts – We are constructing a center not only for teaching and learning but for community-based programs, renovating existing facilities and adding faculty to depleted ranks in order to maintain cohorts.

Professor Lupino addressed:

- 9- Technology – We plan to upgrade Banner, update our wireless network, redesign the NCC website, roll out PeopleSoft, improve cyber security and cloud service, refresh our data center and corresponding environmental protections and expand classroom access to technology.
- 10- Additional Funding Initiatives – All are linked to the four College Plans Goals and Objectives that are linked to the Strategic Plan: 1) Academic Plan; 2) Enrollment, Recruitment and Retention Plan; 3) Technology Plan; and 4) the Facilities Plan. Possible projects include: the renovation of the C Cluster to current educational standards for heating, lighting and student workspace; relocating an upgraded Center for Students with Disabilities; moving the Firehouse Gallery to the Administrative Tower; establishing a fashion design incubator as a manufacturing and training facility for LI businesses; installing campus digital signage; creating a workforce development center; continuing improvement in software and technology in the Student Services Center; and enhancing accessibility in the south parking lot; and improving energy efficiency. She reminded everyone that the plan is a work in progress, and the committee will continue to meet once each month through the upcoming year for revisions and updates.

Dr. Collins added that a Perkins Grant would cover the cost of five funding initiatives and that technology fees have been budgeted for other equipment, underscoring that the work on next year's plan will already be in process in the Fall and that we will have a full year to update how and what we are able to finance. Acknowledging the Chairs, Deans and administrators for their effort in expediting this four-year plan in one semester, she stated that moving forward the committee will be able to more quickly provide information on the 4-year financial plan.

Trustee Weiss is impressed by the area College Plans that not only delineate responsibilities but address the strategies and timeline for assessment. She appreciates the organization by color-coded identification of each area in the summary document. She praised the tireless effort of the committee and the excellent leadership by Dr. Collins and Professor Lupino.

Chair Gardyn commended the faculty and administration for their realization of an excellent “A grade” achievement through collaboration in such a short period of time, demonstrating the potential of what NCC is able to do.

Dr. Keen acknowledged Rona Casciola for her key contribution as Chair of the Academic Senate Planning Committee.

Chair DeGrace requested a motion that the committee goes into recess so that the committee may

later reconvene to consider an item that will be discussed during the Executive Session of the Board related to negotiations on the contract with the NCCFT. Trustee Gardyn made the motion; seconded by Trustee Weiss. Motion carried 4-0.

The Policy & Planning Committee reconvened at 8:30 p.m.

Chair DeGrace made a motion under Article VIII section C(6) of the Rules of Procedure to allow for the consideration of an item that does not appear on the Calendar. Trustee Weiss seconded the motion. Motion carried 9-0.

3. Chair DeGrace introduced the following resolution:

WHEREAS, THE BOARD OF TRUSTEES RECOGNIZES THAT THE PROBATIONARY STATUS IMPOSED UPON THE COLLEGE'S ACCREDITATION BY THE MIDDLE STATES COMMISSION IS A DETERRENT TO THE EFFECTIVE DELIVERY OF ACADEMIC PROGRAMS AND FULL ATTAINMENT OF THE COLLEGE'S POTENTIAL, AND

WHEREAS, THE PROBATIONARY STATUS OF THE COLLEGE'S ACCREDITATION WILL HINDER SERVICE TO THE VERY CONSTITUENCY—THE STUDENTS—SERVICE TO WHICH FORMS THE CENTRAL MISSION OF THE INSTITUTION, AND

WHEREAS, THE PROBATIONARY STATUS OF THE COLLEGE'S ACCREDITATION IMPOSES UPON THE INSTITUTION A STIGMA THAT SUPPRESSES AN ACCURATE PUBLIC PERCEPTION OF THE COLLEGE, AND

WHEREAS, UNTIL THE MIDDLE STATES COMMISSION STANDARDS ARE MET AND THE PROBATIONARY STATUS REMOVED, THE COLLEGE CANNOT ADVANCE AS IT SHOULD FOR THE BENEFIT OF ITS STUDENTS AND THE PUBLIC IT SERVES, AND

WHEREAS, THE ADMINISTRATIVE AND ORGANIZATIONAL DISRUPTION EXPERIENCED BY THE COLLEGE OVER RECENT YEARS EVINCES UNDERLYING STRUCTURAL TRAITS THAT WILL CONTINUE TO HINDER FUTURE EFFECTIVE FUNCTIONING IF NOT CORRECTED, AND

WHEREAS, THE BOARD OF TRUSTEES, IN RECOGNITION OF ITS RESPONSIBILITY TO PROVIDE POLICY LEADERSHIP FOR THE COLLEGE, IS COMPELLED TO TAKE MEASURES TO ENSURE THAT THE COLLEGE MEETS THE MIDDLE STATES COMMISSION'S STANDARDS OF ACCREDITATION AS WELL AS ADDRESS ISSUES THAT MAY DETER THE COLLEGE'S ADVANCEMENT,

NOW THEREFORE BE IT RESOLVED, THAT THE POLICY & PLANNING COMMITTEE RECOMMENDS THAT THE BOARD OF TRUSTEES OF NASSAU COMMUNITY COLLEGE AT ITS MEETING OF JUNE 27, 2017 DIRECTS THE PRESIDENT OF THE COLLEGE AS DESCRIBED IN NASSAU COMMUNITY COLLEGE BOARD OF TRUSTEES RULES OF PROCEDURE (POLICY 1200) AND IN NEW YORK STATE REGULATIONS (8NYCRR 604.3), TO UNDERTAKE THE ESTABLISHMENT OF A SYSTEM

OF SHARED GOVERNANCE, WITH DUE CONSIDERATION OF THE IMPORTANT ROLE OF THE FACULTY IN THE ADMINISTRATION AND ADVANCEMENT OF THE COLLEGE, WHILE RECOGNIZING THE GENESIS OF THE COLLEGE'S ACADEMIC SENATE CONTAINED IN ARTICLE 20 OF THE LABOR AGREEMENT BETWEEN THE COLLEGE AND THE NASSAU COMMUNITY COLLEGE FEDERATION OF TEACHERS, AND

BE IT FURTHER RESOLVED THAT UPON IDENTIFYING BEST PRACTICES IN SHARED GOVERNANCE, THE PRESIDENT SHALL ESTABLISH A SYSTEM OF INTERNAL GOVERNANCE ENSURING FACULTY PARTICIPATION IN GOVERNANCE REQUIRED BY 8 NYCCR 605.1 THAT SHALL FULLY COMPORT WITH THE AFOREMENTIONED MIDDLE STATES COMMISSION'S STANDARDS 4 AND 5, AND

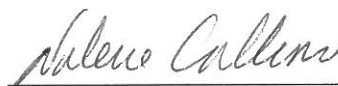
BE IT FURTHER RESOLVED THAT THE BOARD DECLARES THAT THE ACADEMIC SENATE BYLAWS ARE NOT LEGALLY BINDING ON THE BOARD AND THE BOARD POSSESSES AUTHORITY TO PROMULGATE ALTERNATE PROCEDURES AND MECHANISMS TO ENSURE APPROPRIATE FACULTY PARTICIPATION IN GOVERNANCE, AS REQUIRED BY LAW, BOARD POLICY, AND REGULATION, AND

BE IT FURTHER RESOLVED THAT THE PRESIDENT IS DIRECTED TO PRESENT TO THE BOARD ON OR BEFORE SEPTEMBER 1, 2017 THE AFORESAID SYSTEM OF INTERNAL GOVERNANCE FOR THE PURPOSE OF CONSULTATION WITH FACULTY ON THOSE ASPECTS OF INSTITUTIONAL FUNCTIONING AS REQUIRED BY STATE STATUTE, REGULATION AND BOARD POLICY, AND IN ACCORD WITH THE ADVISORY ROLE OF THE FACULTY TO THE EXTENT DESCRIBED IN SECTION 20 OF THE LABOR AGREEMENT BETWEEN THE COLLEGE AND THE NASSAU COMMUNITY COLLEGE FEDERATION OF TEACHERS.

Chair DeGrace requested a motion to recommend the item to the full Board for approval. Trustee Weiss made the motion; seconded by Trustee Tuman. There being no discussion; motion carried 4-0.

Chair DeGrace asked if there were any other items for the Committee to consider. There being none, the meeting adjourned at 8:35 p.m.

Respectfully submitted,



Valerie Collins
Interim VP Academic Affairs