

May 18, 2020

Dr. Patricia A. Gentile

3) achieving its enrollment goals and enhancing financial stability;  
that the next comprehensive evaluation be scheduled for Fall 2029.

The Commission gives the following reasons for its actions.

North Shore Community College (NSCC) is continued in accreditation because the Commission finds the institution to be substantially in compliance with the .

The Commission commends NSCC on a thoughtful and comprehensive study. We concur with the visiting team report that "NSCC is filled with caring, competent professionals who are passionately committed to student and community success." NSCC has a long history of strategic planning which has been commended by the Massachusetts Department of Higher Education and held up as an exemplar to other colleges. This tradition has continued under the leadership of President Gentile who has made a wise decision

Faculty have a substantive voice in matters of educational programs, faculty personnel, and other aspects of institutional policy that relate to their ~~area~~ responsibility and expertise (3.15).

The effectiveness of the institution's organizational structure and system of governance is improved through periodic and systematic review (3.19).

The Commission notes with favor the level of commitment and engagement demonstrated by

Assessment of learning is based on verifiable statements of what students are expected to gain, achieve, demonstrate, or know by the time they complete their academic program. The process of understanding what and how students are learning focuses on course, competency, program, and institutional level. Assessment has the support of the institution's academic and institutional leadership and the systematic involvement of faculty and appropriate staff (8.3).

The results of assessment and quantitative measures of student success are a demonstrable factor in the institution's efforts to improve the learning opportunities and results for students (8.8).

The institution integrates the findings of its assessment process and measures of student success into its program evaluation activities and uses the findings to inform its planning and resource allocation and to establish claims the institution makes to students and prospective students (8.10).

Finally, as acknowledged in both the self study and the team report, enrollment at North Shore Community College has declined in recent years, down 17% since 2016 and 28% since a high in 2010. Subsequently, NSCC's total revenue has declined from \$36.9 million in FY2017 to \$35 million in FY2018, and to \$33.6 million in FY2019. During these challenging times, the College is to be commended for its ability to improve its financial stability; in addition to the increase in unrestricted net assets noted above, NSCC's current financial ratio increased from 2.52 to 3.00. The Commission is also pleased to learn that the College has received a Title III grant which will be instrumental in supporting student success initiatives like the MALES program designed to target at-risk populations using analytics along with tutoring and advising. We commend NSCC on its efforts towards becoming recognized as an Hispanic Serving Institution and note with favor that the College has met its enrollment target for students identifying as Hispanic or Latinx. The Fall 2024 report will provide the College with an opportunity to update the Commission on its success in meeting its enrollment projections and maintaining financial stability. This section of the report should be guided by our standards on and.

Consistent with its mission, the institution sets and achieves realistic goals to enroll students who are broadly representative of the population it wishes to serve. (Statement of the Standard).

The institution's multiyear financial planning is realistic and reflects the capacity of the institution to depend on identified sources of revenue and ensure the advancement of educational quality and services for students (7.6).

The scheduling of a comprehensive evaluation in Fall 2029 is consistent with Commission policy requiring each accredited institution to undergo a comprehensive evaluation at least once every ten years.

You will note that the Commission has specified no length or term of accreditation. Accreditation is a continuing relationship that is reconsidered when necessary. Thus, while the Commission has indicated the timing of the next comprehensive evaluation, the schedule should not be unduly emphasized because it is subject to change.

The Commission expressed appreciation for the self study prepared by North Shore Community College and for the report submitted by the visiting team. The Commission also welcomed the opportunity to meet with you, and Ronald G. Cantor, team chair, during its deliberations.

You are encouraged to share this letter with all of the institution's constituencies. It is Commission policy to inform the chairperson of the institution's governing board and the head of the state

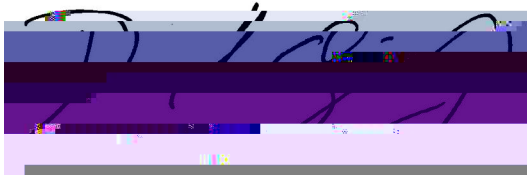
Dr. Patricia A. Gentile  
May 18, 2020  
Page 5

system of action on its accreditation status. In ~~days~~ we will be sending a copy of this letter to J.D. LaRock and Carlos Santiago. The institution is free to release information about the evaluation and the Commission's action to others, in accordance with the enclosed policy on Public Disclosure of Information about Affiliated Institutions

The Commission hopes that the evaluation process has contributed to institutional improvement. It appreciates your cooperation with the effort to provide public assurance of the quality of higher education in New England.

If you have any questions about the Commission's action, please contact Barbara Brittingham, President of the Commission.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. Quigley", is written over a series of horizontal, semi-transparent colored bars (purple, blue, and white) that serve as a background for the signature.

David Quigley

DQ/sjp

Enclosure

cc: J.D. LaRock  
Carlos Santiago  
Visiting team