



Session Handouts

Finding the Right Fit: Thoughts on Trustee Recruitment

September 23, 2014 Trustees Conference

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Finding the Right Fit: Thoughts on Trustee Recruitment

Judith McLaughlin, PENC

Rich Yagjian, Trustee Chair

North Shore Community College

September 23, 2014

Step #1 Beginning the Process

- ◆ *Compile current Trustee term dates*
- ◆ *Identify Trustees reaching term limits*
- ◆ *Begin the search process 8 to 12 months out*
 - ◆ *Determine Meeting Dates of PENC*

Step #2 Important Contacts:

- ◆ Kendra Foley,
*Director of the Office of Boards & Commissions,
Governor's Office*
- ◆ Judith McLaughlin,
Public Employee Nominating Council
- ◆ Jennifer Perkins, *Director of Trustee Relations,
Department of Higher Education*

Step #3 Document Preparation

- ◆ *Board Inventory*
- ◆ *Request Candidate List from the Governor*
 - ◆ *PENC Statement of Commitment*
 - ◆ *Trustee Overview*
 - ◆ *Institution Profile*
 - ◆ *Trustee Meeting Schedule*

Step #4 Solicit Potential Candidates

- ◆ *From Current Trustees*
- ◆ *From your Foundation Board*
- ◆ *From Community Leaders, (ex. Director's of Workforce Investment Board, Local Chambers)*
- ◆ *Business Community*

Step #5 Screen Potential Candidates

- ◆ *Assess Candidate's Interest*
- ◆ *Request Candidate's Resume*
- ◆ *Schedule Interviews with Board Chair, President, Clerk & Trustee Sub-Committee*
- ◆ *Provide Interested Candidates with Document Packet prior to Interview*

Step #6 Assess Candidates

- ◆ *Preliminary Assessment after the 1st Interview*
 - ◆ *Evaluate Possible Conflicts of Interest*
 - ◆ *Ask Candidates to Confirm Their Interest*
 - ◆ *Schedule 2nd Interview if Required*
 - ◆ *Rank Candidates*

Step #7 Identify Top Candidates

- ◆ *Select a 1st and 2nd Choice for each Opening*
 - ◆ *Prepare a packet on each Candidate*
 - ◆ *Submit Packets to PENC Liaison*
- ◆ *Meet with PENC Liaison to discuss your Process*

Step #8 Follow-up

PUBLIC EDUCATION NOMINATING COUNCIL

STATEMENT OF COMMITMENT AND RESPONSIBILITIES FOR THE MASSACHUSETTS PUBLIC COLLEGE AND UNIVERSITY BOARDS OF TRUSTEES

The Public Education Nominating Council (PENC) is charged with the responsibility to “advise the governor with respect to appointments to...all boards of trustees of community colleges, state colleges, and the University of Massachusetts.”

This Statement of Commitment and Responsibilities serves the dual purposes of (a) informing candidates for trusteeship so that, if appointed, there is a clear and transparent understanding of the expectations for performance, and (b) is a guide with which to measure trustee performance and assist in the process of reappointment.

STATEMENT OF COMMITMENT AND RESPONSIBILITIES

Serving as a trustee in public higher education is an important form of public service to the Commonwealth of Massachusetts. The quality of this public service makes a significant contribution to the future intellectual, economic and social character and well-being of the state and its citizens. Trusteeship offers the reward of fostering the continuing growth and development of the school and the unique stimulation of working among a group of committed individuals who seek to ensure the continuing success of the North Shore Community College mission. Trustees enjoy the intellectual and professional offerings of North Shore Community College as they converse with scholars, educators and students in a variety of disciplines and interact with North Shore Community College constituents drawn from many races, cultures, religions and perspectives. Trustees experience the satisfaction of contributing to an outstanding educational enterprise and to a local and regional constituency that is constantly enhanced by persons grounded in the professional disciplines

The Board of Trustees of North Shore Community College has long welcomed and benefited from the dedication, service, and support from alumni, its community and friends. From this broad constituency, a small number of individuals are selected and invited to assume the special responsibility of serving as trustees of the school. The commitment and performance of those asked to offer their expertise in this capacity have been critical to surmounting the challenges of the past and are essential to the present and future vitality and strength of North Shore Community College.

For these reasons it is important that those selected understand clearly their responsibilities as trustees of a public institution of higher education in the Commonwealth of Massachusetts. By accepting the responsibilities set forth in this statement, trustees confirm their commitment to contribute to a governance environment that helps to shape the experience that North Shore Community College offers to students and to the career fulfillment of faculty and staff.

As ultimate fiduciaries through their oversight of the operating performance of North Shore Community College and by the approval of strategies, policies and programs, trustees accept the responsibility to fulfill certain obligations, which include:

1. EDUCATIONAL MISSION: *Support and advance the educational mission of North Shore Community College.*

Trustees endeavor to be familiar with the bylaws, mission statement, core values, and the strategic plan of the school, and the school's place within the state system of higher education. They exercise their governance responsibilities in the larger context of the school's history, organizational structure, academic programs, campus plans and financial condition.

Trustees are responsible for keeping abreast of current issues and trends in higher education through regular exposure to publications, on-campus educational events and attendance at selected local, regional and national seminars and conferences.

2. GOVERNANCE & PERFORMANCE ACCOUNTABILITY: *Provide oversight, review and approve strategies, policies, and plans of implementation while deferring to the school's administrative staff the management of day-to-day business; develop policies and practices that measure performance in accord with agreed goals and objectives.*

To fulfill this responsibility, trustees select and recommend for approval a president as chief executive officer of the school and regularly assess this president's performance. Trustees support the president through their work on the board of trustees, including the committees of the board, and through their availability for consultations.

Trustees will participate in the development and implementation of a process of board assessment, recognizing that it is good practice to review their collective work as a board and their own individual contributions to the board's effectiveness.

3. FINANCIAL OVERSIGHT: *Ensure sound management of the institution through a process of budget review and approval.*

Trustees, through a process of budget review and approval, verify that resource allocations are consistent with the mission and strategic plan and that they contribute to the long-term financial stability and advance the strategic viability of

North Shore Community College. Trustees review and approve the audited financial statements and all interim financial reports.

Trustees assist the institution's senior leadership in promoting public understanding of the mission of the institution so that it can receive the resources necessary to fulfill its mission of access and quality.

- 4. PHILANTHROPY: *Work closely with the institution's foundation to provide philanthropic support through personal contributions to annual giving, special fund-raising initiatives, and identification and solicitation of potential donors to the school.***

Trustees collaborate with and support the North Shore Community College Foundation in its fund-raising mission. They ensure that the activities and goals of the Foundation are consistent with the North Shore Community College mission and strategic plan. Trustees are encouraged to make personal philanthropic gifts at levels consistent with their financial abilities and to collaborate with the president and the North Shore Community College Foundation Board to identify and solicit donors, and actively support the advancement work of the institution.

- 5. PARTICIPATION: *Attend and participate in the plenary meetings of the board, actively contribute as a member of one or more committees of the board.***

Trustees are expected to review and familiarize themselves with materials distributed for all meetings of the board so that all actions of the board are based upon an informed and thoughtful consideration of the issues.

Trustees are expected to attend board and committee meetings regularly, and to be aware of the Commonwealth's statutory requirements for attendance as follows: "...If a member is absent from four regular meetings in any calendar year, exclusive of July and August, that person's membership on the board shall terminate and a vacancy shall be deemed to exist. The chairman shall forthwith notify the governor when any vacancy exists." (MGL Chapter 15A, section 21)

- 6. PLANNING: *Actively participate in the review and regular updating of a plan for the strategic direction of North Shore Community College.***

Trustees should have current and comprehensive knowledge of the school's strategic plan and the annual goals and priorities that support the plan. They are also expected to understand how their work on committees of the board is aligned with and supportive of the strategic plan.

- 7. IDENTIFICATION OF NEW TRUSTEES: *Assist when asked to determine the strategic composition of the board of trustees.***

The composition of the board of trustees is critical to the performance of the board. All trustees, therefore, shall participate in discussions about the board's composition and its future talent needs. The president and board chair forward trustee candidates to the appointing authorities (to the PENC for all appointments except for the elected alumni trustee and the student trustee, and to the governor's appointment office for these two constituency-elected trustee positions).

8. PUBLIC SUPPORT & VISIBILITY: *Attend North Shore Community College receptions, programs, and special events throughout the year, recognizing the importance of a trustee "face" at these occasions.*

Trustees shall attend annual commencement exercises and special events to which all trustees are invited. In addition to attending receptions, programs and events, trustees should promote the school favorably to all North Shore Community College constituents. Trustees shall also use their professional knowledge and personal influence to access information, external contacts or other resources consistent with the strategic needs of North Shore Community College. Trustees should inform the president or appropriate vice president of opportunities to strengthen or extend the school's reputation, programs or services.

9. STEWARDSHIP: *Act as stewards of North Shore Community College's mission and values.*

Trustees hold the heritage, values and purposes of the school in trust for current and future generations of students, faculty and staff. Consistent with this trust, they should ensure that all resource allocations and all proposals for new plans and programs, including the strategic plan, serve to advance and fulfill the mission and values of North Shore Community College.

10. GENERAL CONDUCT AND CONFLICTS OF INTEREST: *All trustee acts and decisions are motivated by what the trustee believes is in the best interests of the school without regard to the trustee's personal interests or those of family, friends and business associates.*

In carrying out their fiduciary and oversight responsibilities, trustees must be sensitive to any situation that could cause even the appearance of a conflict of interest. This policy is not intended to preclude any trustee from carrying out official duties as an elected official or employee of a federal, state or local government agency. Neither shall any trustee be required to perform duties of trusteeship that place him/her in conflict with other personal or professional responsibilities. Trustees must adhere to the Commonwealth's Conflict of Interest statute.

Trustees shall not use their presence on the board of trustees to seek special advantages, favors or privileges from the president or other members of the institution, including the enrollment of students, applications for open positions or to act as a contractual provider of goods and services.

Trustees should serve the school as a whole and ensure that board actions benefit the broadest possible interests rather than any individual interest or group. In this regard, trustees should avoid making judgments on the basis of information received from individuals or groups with any real or perceived grievance and refer to the president or chair of the board all substantive information referred by those sources.

Board of trustee actions should benefit from the fullest possible debate in board meetings. Once decisions are made, trustees are also expected to support, publicly if appropriate and necessary, all expressions of board consensus.

Committee meetings and meetings of the full board, including executive sessions, and informal conversations with administrators or other representatives of the school must adhere to the requirements of the Commonwealth's Open Meeting/Open Records statutes.

Trustees are not authorized to speak publicly for or otherwise represent the institution, recognizing that only the president may serve as a spokesperson for North Shore Community College and only the board chair for the board of trustees.

Trustees are provided with the school's by-laws, mission, core values, vision and strategic plans in addition to this *Statement of Commitment & Responsibilities* and other documents relevant to the fullest possible understanding of the governance role and responsibilities of the board of trustees.

Trustees (other than student trustees) are appointed by the Governor for a full term of five years, or if they are filling out another trustee's term, for the remaining period of that five-year term. They may be considered for reappointment for a second five-year term and can not be reappointed again for any terms on the board beyond this, unless they have been off the board for at least five years. (If a trustee has served for more than 2.5 years of a previous trustee's term, that first term is considered a full term for the purpose of reappointment.) Each member's performance is assessed by the Public Education Nominating Council in consideration for reappointment on the basis of fulfillment of the trustee responsibilities outlined in this statement. This process of performance assessment and reappointment occurs at the conclusion of each member's term.

I have received and read the *Statement of Commitment and Responsibilities* for members of the Board of Trustees of the North Shore Community College and understand that this acknowledgment of acceptance shall be retained by the Secretary of the Board.

Read and Accepted: _____

Date: _____

North Shore Community College Trustee Overview

I've attached the calendar of Trustee meetings. Meetings begin at 4:00 pm but we always provide snacks, fruit, vegetables, coffee, water, etc. so most arrive a few minutes early. Meetings typically end at 6:00 pm.

Trustees are invited to attend graduation, see attached schedule, and there is the *ACCT*, (Association of Community College Trustees), legislative conference in Washington, DC in February that is optional.

In September or October the College's Foundation Board hosts an annual dinner meeting and Trustees are invited, most attend.

If you were to sit on a sub-committee, such as finance, presidential evaluation, nominating, except for finance which meets every month there is a board meeting for an hour give or take, the other sub-committees meet periodically during the year.

Time commitment:

- Eight board meetings at two hours each
- Graduation which runs four hours start to finish
- Sub-committee, anywhere from three to twelve hours for the year depending on which sub-committee
- Foundation Board annual dinner meeting approximately three hours
- I encourage all trustees to attend a handful of events throughout the year whether they be North Shore Chamber meetings, legislative breakfasts, awards ceremonies, these could tack on four to six hours in total

Financial commitment:

- Purchase tickets or contribute to various fundraising events throughout the year, somewhere on the order of \$500 in total
- Establish a Foundation Board scholarship in the annual amount of \$750 to \$1,500
- Above and beyond these at you discretion

The document titled "Presidential Profile" is the document we created to tell the story of the institution for the new presidential hopefuls. It will provide you with a wealth of knowledge about NSCC,



NORTH·SHORE COMMUNITY COLLEGE

Real Opportunities





Welcome to North Shore Community College!

North Shore Community College (NSCC) prepares students for the challenges of living and working in a global economy and provides a competent workforce for the north of Boston region. The College offers a 21st-century curriculum that balances liberal arts with career education delivered through a variety of instructional methods.

Since 1965, nearly a quarter million North Shore residents have taken courses at NSCC. Eighty four percent of our career and technical program students are employed within three months of graduation, and 92% of our graduates live and work on the North Shore.

At NSCC, it's about inclusion – “where all are welcome and each is challenged.” Giving our students the tools to prepare them for the real world and the opportunity to create a future for themselves, their families, and their communities - this is the essence of North Shore Community College.

THE COLLEGE

NSCC is one of the oldest and largest of the 15 Massachusetts community colleges. The college serves 26 cities and towns along the coastal region from north metropolitan Boston to Cape Ann. Since its founding in 1965, NSCC has grown from a single building to three campuses, and from five to nearly 90 academic programs of study. The college has an urban campus in downtown Lynn, a suburban campus in Danvers, and houses a workforce training and community education center in Beverly. Nearly 35,000 students have graduated from NSCC.



THE COLLEGE (*continued*)

The college is guided by its 2013-2016 strategic plan, *Pathways, Partnerships, Performance...Leading the Way*, as well as the Massachusetts Department of Higher Education's Vision Project, a plan for MA to achieve national leadership in public higher education. The college is accredited by the New England Association of Schools and Colleges, Inc., through its Commission on Institutions of Higher Education.

LEADERSHIP

On January 1, 2014, Dr. Patricia A. Gentile became the fourth President of North Shore Community College. She brings to the college extensive experience in workforce development, noncredit programming, enrollment management, public relations, and resource development. Her background also includes experience in non-profit management, organizational governance, and strategic planning. The Vice President for Academic Affairs reports directly to the President as a member of the Executive Team with four other Vice Presidents. He/she provides leadership and management to a component that oversees the Library, Center for Teaching, Learning, & Assessment, Center for Alternative Studies and Testing, Academic Technology, five academic divisions (Business Science, Liberal Studies, Human Services, Science & Mathematics, and Health Professions) and Corporate & Community Education.



NSCC STUDENTS

NSCC educates about 11,000 credit and 5,000 noncredit/workforce development students in an academic year. The College also offers lifelong learning opportunities to nearly 750,000 area residents. NSCC meets students where they are and helps them to get to where they want to go. The student population features traditional-aged students, career changers, first generation college students and those seeking workforce training. The college's supportive environment offers a broad mix of pre-college and transitional programs, special support services for those with special needs including students with disabilities, veterans, and women returning to school. NSCC is a designated Military Friendly School where approximately 350 veterans are enrolled and receive assistance applying for Post-9/11 GI benefits and other services.

NSCC is committed to developing and maintaining an inclusive, proactive, and empowered culture where diversity is a guiding value, not just in theory, but also in practice. Thirty-four percent of the college's student population is minority, with Hispanics accounting for nearly 20% of this number. Nearly nine percent of the student population is black. And the college welcomes many other ethnicities as is evidenced by the 80 flags that fly in the Lynn gym representing our student's countries of origin.

In addition to academics, the Student Life Office is the center for student involvement, engagement and development. Students have the opportunity to develop personal, organizational and civic leadership skills, and to create meaningful lasting memories through their participation in clubs, organizations and a variety of community service projects. Leadership development programs include a Presidential Scholars Program, the National Student Leadership Society, and Phi Theta Kappa.



STRATEGIC COLLEGE DIRECTIONS

Strategic Plan 2013-2016

Pathways, Partnerships and Performance... Leading the Way is the college's strategic plan and guiding principle of NSCC's commitment to enhance student success at all levels – access, retention and completion of education goals. The plan demonstrates that NSCC is committed to enhancing what works, strengthening areas that need improvement, and ensuring that NSCC faces its next 50 years as a flexible learning organization where our students come first and are supported at every step of their journey to success. This is an exciting era of change, development and challenge and this key leader will be a critical component in responding to the academic environment.

Diversity

At NSCC, diversity takes many valued forms. The college fosters a pluralistic campus, one that provides students, faculty, and staff the opportunities to learn about, respect, and appreciate each other's cultures and backgrounds – an environment in which each person and every group fits, feels accepted, has value, and contributes. The college is a campus affiliate of the National Coalition Building Institute (NCBI) and workshops are provided for faculty, staff, and students. NSCC also participates in a consortium of colleges focused on recognizing, understanding and appreciating diversity. The Diversity Leadership Council (DLC) is a standing committee within governance charged with developing and recommending policy regarding diversity issues, serving as a clearinghouse for activities relating to diversity, and improving the institutional culture.

Sustainability

On February 28, 2007 North Shore Community College became the 100th college nationwide to sign onto The American College and University Presidents Climate Commitment. This step put in motion an expansion of the college's commitment to environmental stewardship. The college is dedicated to: protecting the environment by reducing its carbon footprint; incorporating environmental/sustainable curriculum, goals and objectives into its courses, programs and projects; and promoting a sense of environmental stewardship in the college community and North Shore region.



Sustainability *(continued)*

Fall 2011 saw the completion of the Commonwealth of Massachusetts’ first Zero Net Energy (ZNE) Building and in 2012, NSCC was awarded the state’s Leading by Example Award from Governor Deval Patrick for significantly reducing energy use and greenhouse gas emissions, increased recycling, the use of renewable energy, and other clean energy and environmental quality initiatives.

Public Policy Institute

NSCC’s Public Policy Institute (PPI), the only one of its kind at a community college in the United States, was created in 2006 to provide a vehicle whereby the college can actively engage in confronting and shaping the issues facing the communities it serves. The PPI strives to develop the ethic of public service and civic engagement in its students, staff and the North Shore region. The PPI assists in expanding the college’s outreach efforts and response to regional needs and issues through civic education and engagement.

Civic Engagement & Service-Learning

NSCC embraces civic learning and democratic engagement as an undisputed educational priority. NSCC strives to create civic professionals and contribute to local and regional economic vitality, social and political well-being. For over a decade, NSCC has offered service-learning opportunities in each academic division with nearly 60 full- and part-time faculty members working with about 500 Service-Learning students annually.

Civic Engagement & Service-Learning *(continued)*

NSCC received the President's Higher Education Community Service Honor Roll for exemplary service efforts for four consecutive years. In 2011, NSCC received the Community Engagement Classification from The Carnegie Foundation for the Advancement of Teaching - one of only 12 community colleges chosen out of the 115 U.S. colleges and universities selected to receive the designation.

Technology

North Shore Community College is a leader in technology within Massachusetts' community college system, offering students a broad spectrum of course-related technology services to support and enhance their academic experience. Students may also enroll in courses where faculty have integrated technology into their courses. NSCC has also developed a full range of integrated web-based administrative services to provide access and efficiencies for students, faculty, and staff.

Workforce Development

North Shore Community College is a cornerstone of the region's economic vitality and is a sought-after and respected partner in its overall growth and development. NSCC provides workforce development training and education in a broad array of programs designed in collaboration with regional business and industry for adults, English Language learners, career changers, and career seekers.

THE DEPARTMENT AND BOARD OF HIGHER EDUCATION

NSCC is part of the Massachusetts public higher education system, which is comprised of 15 community colleges, nine state universities, and the five-campus University of Massachusetts system. A statewide Board of Higher Education (BHE) has broad oversight responsibility for all of public higher education and has a particular responsibility for the community colleges and state universities. The Department of Higher Education, headed by a Commissioner, is the executive arm of the Board of Higher Education. The Board participates in the appointment of college presidents and approves presidential compensation.

The BHE is responsible for establishing statewide goals for the community colleges and state universities. Currently these goals are embodied in the Vision Project, an initiative that aims toward national leadership in six key areas of educational work: (1) college participation; (2) college completion; (3) student learning; (4) workforce alignment; (5) closing achievement gaps; (6) educating citizens. The Board asks each college and university in the system to incorporate attention to these goals in its strategic plan and to participate in statewide efforts to achieve progress regarding them. Each year the DHE collects data tracking progress on these outcomes for each college.

QUALITY OF LIFE

The north shore of Massachusetts offers urban or suburban living and close proximity to the ocean, mountains, history, sports, culture, dining and all types of recreation. The region is home to historic sites; national landmarks, 86 museums and historic places, state and national parks, and a national wildlife refuge.

Investment in Plant, less depreciation:	\$ 5.6 Million
Cost of Operating Physical Plant:	\$ 4.8 Million
Deferred Maintenance:	\$ 200,000
Endowment/Foundation:	\$ 6.4 Million
Operating Budget:	\$ 55 Million
Revenue Mix:	27 % Tuition/Fees 6 % Local 36 % State 1 % Other
Federal Grants:	\$ 18.6 Million – 30 %
Operating Budget per FTE:	\$ 10,780
Tuition and Fees:	\$ 169/credit
FTE Student Enrollment for Fall 2011:	4476
Total Headcount:	7750
% In Developmental Courses:	26 % of new students in Communications 45% of new students in Mathematics
Non-Credit Enrollment:	2000
Student Diversity Statistics:	2837 – 37%
Student Demographics Fall 2013:	
% Traditional college age (17-24)	59%
% First generation students	58.2%
% Veterans	4.2%
% ESL	4%
% Minority	36.6%
% Career Programs	53.9%
% Transfer Programs	37.1%
% Non-matriculated students	9%
% Attending on-line courses	5%
# Of Degrees Awarded Annually:	FY2013 - 1171

<p style="text-align: center;">Graduates:</p> <p># of Graduates (certificates and degrees)</p> <p style="padding-left: 40px;">% of Graduates who live and work in the North Shore area</p>	<p>36,059 (1967-2013)</p> <p>92%</p>
<p style="text-align: center;">First Year Retention Rate:</p>	<p>BHE = 59.2 %</p> <p>IPEDS = 60.5%</p>
<p style="text-align: center;"># Of Students Transferring to 4-year Institutions Annually:</p>	<p>350+</p>
<p style="padding-left: 40px;"># Full-time Faculty</p> <p style="padding-left: 40px;"># Adjunct Faculty</p> <p style="padding-left: 40px;"># Tenured Faculty</p> <p style="padding-left: 40px;">#On Tenure Track</p> <p style="padding-left: 40px;">Faculty Diversity:</p>	<p>133</p> <p>402</p> <p>91</p> <p>42</p> <p>13%</p>
<p style="padding-left: 40px;">Average faculty salary</p> <p style="padding-left: 40px;">Average faculty starting salary</p>	<p>\$59,487.56</p> <p>\$42,000 to \$45,000</p>
<p style="text-align: center;">Student/Faculty Ratio:</p>	<p>20/1</p>
<p style="padding-left: 40px;">Library Volumes:</p> <p style="padding-left: 40px;">Electronic Volumes:</p>	<p>68,034</p> <p>68,534</p>
<p style="text-align: center;">Unions: Faculty, Staff, Administration, etc.</p>	<p>Faculty, Professional Staff, and Classified</p>
<p style="text-align: center;">What is outsourced: Bookstore, Technology, Security, etc.:</p>	<p>IT management, Food Service</p>
<p style="text-align: center;">Board of Trustees: #; Elected/Appointed:</p>	<p>11 Trustees, 9 appointed, 2 elected</p>

North Shore Community College 2013 – 2014 Board Inventory of Existing Members

Residence	1	2	3	4	5	6	7	8	9	10	11	Notes
Lynn	x					x		x				
Danvers												
Beverly				x								
Wakefield							x					
Manchester		x										
Marblehead					x							
Peabody										x		
Auburndale									x			
Lynnfield			x								x	
Demographic												
African/American/Black								x				
Caucasian/White		x	x	x	x	x	x		x	x	x	
Latino/Hispanic	x											
Other												
Male						x		x	x	x		
Female	x	x	x	x	x		x				x	
Education Level												
Bachelor's	x						x			x		
Master's			x		x			x				
MD/JD				x		x			x			
Doctorate		x										
Other											x	
Profession/area of expertise												
PR/Marketing												
Science/Engineering		x										
Accounting							x					
Banking			x									
Career/Job Counseling	x											
Consulting					x							
Corporate Management									x			
Education				x				x				
Facilities												
Fundraising												
Government							x					

Health Care												
Law				x		x			x			
Non-profit management		x		x								
CEO/ED/Senior Management					x					x		
Real Estate						x						
Small business												
Strategic planning												
Technology												
Other												
Skills												
K-12 schools	x							x				
Grants		x		x								
Fundraising		x										
Affluence/Influence												
Alumni	x						x	x		x		
Mediation									x			
Sits on other non-profit boards	x	x	x	x	x	x	x	x	x	x		
Other			Finance	Vice Chair Search	Nominating	Nominating Search	Alumni Board	Finance Search	Finance	Chair Nominating Evaluation	Student Trustee	

North Shore Community College News Article: Governor Patrick to Invest in NSCC to Grow Opportunity and Better Prepare Students for Success

"Big News-Lynn", talks about the Lynn campus expansion and a \$20.7 million Capital Spending investment for the construction of an expansion of the Lynn campus. Construction should begin by the end of the summer of 2014.

October 16, 2013

I am thrilled to inform the college community that Governor Patrick announced this morning that North Shore Community College will receive \$20.7 million in capital funding to expand and modernize our Lynn Campus. The Governor made the announcement at the North Shore Chamber of Commerce's Leadership Breakfast at Salem's Hawthorne Hotel. This is truly spectacular and historic news for the college!

This project, which has been in the works and advanced by many state and NSCC people, is exciting news for both the college and the Gateway City of Lynn. This expansion/renovation is what our students deserve and will assist them in realizing their dreams, along with providing for the region's workforce development needs of the future.

Work will include an addition to the Lynn campus to house academic technology, a Center for Student enrollment and Success, testing services, student study space, and 9 additional classrooms. In addition, there will be code upgrades to the existing McGee building, as well as the repurposing in the future of 18,000 square feet of space to upgrade existing labs, expand the current kitchen and renovate the campus police space and associated facilities. The project is being designed to achieve LEED Silver certification and Mass LEED Plus. A study funded by the college has recently been completed and is ready for certification. The study will be followed by approximately one year detailed design period and roughly two years of construction.

The FY2014 Capital Plan, which will be released later this fall, includes state funding for this project for the first time.

I will let you know next steps and more details as they become available, but today please join myself and the many dedicated folks at NSCC who helped to make today's news possible in celebrating this vitally important and exciting initiative.



