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Substantive Change Update

Additional Instructional Location:
Cosmetology Certificate, Culinary Arts Associate Degree and Certificate Programs

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This report provides an update to the Substantive Change Request submitted by North Shore Community College to NEASC in August 2014 and describes the process and experience of relocating our Cosmetology and Culinary Arts programs to a new instructional location in Middleton, MA. The report addresses two Areas of Emphasis requested by the Commission and implementation to date as per Standards of Accreditation.

Overview

In August 2014, North Shore Community College submitted a Substantive Change Request to establish a new instructional site to relocate its Cosmetology and Culinary Arts programs. This report provides an update to the Request and describes the process and experience of relocating these important college programs to their newly established location in Middleton, MA.

As documented in the Substantive Change Request accompanying this document, the previous site located at the Essex Agricultural and Technical High School ('Essex Aggie') was demolished to clear ground for and merge with the newly constructed Essex Technical High School. After a two-year process that included an unrealized project in Lynn and a subsequent search for what would be temporary space, an appropriate location was identified in April 2014 at the site of the former North Shore Technical High School (which also merged with the new Essex Technical) in Middleton, Massachusetts. The site in-whole was purchased by a private developer and is now known as the North Shore Business Center.

Working with the developer, intensive planning, design and construction through the summer allowed the College to open a fully operational site for instruction on October 15, 2014. While the overall space is smaller than the Essex Aggie location and necessitated adjustments in enrollment, program delivery and space design, continuance of these high-demand workforce programs has been assured and the opportunity to significantly update the working and learning environment has been successfully realized. Each program's unique instructional requirements appear to have been solidly met and expectations in many cases have been exceeded. Moreover, it is the overall opinion of the faculty that the new facilities are a vast improvement over the former Essex Aggie site's outmoded buildings and infrastructure. The Middleton site has also been well-integrated into the College's multi-campus system in terms of services and communications.

Both programs have requisite operating credentials for their activities and the services they provide through their respective laboratory experiences. The Culinary Arts program's Beacon Café has a Food Establishment Certification from the Town of Middleton. The Cosmetology program is fully licensed and approved as a School of Cosmetology by the Board of Registration of Cosmetology. This latter certification is reviewed in further detail under *Areas of Emphasis*.

While the transition and occupant experience has been viewed as very positive by all involved, there were some notable hurdles in implementation in the form of change orders that incurred unexpected facilities costs to accommodate power for classroom and laboratory equipment as well as increases in information technology costs. The HVAC system in the Cosmetology clinic has pervasive issues which affect the ability to regulate comfortable temperatures in the area.

Overall, students and faculty in both programs are enjoying and benefitting from the new space. To reiterate, this is a temporary solution as growth for these two popular areas of study will be constrained by the size of the facilities. To accommodate the Culinary Arts and

Cosmetology programs moving forward, NSCC has begun a master planning process for both academics and facilities to address programmatic needs, space and resource utilization, and future space options within a unified framework. It is through this process that the College expects to develop and implement plans for the permanent location of these programs

This update will proceed within the context of each Standard of Accreditation and, as requested by the Commission, address two Areas of Emphasis.

Areas of Emphasis

1. *Securing licensure from the Board of Registration of Cosmetology for the Cosmetology program at the Middleton Instructional Site*

As of the August 19, 2014 Substantive Change Request submitted to NEASC/CIHE, approval and licensure for the relocated Cosmetology program from the Massachusetts Board of Registration of Cosmetology was still pending. As licensure is site-specific, it was necessary for the new location to seek new approval to operate as a School of Cosmetology. Approval is granted upon meeting the criteria outlined in the Board's *Guidelines for Opening a Cosmetology School*. Criteria include an approved floor plan, curriculum, walk-through and checklist with Board staff, and submission of a paper application. Expectations for a 1000-hour program such as NSCC's include an appropriately equipped clinic area for at least 25 students at not less than 20 square feet per station; a separate lecture area with a minimum of 25 seats that is equipped for both demonstration and practice; and a separate basic room to accommodate 25 students. Each of these areas is designed and furnished in accordance with Board guidelines and through the expertise of program and College staff to ensure compliance.

The former occupants of North Shore Technical High School also housed a Cosmetology program in the facility. As such, some of the resources were already in place, notably in the clinical practice area, and the site had previously held a license to operate their program. Some of the original furnishings were retained and refurbished, while other items were purchased by the College. The lecture area, located in Classroom #117, is outfitted with tables and chairs to facilitate both didactic instruction and practice activities for 25 students as per Board recommendations. Furnishings in these rooms were purchased by the College as was the installation of current computer-based presentation technologies.

As a result of the aforementioned efforts, submission of all required documents, and final walk-through, the program was successful in meeting the requirements of the Board and securing licensure. A letter of approval was issued on October 8, 2014 and is included in **Appendix A** along with other authorization documents pertinent to the Middleton site.

2. *Developing and implementing plans to establish a permanent locations for the Cosmetology and Culinary Arts programs on the institution's campus in Lynn, Massachusetts*

North Shore Community College continues its commitment to the Cosmetology and Culinary Arts programs, and securing permanent locations for both are among the primary objectives in the College's long-range planning. Our current lease terms with North Shore Business Center, LLC is one (1) year with an option to extend an additional two (2) subsequent years. It is expected that this agreement will be renewed before the first year lease terminates on August 31, 2015. The College further anticipates that the Culinary Arts and Cosmetology programs will be located in Middleton for at least the next three years to allow adequate time for the next phase of planning and to maintain a stable mode of continuance for the programs and their students.

In the long view, both programs are expected to remain in high-demand and require significant management and oversight to maintain their currency. Prior experience with leased properties and the search for appropriate off-site locations are strongly encouraging the College to assess these issues within the context of a larger institutional strategy as well as the most effective route for program development, resource management, ongoing improvement and, above all, ensuring student success. As these matters hold true across all of our academic and career programs, the College has embarked on two separate, but integral initiatives: a *Master Academic Plan* and an update to our *Master Facilities Plan*.

The *Master Academic Plan (MAP)*, under the leadership of Vice President of Academic Affairs Dr. Karen Hynick, kicked off in November, 2014 with a planning committee that includes faculty, staff and administrators from across the college. The group meets every three weeks with the goal of finalizing a report by May 2015. As planning is an ongoing and iterative process, the report is intended to be a living document that will articulate a 5-year plan for implementing strategic directions for our academic programs and meeting our educational priorities. MAP will be an essential driver for the Master Facilities Plan with the goal of maximizing space and resources to support our programs and ensure successful student learning outcomes.

The update to the *Master Facilities Plan (MFP)* began in October 2014 under the leadership of Vice President of Administration and Finance Janice Forsstrom. Approval was granted by the Massachusetts State Executive Office of Administration and Finance Division of Capital Asset Management and Maintenance (DCAMM) for NSCC to self-fund a contract under DCAMM with Watertown, MA-based Sasaki Associates to engage in institution-wide master planning including space utilization, building conditions, and recommendations for future space options in preparation for the next State bond bill. The College has prior history with Sasaki in the development of its previous facilities plan in 2007. Focus group meetings facilitated by Sasaki began in February, 2015 as part of a data gathering phase with various constituencies across the College. One such meeting has already occurred with the Master Academic Planning Committee, and a subsequent meeting of these two groups is planned for the end of April.

NSCC, working together with DCAMM and Sasaki Associates, will complete a final report with recommendations in September 2015. Both MAP and MFP reports will be heavily utilized as the College embarks on the development of its next 5-year Strategic Plan, beginning in 2016.

An initial step in the development of this strategy was the reorganization of the College's academic areas into academic and career pathways to better consolidate and connect program management and review, curriculum, and learning outcomes. Maximizing these connections will be an essential part of planning for the future space needs of the college, as well as assessing existing space utilization. The college has demonstrated a long-term and results-oriented commitment to master planning over the past several years while keeping its future needs firmly in view. Accordingly, it is expected that a permanent location on the Lynn Campus for the Cosmetology and Culinary Arts programs will be an integral piece and outcome of the Master Facilities Plan update.

Standard One: Mission and Purpose

The Middleton instructional site was launched on October 15, 2014 with fully-functioning academic classrooms and laboratory environments appropriate to the unique learning needs of our Cosmetology and Culinary Arts programs. As these requirements would not have been able to be accommodated within the spaces of our existing campus buildings, continuance of these programs, and by extension our mission to provide career education opportunities in high-demand fields, is successfully being met in the immediate timeframe.

The new site, while temporary, is a significant improvement in resources and facilities and will serve both programs, their students, and the community well as the College moves forward with its master planning initiatives.

Standard Two: Planning and Evaluation

As described in detail under *Area of Emphasis #2*, a plan for locating permanent space for the Cosmetology and Culinary Arts program will be an important part of a larger institutional master planning process which intimately connects academic priorities with facilities specifications. This process is moving forward as of this writing with recommendations expected in September 2015. The overarching goal is to ensure that our facilities strategy makes both academic and economic sense and can be sustained in the long-term within increasingly challenging economic times.

Through interim planning, the College will be able to continue to provide and support high quality programming at this location in the near-term while assessing longer-term solutions through its master planning initiatives.

Standard Three: Organization and Governance

The faculty, students, programs and facilities at the Middleton location continue to be an integral part of the NSCC community, notwithstanding being housed in an off-site location. Participation in college governance, and the usual business of classroom observations and evaluations, is no less convenient than when the programs were located at Essex Aggie. The 3.5 miles of separation has proven to be manageable for purposes of attending requisite meetings and activities, accessing key services, and for keeping professional and personal connections strong. Faculty members feel that they are connected to the College and able to be full participants in all governance and academic matters.

Standard Four: The Academic Program

The academic and experiential core of both programs is largely unchanged, though operating in a smaller footprint has necessitated some adjustments in instructional delivery. At the previous Essex Aggie site, Culinary Arts students were separated by first- and second-year status. As all kitchen facilities are now one large space, all students work side-by-side, giving new students exposure to more advanced students. The program coordinator has described this as an unexpected benefit as instruction is enhanced through modeling and mentorship among the students. There is discussion of maintaining a similar arrangement when designing curriculum and space for a permanent location.

Prior to the Middleton site's mid-October opening, Culinary Arts students were scheduled for didactic classroom instruction at NSCC's Danvers campus at the start of the fall semester in September to ensure curricular continuity. This helped program faculty to orient new students as well as keep graduating students on track.

A necessary reduction in physical space as well as enrollment capacity by nearly half in the Cosmetology program led to the elimination of one of the three faculty positions. As such, adjustments in coverage and instructional activities were needed. The two faculty members are supplemented by four qualified substitutes to ensure that clock hours are covered. Cosmetology faculty members are also viewing these changes favorably with regards to the manageability of instructional activities. As described under *Area of Emphasis #1*, the Cosmetology curriculum and its instructional facilities as offered at the Middleton site were approved by the Board of Registration of Cosmetology per their guidelines as a condition of licensure.

To date, neither program appears to have experienced a loss of quality due to reductions in space or enrollment. The prevailing opinion is that the overall instructional experience in the new facility is improved, as the design of the facilities and its up-to-date appointments in equipment and technology are seen as providing an effective working and learning environment. The current conditions of instruction for each program will feature into its next

program review cycle and provide a data points for assessing space needs in a future permanent location.

Both programs feature a significant service aspect in their respective curricula and maintain an essential balance of the practical and the didactic. These activities are supported on-site through two specialized facilities. The Culinary Arts program, through its Beacon Café, provides a 48-seat restaurant environment that provides a real-world practice venue in the preparation and serving meals, as well as the business and customer transactions typical of a restaurant business. The Café is open to the public by reservation. The Cosmetology program also provides a full complement of salon services to the public through its clinical practice facilities. These activities contribute to the student clock-hours required for completion of the program, as per Board guidelines.

Standard Five: Faculty

The ranks of qualified program faculty members remain consistent since the Substantive Change Request was submitted in August. Culinary Arts currently has three full-time and four adjunct faculty members with a full-time to part-time credit ratio of 71% to 29% respectively.

As documented in the original Substantive Change Request, the reduction in the enrollment capacity of the Cosmetology program from 40 to 25 students to accommodate the smaller size of the new facility necessitated the elimination of one of the previous three full-time teaching positions. The two remaining full-time faculty are supplemented by two permanent field-qualified substitutes to ensure continuity of the required clock-hours. Additional qualified substitutes are available as needed. The teaching ratio based on program clock hours is 86% for regular full-time faculty and 14% for substitutes.

All faculty members were integral participants in the planning, transition, setup, and relevant curricular adjustments needed to ensure the success of their respective programs in the new facility. Overall, faculty members are pleased with the resources available on the site and that they are a significant improvement on the previous facilities.

Standard Six: Students

Pending the acquisition of the new location, recruitment for both programs was on hold and efforts were made to graduate those students who were close to completion. Moreover, the smaller footprint of the new facilities made it necessary to adjust enrollment, especially in the case of the Cosmetology program which would be capped at 25 students. Current unduplicated headcount in the Culinary Arts program is 62 (59 Associates Degree, 3 Certificate) and 22 in Cosmetology. Overall numbers were affected by this year's transition, though enrollment is expected to increase modestly for Culinary and reach the full capacity of 25 in Cosmetology in the coming academic year.

Recruitment is active for both programs, and information is available both in print and online. Regular 'Walk-in Wednesdays' events invite the public to tour the facilities to generate interest in the programs and its services. An official grand opening of the Middleton site is planned for Monday, March 30, 2015.

Students have convenient access to all essential college service offices (e.g. Enrollment, Financial Aid, Library, Tutoring and Orientation). A free campus shuttle services a loop between the Danvers, Middleton, and Lynn locations.

Standard Seven: Library and Other Information Resources

Information resources at the Middleton site are of the same quality and provide the same access as offered in all NSCC locations. A designated break room provides four networked computers with printer. Students in both programs can access the Internet, email, library catalog, and other online resources as needed throughout the day. The entire NSCC zone is further equipped with ubiquitous wireless networking for those with laptops or other mobile computing devices.

All three classrooms are outfitted with computer-based presentation technologies at an equivalent level of quality and capacity as is available in classrooms on the Danvers and Lynn campuses. Instructors are able to easily integrate electronic information resources into their teaching practice to enhance student learning. The Beacon Café, used by the Culinary Arts program as a restaurant-laboratory, is also equipped with an installed presentation system so that this space can also be used for instructional, informational or event purposes. The prevailing opinion is that the installed, room-based systems are far more convenient and superior to what was offered at the previous Essex Aggie location, where computer carts shared across classrooms were the only presentation resources available.

Each program is also assigned a mobile presentation system equipped with a large LCD monitor and laptop that can be used within their respective practice areas (i.e. Cosmetology clinic area and Culinary Arts kitchen). When not used to support and complement practice sessions, the units can be easily rolled out of the way and stored.

While there is no on-site library facility, students at the Middleton site have the same privileges as all North Shore Community College students through the Danvers and Lynn campus libraries and other academic support services. The Danvers campus is the closest via a short 3.5 mile drive and transportation looped through Danvers, Middleton and Lynn is available through a free campus shuttle service. In turn, librarians are available to come to Middleton to deliver library orientation and bibliographic instruction by faculty request.

Standard Eight: Physical and Technological Resources

North Shore Community College occupies approximately 12,360 square feet of space on the first floor of the North Shore Business Center, located at 30 Log Bridge Road in Middleton, MA. Part of the agreement with the owner/developer included several facilities improvements and build-outs within the space to accommodate programmatic needs, including classrooms, offices, kitchen space, restroom facilities, break room, power and networking.

A floor plan of the renovated building space occupied by North Shore Community College is provided in **Appendix B**.

The build out has been successful overall in meeting the requirements of both programs. Each has facilities and equipment appropriate to the curriculum and specified learning outcomes. Faculty members were active in the design of their specific spaces and contributors to the design of the common areas and classrooms. Facilities, Information Systems, and Academic Technology staff contributed their expertise to the site's development to ensure a safe, effective, connected and modern learning and working environment. Essential services such as security, maintenance, mail delivery, and technology support are provided by the College.

The layout of the Cosmetology areas was designed and furnished in accordance with the requirements of the Board of Registration of Cosmetology and subsequently approved as described under *Areas of Emphasis*. The clinical area is, in all respects, a working salon that provides services to the community.

The Culinary Arts program has fully-functioning kitchen facilities (Room #116) for prepping, cooking and baking a full complement of multi-course meals. A freezer, cooler and dishwashing facilities are also provided within the kitchen space as in a typical restaurant. Program faculty members were active participants in the design and set up of the kitchen facilities. The services of a professional kitchen designer were also contracted to assist with important integration issues and the scaling of the layout within a smaller footprint. One physical outcome of the reduction in space was that first- and second-year students would not be able to be compartmentalized in separate practice areas as they were in the larger Essex Aggie site. In the opinion of the faculty and the program coordinator, this resulted in a more fluid instructional approach where the beginning students benefitted from working closely with the more advanced students.

The Beacon Café (Room #118) is the Culinary Arts program's restaurant-laboratory. This 48-seat facility provides a real-world practice venue preparing and serving meals as well as the business and customer transactions typical of a restaurant business. The Beacon Café is open to the public by reservation.

There are three classrooms on site to serve lecture component of each program. Classroom #117 is designated for the Cosmetology program. This classroom seats 25 and is furnished with tables and chairs that each seat two students per table. The space is intended to support lecture, demonstration, and practice-oriented topics as per the requirements of the Board of Registration of Cosmetology. Classrooms #117C and #119C are set up for general purpose instruction, and seat 15 and 24 students respectively with standard tablet arm chairs. The Beacon Café (Room #118) is also able to be used for instructional purposes as well as events with a seating capacity of up to 48. All classrooms and the Beacon Café are equipped with technology at a level equal to the College's standards, with up-to-date instructor presentation stations that include a computer system, projector, screen, stereo audio, Internet and network access and user-friendly control panels. Dry erase marker boards are provided on most available classroom walls. A separate break room (#119D) is also provided with table and chair seating of up to 30 and access to four networked computer stations and printer.

Information technology, network, and telephone systems are configured in the same manner as other locations at the College. Networks are configured using a spoke and hub topology, with the Middleton spoke connecting to the main campus hub via a 10mb Ethernet Virtual Private Line. Phone service is provided through VoIP with a media gateway for backup in the event of service disruption. All printers are IP-based, including two all-in-one machines that provide multiple functions such as copying, scanning, fax, and large-volume printing. The build out of the space allowed for the installation of new network infrastructure, a significant improvement over the older infrastructure at Essex Aggie. Network and telephone access at the Middleton site is effectively the same as all college locations and built on Avaya technology.

Infrastructural hurdles in the form of change orders were encountered during the transition, which significantly increased expenditures (see Standard 9). Among these were added electrical needs and window treatments for Cosmetology, additional plumbing and electrical for Culinary, additional power for classroom presentation technologies, locksets for classroom doors and a doorway air curtain to satisfy Middleton Board of Health requirements. All change orders were successfully implemented.

The HVAC system in the Cosmetology clinic area has proven to be difficult in regulating ambient temperature. The property owner has noted the problem and is working toward resolution.

It is important to note that the surrounding areas of the North Shore Business Center facility are still under construction. Access to these areas from the North Shore Community College spaces are restricted to ensure safety. Direct entrance to NSCC spaces is currently at the rear of the building until renovation of the main lobby is completed.

Standard Nine: Financial Resources

As of submission of the original Substantive Change Request, the overall budget was set and approved at \$456,356 to cover program expenditures, operating costs, leasing, and start-up costs for the new location. A series of change orders yielded unexpected additional costs of \$180,530, requiring a revised budget of \$636,886 that was subsequently approved by the Board of Trustees. Among these changes were added electrical needs and window treatments for Cosmetology, additional plumbing and electrical for Culinary, additional power for classroom presentation technologies, and a doorway air curtain to satisfy Middleton Board of Health requirements for the food establishment certification. The College was able to meet these expenses and all change orders have been successfully implemented.

Program revenue in the form of tuition, fees, services and products is projected to cover the core cost of instruction, specifically faculty and staff salaries. Enrollment goals were met or exceeded for the programs in FY'15.

Standard Ten: Public Disclosure

Culinary and Cosmetology faculty ensure that their respective program information is kept current in all NSCC publications and the College Web site. The College has been active in keep the public informed regarding the Middleton location and in marketing efforts to attract interested people to the programs. The facility is sponsoring weekly 'Walk-in Wednesdays' that are open to the public to promote its services as well as recruit potential students

An official grand opening of the Middleton site is planned for Monday, March 30, 2015

Standard Eleven: Integrity

As documented under the requested Areas of Emphasis, the College received approval from the Board of Registration of Cosmetology on October 8, 2014. The College also received authorization from the Department of Higher Education to operate the Middleton site on October 9, 2014. The Culinary Arts Program's Beacon Café is also approved to operate as a food establishment, effective October 20, 2014 until June 1, 2015. The latter certificate is approved on an annual basis.

All documents confirming these approvals are included in **Appendix A**.