

Dr. Lucille A. Jordan
April 18, 2023
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nine standards, including a reflective essay for Standard 8: *Educational Effectiveness* on student learning and success.

The Commission commends Nashua Community College (NCC) for submitting an excellent, thoughtful, and comprehensive interim report that details the many ways the College has provided “quality, academically rigorous, higher-education programs focused on the diverse needs of students and the community” over the last five years. Under the leadership of NCC’s long-serving (25-year) president, NCC is completing its 2019-2023 Strategic Plan, and the College is now implementing its well-established participatory planning process to begin the development of a new strategic plan. It is further

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involves realistic analyses of internal and external opportunities and constraints. The results of strategic planning are implemented in all units of the institution through financial, academic, enrollment, and other supporting plans (2.3).

The institution plans for and responds to financial and other contingencies, establishes feasible priorities, and develops a realistic course of action to achieve identified objectives. Institutional decision-making, particularly the allocation of resources, is consistent with planning priorities (2.4).

As documented in the interim report and noted with favor above, NCC has made substantial progress in establishing a comprehensive approach to assessing student learning outcomes. We also recognize that it will be necessary for the College to evaluate the long-term efficacy of its various assessment instruments and appreciate that understanding the impact of strategic initiatives on student learning outcomes will require the institution's sustained attention over time. Therefore, we ask that the Spring 2028 self-study include an update on the institution's continued success in this area. We are informed here by our standard on *Educational Effectiveness*:

The institution defines measures of student success and levels of achievement appropriate to its mission, modalities and locations of instruction, and student body, including any specifically recruited populations. These measures include rates of progression, retention, transfer, and graduation; default and loan repayment rates; licensure passage rates; and employment. The institution ensures that information about student success is easily accessible on its website (8.6).

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

The institution integrates the findings of its assessment process and measures of student success into its institutional and 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).

To support its strategic plans to meet the needs of the significant Hispanic/Latino population in the Nashua area, increase the number of Hispanic and Latino students at the institution, and become recognized as a Hispanic-Serving Institution (HSI) within the next five years, NCC is taking steps to prepare the campus to better serve this population in general and, in particular, ESOL students. Early efforts include offering Spanish in the Workplace classes for employees, employing bi-and multi-lingual speakers in front-facing offices (e.g., Admissions and Financial Aid), and translating web pages and documents into Spanish. Evidence that these efforts and other initiatives are having a positive impact is the increase in retention rates of Black and Latino students, from 68% (Fall 2020 to Spring 2021) to 73% (Fall 2021 to Spring 2022), which are now roughly comparable to

content to learners.” For example, in Fall 2020, NCC began offering Remote classes in which off-campus students meet synchronously for live instruction through videoconferencing services such as Zoom. More recently (Summer 2022), FLEX courses were introduced in which students have the option to attend class either on campus or remotely using a video conferencing service. The Spring 2028 self-study will afford NCC an opportunity to update the Commission on the institution’s success in assessing the effectiveness of these alternative delivery formats and using the results for improvement with emphasis on courses using Remote and FLEX formats. We are informed here by our standards on *The Academic Program* and *Educational Effectiveness*:

Through its system of academic administration and faculty participation, the institution demonstrates an effective system of academic oversight, assuring the quality of the academic program wherever and however it is offered (4.5).

Courses and programs offered for credit off campus, through...distance or correspondence education...are consistent with the educational objectives of the institution. Such activities ...Course8 ag on

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the report and the Commission's action to others, in accordance with the enclosed policy on Public Disclosure of Information about Affiliated Institutions.

If you have any questions about the Commission's action, please contact Lawrence M. Schall, President of the Commission.

Sincerely,

A handwritten signature in black ink, appearing to read "Russell Carey". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Russell Carey

RC/sjp

cc: Mark Rubenstein
Kathy Bogle Shields

Enclosure: Public Disclosure of Information about Affiliated Institutions