

**A**s prescribed by the Charter of the All College Assembly, the Executive Committee is pleased to present a report that summarizes the accomplishments of our five Standing Committees for the academic year 2017-2018.

**Academic Affairs Committee**

***Charge: to make curriculum recommendations to the president regarding all proposals for changes, additions, and deletions in all curricula offered by all divisions of the college. In addition, the committee may recommend changes in college-wide academic policy and standards.***

The following are among the Academic Affairs Committee's activities this year:

*Many thanks are offered to all committee members, Vice President Heineman for his continued support and advice and especially to Jane Bailey for her tremendous contributions work as Administrative Assistant to the committee.*

***Respectfully submitted  
by: Patricia Willett,  
Chair***

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### **Finance Committee:**

**Charge: recommendations to the president with respect to the allocation of all funds within the proposed and approved budget of the college (providing that such recommendations do not violate collective bargaining laws and agreements) and may review at any time the expenditure of all approved allotments of funds within past completed operating budgets. In performing these functions, the Finance Committee shall have timely access to all necessary information through its chairperson or his/her designee.**

The following are among the Finance Committee's activities this year:

The Finance Committee of the All College Assembly at Northern Essex Community College submits its year-end report to the All College Assembly.

Attached to this document, you will find the Finance Committee Spring 2018 Mid-Semester Report which was submitted to President Glenn on March 1, 2018. Historically, the committee has submitted a recommendation letter at the end of the spring semester. It had become evident that the timing of such letter was incompatible with the budget process and ineffective. The Finance Committee adopted a new approach and timeline in order to address financial concerns, make recommendations, and close the feedback loop.

Thus, the Finance Committee Mid-Semester Report was prepared and submitted in March to President Glenn who subsequently reviewed the report with the vice presidents. Next, President Glenn met with Chair Machado to discuss each item in the report. This was followed by an April 11, 2018 Finance Committee meeting at which President Glenn was the guest presenter. The Finance Committee members in attendance reviewed each item with President Glenn as reflected in the meeting minutes. All members in attendance agreed that this new format provides greater opportunity for meaningful dialogue thereby closing the loop on some items and creating opportunities for follow-up on other items in the next fiscal year.

Overall, it has been a much needed transformation resulting in a very productive year for the Finance Committee. The Finance Committee members worked diligently to improve the operational aspects of the committee and look forward to another productive year serving the NECC All College Assembly.

*Finance Committee Spring 2018 Mid-Semester Report*

**Submitted to:** Dr. Lane Glenn, President

**Submitted by:** Dr. Patricia Machado, Chair on behalf of the Finance Committee Members

**Submitted on:** March 1, 2018

**Summary**

The Finance Committee of the All College Assembly at Northern Essex Community College has adopted a new approach and timeline to address financial concerns and make recommendations as they relate to their responsibilities outlined in the All College Assembly Charter, Article VI, Section 8, Part B.

Historically, the committee has submitted a recommendation letter at the end of the spring semester. It has become evident that the timing of such letter is incompatible with the budget process. Given the current challenging economic conditions, coupled with a new timeline for budget processes, the Finance Committee has adopted a spring mid-semester report in an effort to provide more timely recommendations and to address feedback loop inefficiencies. Please note that it is the committee's intent to invite President Glenn to an end of semester meeting to discuss the report, to close the feedback loop, and to use the feedback as a planning tool for the next fiscal year.

Additionally, the committee has made a concerted effort to strengthen the communication and working relationship with the Vice President of Finance and Administration's office. This past summer, an initial meeting was held to work out a plan for moving forward. This meeting was attended by the new Finance Committee Chair, Patricia Machado, the Acting Vice President of Academic Affairs, Judy Zubrow, the Vice President of Finance and Administration, Michael McCarthy, and the Controller, Michelle Tremblay. As a result of this meeting, a plan was set forth to have "Budgets 101" training for all Finance Committee members presented by Michelle Tremblay. In addition to this, Michelle has served as a key contributor and primary liaison to the committee when requesting clarification on financial information. The committee wishes to formally recognize Michelle, along with VP Michael McCarthy for their renewed commitment to transparency, their support of the committee's charter, and the presentations they have both made during the committee meetings thus far.

In addition to the aforementioned, the committee has had several guests come to speak at our meetings. The following NECC personnel presented to the committee: Acting VP of Academic Affairs Judy Zubrow, Chief Information Officer Jeff Bickford, VP of Lawrence Campus and Community Relations Noemi Custodia-Lora, VP of Academic Affairs Bill Heineman, and President Lane Glenn. The committee would also like to formally thank all of our guest speakers for their willingness to answer our questions and discuss our concerns.

Based upon the discussions at all of our regularly scheduled meetings (see minutes from meetings dated 9/20/17, 10/4/17, 10/18/17, 11/1/17, 11/15/17, 11/29/17, 12/13/17, 1/31/18, and 2/14/18) and upon review of budgets, the following recommendations are presented.

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## Recommendations

### **1. Facilities and Utilities**

- a. The committee recommends a continued review of NECC facilities in terms of scaling back the size of our operation especially given declining enrollments. In other words, there should be an analysis of the number of buildings/physical spaces that are truly required given declining enrollments. The committee acknowledges that enrollments run counter-cyclical to the business cycle of the economy. However, a thorough cost benefit analysis of space is necessary in order to “right-size” NECC.
- b. The committee recommends a thorough review be performed of all building leases. The committee has requested and reviewed a report of our current building leases. In particular, the committee recommends a deeper look into our options regarding the origin of the HOW building lease, its monthly payments, its annual repayment of build-out cost, and the possibility of renegotiating the terms of the agreement.
- c. The committee recommends an analysis of Building Utilization specifically as it relates to utility expenses for the entire college.
- d. The committee recommends the establishment of a Multi-Year Capital Expenditure Plan and a prioritized Deferred Maintenance Model.

### **2. Continued Transparency Improvements and Clarification**

- a. The committee recommends quick establishment of and an annual updating of a Position Control Chart. Historically, it has been challenging for the committee to access organizational charts/structure as a mechanism for performing overall structural financial analysis. A Position Control Chart, as described by Finance and Administration, will serve as a vehicle to perform overall organizational analysis.
- b. The committee would like to express its concern regarding the necessary reallocation of existing resources to cover expenditures related to the Integrated Student Experience; specifically, costs associated with reorganization and relocation. As such, the committee recommends a thorough accounting of the reallocation of resources including personnel.
- c. The committee requests a report on the cost to run a course in all delivery modalities. Please note that a preliminary request was made for these data in a pilot format. This formal request is being made as the committee believes this information is vital to effective scheduling and class cancellation policy.

### **3. Capital Campaign**

- a. The committee formally supports the pursuit of the Capital Campaign Fund.
- b. The committee recommends that the associated expenses of Technology Refresh be incorporated into the Capital Campaign Fund.

### **4. Other**

- a. The committee recommends continued review of bad debt, disciplined collection of bad debt, and investigation of innovative approaches to collecting on bad debt.
- b. Review of Fees
  - i. The committee commends Finance and Administration for their recent efforts in reducing parking and transportation related expenses and recommends that continued effort be made to reduce these expenses as well as address creative approaches to student fees.
  - ii. The committee recommends that a student printing fee be incorporated into cost of attendance at NECC. This recommendation is the result of concerns regarding student

printing at library, the transition to OER resulting in some students printing more from Blackboard sources, and the possibility of student printing at the ISE Meta-Centers.

Respectfully Submitted,

**Finance Committee Members:** Sherri Acevedo, Liliana Brand, Linda Buckley, Paul Cavan, Erin Colstad, Elizabeth Donovan, Frank Dushame, Lisette Espinoza, Linda Giampa, Thomas Gorczyca, Eileen Hayes-Johnson, Despina Lambropoulos, Scott Lancaster, Patricia Machado, Marilyn McCarthy, Andrew Morse, Cristina Nuncio, Ingrid Polanco, Bernard Zannini, and Judith Zubrow

***Submitted by:***  
***Professor Patricia Machado,***  
***Chair***

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## **Information Technology Committee**

**Charge: The ITC Committee shall consider and make recommendations to the president concerning all areas of information technology including, but not limited to: The benefits, costs and sustainability considerations of acquiring, adapting, discontinuing and/or redeploying any IT resource. Policies related to the use of IT resources by faculty, staff and students and procedures to ensure that all major IT acquisitions, changes, and discontinuances are properly reviewed by all affected personnel.**

The following are among the IT Committee's activities this year:

The IT Committee spent the 2017-2018 year, at the request of the CIO, focusing on the IT Master Plan implementation, and in particular the communication issues expressed by the majority at the college. Since this was part of the master plan, we took it on, as it pertained to Information Technology.

This led us to explore the gaps in communication that exist across all segments of the college population.

1. Procurement/Existing Resources/Overlap

We discussed the lapses in communication between departments that led to spending on some applications that overlap in features with applications already licensed by the college. For example, we have a Luminis Portal as our official college portal, but we also have Blackboard Community licensing that has a portal type application. We also pay for licensing for a mobile site that can act as a portal. I suggested we explore the possibilities of each, and see if we might be able to consolidate some, thereby saving the college many thousands of dollars. Our recommendation would have been to leverage first, the resources we already have, and better use the IT resources in existence to employ a procurement checklist. Not the hard copy-type document that is currently used, but a real checklist, digital and trackable. We have tools in existence at the college that would enable us to use a chain of command flow and sign-off for procurement, ensuring that all options are covered (research, investigation, accessibility, need, cost, etc.)

2. Consolidated Calendar/Broadcast Communications

We formed a sub-committee that was tasked to explore the available calendar/broadcast email software in existence, to compare whether it would be feasible and cost-effective to recommend switching to something that allowed better and more effective communication. The committee was unanimous about the ineffectiveness and annoyance caused by the current broadcast system. As of the last time I asked for a report by the sub-committee, headed by Nathan Gilbert, no software was investigated or considered, and we were told that MARCOM had already decided to keep the system they have. This does not solve the communication problem as we would have recommended, which would integrate a college-wide calendar system with an email and event feed that a user could customize to their needs. A system as we would recommend would eliminate the many non-applicable emails we receive, but would allow the user to see announcements and events that apply to them on the MyNECC page, and if they opt in, an email digest as well. I was approximately 90% finished with the redesign of the MyNECC portal, which was built in such a way to facilitate the hoped for, improved communication system. In lieu of purchasing a better calendar/broadcast tool, IT resources would be better utilized to create such a tool. Our ability to save money and spend it wisely lies in increasing, and not decreasing IT resources. There is a tremendous amount of inefficient use of technology at the college, and this

costs the college money.

All in all, if the college focused more on improving communication with regard to our spending on IT applications, our training each other in the usage of IT resources, and also with delivering timely appropriate content to the community, we would improve the effectiveness and efficiency with which we operate.

***Submitted  
by: Cherie Hagen and Professor Lori  
Heymans  
Co-chairs***

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### **Student Affairs Committee:**

**Charge: The Student Affairs Committee shall consider and make recommendations concerning all areas of student life including but not necessarily limited to: recruitment, admissions, orientation, advising, retention, student services, diversity issues, student activities, classroom climate and student morale.**

The following are among the Student Affairs Committee's activities this year:

**Meeting Dates:** Sept. 18, Oct. 16, Nov. 13, and Dec. 22, 2017; Jan. 22; Feb. 12, Mar. 19, Apr.23, May 7, 2018. (Fall 2018 Dates: Sept 17, Oct 15, Nov 19, Dec 10)

**2017-2018 Committee Membership:** Paul Saint-Amand, Chair, Linda Fagan, Meredith Gunning, Karen Hruska (replace Danny Malave), Deb LaValley, Joe LeBlanc, Jennifer Levesque, Brian MacKenna-Rice, Deb McKinney, Aaron Moreno (leaves Committee as of May, 2018), Kelly Sanborn, Liz Teoli, Biff Ward, Amy Cameron, Linda Comeau (leaves Committee as of May, 2018), Kathy Hudson, Student Representatives: Lindsey Cohan and David Ducharme,. New Members for 2018-2019 include Hilmar Von Strunck and Maya Monet.

**Student of the Month Awards for the year:** James Kerr, Kayla MacMillan, Hygdrea Mathurin, Rose Bellahalea, Chris Montes, Anthony Bowers, Mariela Cueva, Almely Ramos and Paoli Rodriquez, Mathew Brides.

**Guest Speakers:** Janel D'Agata-Lynch (Civic Engagement) Judy Zubrow (Interim VP), Tina Favara (Enrollment Services), Lance Hidy (Visual Learning Accommodations), Linda Roher (Exec. Dir. Valley Works), George Moriarty (Workforce Dev. and Corp. Relations), Bill Heineman (VP of Academic and Student Affairs), Ron Taber (Marketing), Susan Tashjain and Jody Carson (CIT: OER). Committee members made 2 SGA visits each semester.

**Major Concerns:** The Committee's business this year included student concerns regarding registration, course offerings, the proposed "Integrated Student Experience," FYS course required enrollment, book costs and late book vouchers, wifi issues across campus, a more alluring Student of the Month flyer, shuttle schedules, tutoring services, snow emergency notification, global broadcast announcements, the need for more counseling services (last Fall), and diminished library and computer lab hours.

However, once again, campus security became the central issue occupying much of the Committee's time over both semesters. Concerns included, but were not limited to, the following: poor lighting on a Lawrence campus parking lot, Spurk classroom security, handicap accessibility procedures during fire drills, lack of emergency signage and classroom warning lights, the need for "Active Threat" training, removal of a collection of shiv(s) or shank(s) displayed by the Police Academy in the E Bldg hallway, Little Sprout parking congestion, and Spurk Bldg. broken automatic handicap-accessible doors. In conference with All College Assembly leadership and other college Committees, the Student Affairs Committee Chair recommended that since SAC has worked for more two years on addressing these same security issues to little advantage, the ACA, as a college-wide governing body, in its March general meeting made the case for improved security and insisted that the Administration address these issues. This Spring, the first of two "Active Threat" trainings took place, one on each campus, and a number of other campus security measures are presently underway.

***Submitted by  
Paul Saint-Amand,  
chair***

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### Executive Committee

***The Executive Committee of the All College Assembly is charged with matters concerning planning and policy for the college, as well as matters of college-wide importance in partnership with other Standing Committees or matters beyond their purview. The committee tends to ACA matters, which includes handling all “housekeeping responsibilities,” planning and overseeing four-five ACA meetings a year, and functioning as a “Mothership” for other Standing Committees. Consequently, our activities always include the following:***

- ***providing information and help if either is required or requested by a Standing Committee; keeping track of Standing Committee membership***
- ***assisting with recruitment if any of the four constituencies (Faculty, Professional Staff, Non-Unit Administrators, and AFSCME members) are underrepresented on any specific committee***
- ***ensuring—to the best of our ability—that the committees are functioning smoothly and effectively***
- ***overseeing annual membership elections.***
- ***maintaining an inventory of all school committees.***
- ***overseeing this Annual Report of Participatory Governance’s activities.***
- ***remaining informed about current issues and initiatives affecting Northern Essex Community College, primarily by meeting with President Glenn on a regular basis, other administrators as needed, as well as receiving input from our committee members We follow the activities and decisions of the Board of Trustees and have a member attend as many Board meetings as possible.***

The following are among the Executive Committee's activities this year:

**Meeting Dates:** 9/13/17, 9/27/17, 10/11/17, 10/24/17, 11/8/17, 11/29/17, 12/6/17, 1/24/18, 2/7/18, 2/21/18, 3/7/18, 3/21/18, 4/4/18, 4/18, 5/2/18.

**Members:** A. Callahan, S. Muller, F. Dushame, S. Fichera, J. Fielding, L. Giampa, G. Gomez, S. Hamel, K. Holes, L. Johnson, N. Julin, T. Mullin, H. Mores, V. Smith, M. Le, L. Hidy, S. Melo (Student Rep)

**Guest Presenters:** Jeff Bickford, Daniel Richer, Lane Glenn, Michael McCarthy, and Kim Burns

### Summary:

- IT Master Plan was reviewed by the committee and recommended that Jeff Bickford-CIO present the Plan to the ACA in a more transparent way so that different sectors (departments) of the college could see what programs (software) affect them.
- The need for a campus-wide culture of inclusion was explored. Different activities and individuals were explored—Culture and Inclusion Community, variety of student committees, discussion with Dany Malave and Paul Saint-Amand have led the committee to understand that the fragmentation of the topic is of concern and that leadership from the top is needed to not only provide leadership and structure, but also the knowledge that a culture of inclusion is sponsored and supported from above.
- Recommendations for enrollment and recruitment were developed during Daniel Richer's visit: universal course design to eliminate student's struggle for continuity and navigation of courses on Blackboard, career counseling should include parents and faculty should take an active role in engaging with students and act as mentors, a centralized area for students to gather and engage with one another
- Kim Burns and President Glenn introduced the Bridgewater University Consortium—Leading for Change Higher Education Diversity Consortium—as a potential solution to past failed initiatives to achieve campus-wide culture of inclusion. Major concern of the committee was the narrow definition of inclusion and that it needs to include ageism, body types, left/right handed individuals.
- A meeting with all the committee chairs, co-chairs, and support staff allowed for conversations on what is happening in different committees and what issues concern them most
- Safety and security around the campus is one concern that stemmed from this meeting. Paul Saint-Amand expressed a huge concern from the student body on the lack of safety around the campuses. This led the ACA to ask Mike McCarthy to discuss this at the ACA and address some concerns. Major issues presented were lack of exit plan in case of emergencies, etc. The role of the Director of the Public Safety and Risk Management was posted and the price tag for the role presented concern, but the position's responsibilities were further clarified to make sure that the committee and the community could understand as to the scope of the role. The committee also decided to no longer pursue assembling a safety sub-committee, but to rather invite the eventual director to meet regularly with the committee.
- The retrenchments of positions during the summer and still in the fall were discussed during ACA meeting. President Lane, Mike McCarthy, and Bill Heinemen were invited for comments and Q&A.
- The committee presented concern regarding procedure and notification process of the retrenchments. More specifically distinguishing the treatment of the employees by the reason for their departure—retrenchment due to budgetary reasons or actual firing due to legitimate cause.
- With the role out of the ISE and the Meta Major Centers the committee has been addressing concerns such as faculty involvement, minimizing non-academic function, how students will be traveling through the Centers, locations of Centers, access of advising and financial aid in the Centers, any training for faculty, as well as the contractual issues regarding faculty's involvement with the Centers.
- Proposal to have a Governance Reception Hour to promote more cross committee collaboration and to maximize communication and engagement.

### Recommendations and Concerns:

- Capital Campaign: There is a concern regarding how individuals and community members can focus their donations to a particular segment (Culinary arts, student success, Lawrence library, IT, Sports

and Fitness Center, and endowment). This can have an influencing impact where certain agendas may be enabled as to what is beneficial to the college.

- For the committee to be more active in promoting the college

***Submitted by:  
Professor Sheila Muller,  
Chair***