



R.H. PERRY & ASSOCIATES

SEARCH COUNSEL TO HIGHER EDUCATION

EXECUTIVE SEARCH PROFILE



NORTH·SHORE

COMMUNITY COLLEGE

Real Opportunities



— PRESIDENTIAL SEARCH —



Welcome to North Shore Community College!

North Shore Community College (NSCC) is committed to preparing students for the challenges of living and working in a global economy and to providing a competent workforce for the north of Boston region. The College offers a twenty-first-century curriculum that balances liberal arts and career education delivered through a variety of instructional methods.

We invite you to walk into the offices and classrooms at any campus location and you'll meet the most engaging and dedicated staff of professionals working tirelessly on behalf of our students.

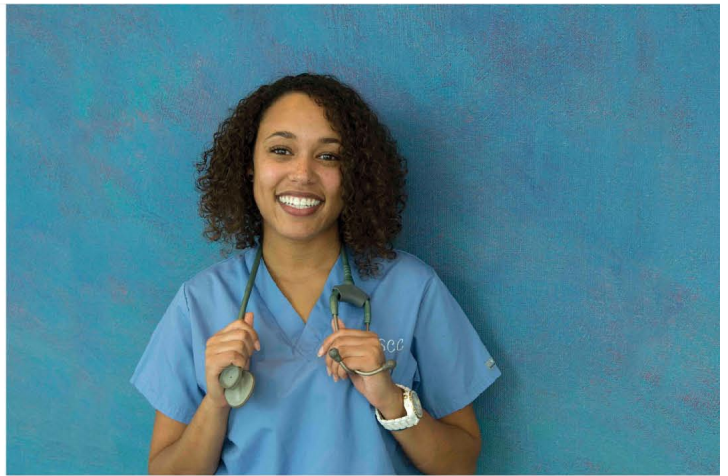
Visit the adaptive technology lab for students with unique challenges. You'll be amazed at the equipment, and then you will see how a student's confidence, self-esteem and sense of accomplishment are restored and enhanced with special support services for special needs.

Stroll the halls and glance into an ESL class and you'll marvel at our diversity. Speak with our students and you'll understand why English offers them a bridge to a better life for themselves and their families as we help them achieve the American dream.

Since 1965, over a quarter million north shore residents have taken courses at NSCC. 84% 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 giving them 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 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.

NSCC educates about 11,000 credit and an additional 5,000 noncredit/workforce development students in an academic year. The College also offers lifelong learning opportunities to nearly 750,000 area residents. Enrollment has shown dramatic growth and has increased 30% since 2001. Nearly 35,000 students have graduated from NSCC. The Class of 2012 numbered 1,143 – the highest number in the history of the college and a 58% increase in the past ten years.

North Shore Community College is accredited by the New England Association of Schools and Colleges, Inc., through its Commission on Institutions of Higher Education.

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 that the area has to offer. The region is home to historic places; national landmarks, 86 museums and historic sites, state and national parks, and a national wildlife refuge.





NSCC STUDENTS

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 minorities, 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 the countries of origin of our students.

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 Presidential Scholars Program, the Leadership Society, and Phi Theta Kappa on campus.

Student Government Association (SGA) is the official voice of the student body. The SGA encourages self-government, promotes responsibility, loyalty, and cooperation among students, faculty, and the administration. **The Pennon** is the student newspaper and **SPARK** is NSCC's award-winning student magazine, which annually showcases outstanding literary work, fine art and multimedia by NSCC students. Photos of Copley Square, Boston skyline, and Cape Neddick Lighthouse are student work from the Spring, 2013 edition of SPARK.

Students with Disabilities With a 15% increase in students with disabilities in the last five years, NSCC has enhanced and improved services for students with disabilities, including intellectual disabilities. A fully staffed Office for Disabilities and an Adaptive Computer Lab on each campus serve over 300 students each year.





NSCC STUDENTS *(continued)*

Veterans North Shore Community College is a designated Military Friendly School with a long tradition of providing education and training to veterans and current members of the armed forces. Almost 400 veterans are enrolled at NSCC and receive assistance applying for Post-9/11 GI benefits and other services.

THE COLLEGE COMMUNITY

Throughout the college year, NSCC offers abundant lectures, concerts, exhibits, volunteer opportunities, and other cultural activities that are available free of charge to students, staff and residents of surrounding communities. This year the college celebrated its 30th Forum on Tolerance, which is produced twice annually by a volunteer committee of faculty, staff and community members. Each year the Performing Arts Council produces two plays that are presented in downtown Lynn. The college's 30+ student clubs are frequent hosts for fundraisers and volunteer opportunities to benefit community organizations and causes.

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), an international diversity and conflict resolution organization, that provides workshops 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.



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. All college classrooms are equipped with state-of-the-art technologies to enrich the learning experience. NSCC has also developed a full range of integrated web-based administrative services to provide access and efficiencies for students, faculty, and staff.

HUMAN RESOURCE DEVELOPMENT

North Shore Community College participates annually in succession planning for the future. Faculty and staff are nominated each year to participate in a Community College Leadership Academy. The College also has its own Leadership Development program on campus including training and mentoring components.

NSCC FOUNDATION, INC.

The NSCC Foundation, Inc. is a qualified 501(c)(3), which raises funds and provides support for programs that enhance and expand educational opportunity at NSCC. The Foundation administers a \$5.8 million general endowment fund, named scholarship accounts, and general-purpose grants. In 2012, the NSCC Foundation awarded over \$260,000 in scholarships to NSCC students and provided funds for cultural arts, medical equipment, computers for the tutoring lab, and assistance to ESL students.

MAJOR COLLEGE INITIATIVES

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. 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, economic development, and the facilitation of partnerships and collaborations.



MAJOR COLLEGE INITIATIVES *(continued)*

Civic Engagement

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. 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.

Service-Learning

For over a decade, NSCC has offered service-learning opportunities. Courses are offered in each academic division and nearly 60 full- and part-time faculty members work with about 500 Service-Learning students annually. One of the college's most prominent service-learning experiences is sending students and staff to New Orleans to assist with post-Hurricane Katrina cleanup.

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 college is also an active participant with the North Shore Workforce Investment Board (NSWIB) and partners with the NSWIB and area Career Centers on multiple and varied adult learning and training initiatives.

Recent Highlights

- NSCC awarded 1,604 credit certificates in technical and career programs and 3,483 credit associate degrees in FY07 – FY11, including 294 nursing degrees.
- NSCC delivered 3,952 not-for-credit Workforce Development/Job Skills Training courses to 25,693 enrolled individuals across the state from FY07 – FY11.
- NSCC offers Health Care and Health Care Support programs that meet workforce needs for credit and noncredit.
- NSCC provides STEM programs (credit and non-credit) in collaboration with business and industry across the state.

SUPPORT PROGRAMS

Bridges to the STARS is a bridge program offering support and scholarship assistance for first-year women and minority students interested in science, math or technology-based programs. The program addresses students' academic and personal development needs while sparking their interest and enthusiasm in scientific and technological fields.



SUPPORT PROGRAMS *(continued)*

Challenges, Choices, and Change is a transitional program that provides a safe and supportive learning environment for students as they complete their first year of college. Participants may have survived or be living with challenging life experiences such as: losses, low income, being a single parent, health issues, homelessness, trauma or substance abuse issues.

Project Access provides college classes to adults with developmental disabilities to enrich and enhance their lives with new opportunities for learning, personal growth, and community integration. Classes range in topics from academic and extracurricular, to life skills and workforce preparation.

Project Enable is an introductory college program, which provides GED recipients academic and community support and an opportunity to earn nine college credits. Faculty/staff assist entry-level college students with coordinating their employment, social, and academic lives so that they may persist to matriculation and graduation.

Project GRAD is an innovative program that provides individualized support and attention to students interested in pursuing a career in the health or legal fields. The program helps motivated students improve their reading, writing and math skills as they prepare to enter the program of their choice.

TRiO provides student support services for first-generation, low-income, and/or disabled students.

The Women in Transition program is a strength-based supportive learning community of mature students, which is dedicated to easing the transitions to college, career, and life changing possibilities.

PRE-COLLEGE PROGRAMS

Dual Enrollment

NSCC's dual enrollment program is for eligible high school and home-schooled students who want to earn both high school and college credits simultaneously by taking college courses.

Lynn Educational Opportunity Center (EOC) — serves over 1,500 low-income and first-generation students and their families to help them gain access to higher education and assistance with the application process, financial aid and career advising.

Pathways to Success — offers MCAS remediation classes to high school students and professional development to secondary teachers that provide an opportunity for students to move forward with post-secondary education.

Project YES — after-school and summer program, serving at-risk middle school students through gang prevention model, which includes MCAS preparation, athletics, computer training, homework assistance and tutoring, and parents education programming.



PRE-COLLEGE PROGRAMS *(continued)*

Talent Search Program — The Educational Talent Search program (ETS) is a federal DOE program that identifies and encourages youth from non-traditional backgrounds who have the potential to succeed in higher education. NSCC staff also implement College for Every Student (CFES) — serving middle school students at Lynn’s Ford and Marshall School with career pathways, mentoring, and student leadership through service.

Upward Bound — Upward Bound is a federal-and state-funded program designed to help low-income and first-generation college-bound high school students prepare for higher education. The program serves an academically, economically, and ethnically diverse group of Lynn, MA, students.

SELECTED GRANTS

NSCC Awarded \$785,000 Department of Labor Workforce Training Grant

North Shore Community College was awarded \$785,000 over three years to assist trade-impacted and other eligible residents to attain degrees, certificates, and industry recognized credentials that will help prepare them for high-wage, high-skill employment in an accelerated manner. NSCC was one partner of a first-time consortia consisting of all 15 Massachusetts Community Colleges to receive a \$20 million total grant.

NSCC Receives \$187K Tower Foundation Grant to fund Project Access: A Bridge to the Future

North Shore Community College received a \$187,000 grant for Project Access: A Bridge to the Future from the Peter and Elizabeth C. Tower Foundation. NSCC developed Project Access: Bridge to the Future, for students with intellectual disabilities, ages 18-26, who want to be prepared for meaningful employment through a noncredit college experience.

NSCC Receives \$145K Grant to Support Manufacturing Program

North Shore Community College received a \$144,855 grant from the Massachusetts Technology Collaborative to support education initiatives including an associate degree and certificate program that will further the development of a qualified workforce for the region’s precision machining and manufacturing companies.

NSCC Receives Federal TRIO Funding to Serve First Generation, Disabled and Low-Income Students

North Shore Community College was awarded a five-year U.S. Department of Education TRIO/Student Support Services grant to assist low-income, first generation, and/or disabled college students. NSCC’s TRIO program is one of the most long-standing in the country and has been in operation at the college for over 30 years, serving 350 students a year.

Congressman Tierney announces \$400,000 in funding for NSCC’s Veteran Students

NSCC received \$400,000 for its veterans education and training programs, which supports a collaboration between NSCC, the North Shore Workforce Investment Board (WIB) and Salem State College to expand educational and career services for an increasing number of Iraq and Afghanistan war veterans and their families.



SELECTED GRANTS *(continued)*

Vision Project Incentive Grant

North Shore was awarded a two-year Performance Incentive Fund Grant from the Commonwealth of Massachusetts Department of Higher Education in support of Vision Project initiatives. North Shore will be developing an academic/career mapping initiative with focus on an Early College model with the Lynn schools, professional development, Career Days, and workforce alignment in key occupational areas. The President will work with the Department of Higher Education on this and other strategic initiatives within the context of statewide priorities, such as the Vision Project.

SELECTED PARTNERSHIPS

Northeast Consortium of Colleges and Universities in Massachusetts (NECCUM)

Eligible NSCC students may cross-register for up to two courses per semester at any participating institution in the 10 member Northeast Consortium of Colleges and Universities in Massachusetts.

Public/Private Partnership with Higher Education Partners

The college is partnering with Higher Education Partners, a private company specializing in utilizing private equity investment funding to assist community colleges in meeting their space and facility needs, to develop and lease space on Union Street in downtown Lynn for NSCC's Cosmetology and Culinary Arts programs. Classes are expected to begin at the site in September 2013 for Cosmetology, Culinary Arts, and non-credit health courses.

THE BOARD AND DEPARTMENT 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. There is a separate statewide board for the University of Massachusetts. 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



THE OPPORTUNITY

The next President of North Shore Community College will have a unique opportunity to lead an outstanding and vibrant academic community and commit his/her creative energy and leadership skills to further develop the collaborative and cooperative ventures within a multi-campus environment, the Massachusetts public higher education system, and throughout the surrounding communities.

GOALS & EXPECTATIONS

The next President will have demonstrated success in these and/or comparable areas. He or she will be expected to:

- Utilize and further develop the skills of an outstanding faculty to evaluate current programs and foster the development of new and innovative academic and career programs to enhance NSCC's role in the community and advocate for the college in its dual role as a liberal arts transfer institution and a career and workforce development agent;
- Focus on student engagement, development and success, address the needs of at-risk students and develop new strategies for retention and certificate/degree completion;
- Improve the college's performance in each of the key outcome areas of the Vision Project, including achieving steady progress in student retention and degree and program completion;
- Expand the College's partnerships and affiliations with business, industry, and community-based organizations to strengthen and enhance educational and workforce pathways for students;
- Provide leadership to complete the Lynn Campus expansion and renovation project within the context of effectively managing and appreciating a multi-campus institution;
- Champion and support the College's creative initiatives including the Sustainability program, the Public Policy Institute, Civic Engagement and Service-Learning opportunities and support programs that enable a myriad of innovative opportunities for students of all ages and abilities;
- Develop additional fiscal resources through public and private fundraising by working with the college's Foundation, establishing partnerships throughout the college's service area with business and industry, and maintain fiscal stability through sound and prudent financial management;
- Work collegially with the College's union leadership to maximize the shared governance structure to create new avenues of cooperation and successfully achieve the goals of the Strategic Plan for 2014-2016;
- Assess the current organizational structure and, in a collaborative process, address the optimal utilization of staff and increase the diversity of staff through support and leadership of diversity initiatives at all levels of the college;
- Participate actively in the work of the Partnership to Advance Collaboration and Efficiency (PACE) and maintain a steady focus on achieving cost savings while continuing to provide a quality educational experience;
- Support the use of data for decision-making and for developing programming that enhances student success; and
- Reinforce strong ties with area and state legislators to secure their support on the federal, state and local levels and unify stakeholders by articulating the College's mission, vision, successes and priorities.



PROFESSIONAL AND PERSONAL QUALIFICATIONS

The Board of Trustees seeks a new President who will make a long-term commitment to the College. She/He will have successful experience in community and civic engagement and will be an outstanding advocate for the College in the community, with legislators, and within the Massachusetts system of public higher education.

The next President must be innovative, committed to student success and have exceptional interpersonal and communication skills. Ideally, in his/her career, the next President will also have demonstrated the following:

- An earned doctorate (including but not limited to a Ph.D., J.D., or Ed.D.), coupled with substantial experience relevant to the mission of a comprehensive community college. In highly exceptional circumstances, an earned master's degree, coupled with substantial experience relevant to the mission of a comprehensive community college, may satisfy minimum educational requirements;
- Substantial experience in a senior management position within higher education, preferably at the presidential level of an urban community college, or substantial experience in a senior management position in another sector of higher education or a field outside higher education, preferably at a CEO level, where such experience is deemed relevant to, and provides a basis for judging, the candidate's ability to serve as a college president;
- A consensus builder who has demonstrated the ability to empower faculty, staff, administrators and students to share their creativity and innovations to facilitate the College's growth and development;
- A skilled communicator with the ability to listen actively, to understand, analyze and engage with the college community and articulate a clear vision internally and externally;
- Successful experience in fiscal leadership, capital and strategic planning, board relations, and the ability to effectively make and support data-driven decision making;
- Skills and experience in aligning strategic directions with institutional and state performance metrics;
- A leader who genuinely values cultural, racial and economic differences and has a deep understanding of social justice issues;
- An engaging individual who has successfully attracted financial support from foundations, corporations, private donors and governmental sources; and
- An entrepreneurial, visionary spirit who demonstrates a knowledge and empathy for the role education plays in the greater community and an accessible, visible leadership style that is inclusive and collaborative and who will chart a course for the next decade and beyond.



NORTH SHORE COMMUNITY COLLEGE

KEY INDICATORS 2012

Investment in Plant, less depreciation:	\$ 5.6 Million
Cost of Operating Physical Plant:	\$ 4.3 Million
Deferred Maintenance:	\$ 250,000
Endowment/Foundation:	\$ 5.8 Million
Operating Budget:	\$ 56 Million
Revenue Mix:	23 % Tuition/Fees 5 % Local 45 % State 1 % Other
Federal Grants:	\$ 18.3 Million – 26 %
Operating Budget per FTE:	\$ 11,261
Tuition and Fees:	\$ 169/credit
FTE Student Enrollment for Fall 2011:	4973
Total Headcount:	7974
% In Developmental Courses:	26 % of new students in Communications 45% of new students in Mathematics
Non-Credit Enrollment:	2000
Student Diversity Statistics:	2650 – 32%
Student Demographics Fall 2012:	
% Traditional college age (17-24)	58%
% First generation students	58.2%
% Veterans	4.2%
% ESL	4%
% Minority	34.8%
% Career Programs	51.1%
% Transfer Programs	40.3%
% Non-matriculated students	8.6%
% Attending on-line courses	5%
# Of Degrees Awarded Annually:	FY2012 - 1143



NORTH SHORE COMMUNITY COLLEGE

KEY INDICATORS 2012

Continued

<p>Graduates:</p> <p># of Graduates (certificates and degrees)</p> <p>% of Graduates who live and work in the North Shore area</p>	<p>34,888 (1967-2012)</p> <p>92%</p>
<p>First Year Retention Rate:</p>	<p>BHE = 59.2 %</p> <p>IPEDS = 60.5%</p>
<p># Of Students Transferring to 4-year Institutions Annually:</p>	<p>350+</p>
<p># Full-time Faculty</p> <p># Adjunct Faculty</p> <p># Tenured Faculty</p> <p>#On Tenure Track</p> <p>Faculty Diversity:</p>	<p>134</p> <p>407</p> <p>89</p> <p>45</p> <p>13%</p>
<p>Average faculty salary</p> <p>Average faculty starting salary</p>	<p>\$59,487.56</p> <p>\$42,000 to \$45,000</p>
<p>Student/Faculty Ratio:</p>	<p>20/1</p>
<p>Library Volumes:</p> <p>Electronic Volumes:</p>	<p>68,034</p> <p>68,534</p>
<p>Unions: Faculty, Staff, Administration, etc.</p>	<p>Faculty, Professional Staff, and Classified</p>
<p>What is outsourced: Bookstore, Technology, Security, etc.:</p>	<p>IT management, Food Service</p>
<p>Board of Trustees: #; Elected/Appointed:</p>	<p>11 Trustees, 9 appointed, 2 elected</p>



APPLICATION PROCEDURES

The Presidential Search Committee will begin reviewing applications on **May 24, 2013**, and the process will continue until the position is filled. To ensure full consideration, materials should be received by that date.

To be considered candidates should email the following documents as MS Word or Adobe Acrobat attachments: 1) a cover letter that addresses the Goals and Expectations and Professional and Personal Qualifications listed above; 2) a current resume; and 3) names and contact information of three professional references to: **NSCC@rhperry.com**

FOR FURTHER INFORMATION, PLEASE CONTACT:

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POLICIES

Confidentiality

R. H. Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without consent of the applicant prior to her or his becoming a candidate.

North Shore Community College is an affirmative action/equal opportunity institution and does not discriminate on basis of race, creed, religion, color, sex, sexual orientation, gender identity, age, disability, genetic information, maternity leave, and national origin in its education programs or employment pursuant to Massachusetts General Laws, Chapter 151B and 151C, Title VI, Civil Rights Act of 1964; Title IX, Education Amendments of 1972; Section 504, Rehabilitation Act of 1973; Americans with Disabilities Act, and regulations promulgated there under, 34 C.F.R. Part 100 (Title VI), Part 106 (Title IX) and Part 104 (Section 504). All inquiries concerning application of the above should be directed to Thanh Giddarie, Director of Human Resources, Affirmative Action Officer, and Coordinator of Title IX and Section 504, at 978 739-5470, 1 Ferncroft Rd. Danvers, MA 01923.

