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November 10, 2020

Dr. Pam Y. Eddinger  
President  
Bunker Hill Community College  
250 New Rutherford Avenue  
Boston, MA 02129-2925

Dear President Eddinger:

I am pleased to inform you that at its meeting on September 25, 2020, the New England Commission of Higher Education took the following action with respect to Bunker Hill Community College:

that Bunker Hill Community College be continued in accreditation;

that the institution submit an interim (fifth-year) report for consideration in Spring 2025;

that, in addition to the information included in all interim reports, the institution give emphasis to its success in:

- 1) implementing its institution-wide assessment processes, including assessment of its A. A. Liberal Arts program and General Education curriculum revisions;
- 2) maintaining financial stability and addressing facilities concerns;
- 3) implementing its plans to assess the effectiveness of its new governance structure;

that the next comprehensive evaluation be scheduled for Spring 2030.

The Commission gives the following reasons for its actions.

Bunker Hill Community College (BHCC) is continued in accreditation because the Commission finds the institution to be in compliance with the *Standards for Accreditation*.

Along with the visiting team, the Commission commends Bunker Hill Community College for its institutional achievements and its continued commitment to and focus on student success. We appreciate the participatory self-study process implemented by BHCC that included faculty, staff, administration, students, and the Board of Trustees. We are gratified to learn from the visiting team that planning processes, including the Annual Unit Planning Process, are “inclusive, comprehensive, and transparent.” The Commission notes with favor BHCC’s Learning Communities and LifeMap student success initiatives. We concur with the visiting team that the College’s use of local and national datasets such as Achieving the Dream, AACC’s Volunteer Framework of Accountability, and BHCC’s program reviews to inform planning and decision-making is particularly noteworthy. We further commend BHCC for its efforts to address the needs of its student community through initiatives such as the DISH Food Pantry and the PAO Arts Center partnership. It is clear that with the strong leadership of President Eddinger, an effective senior leadership team, and a committed faculty and staff, Bunker Hill Community College will continue to “provide[] inclusive and affordable access to higher education [and] support[] the success of all students” as it “embodies a spirit of inquiry, critical thought, inclusive excellence and lifelong learning” well into the future.

Commission policy requires an interim (fifth-year) report of all institutions on a decennial evaluation cycle. Its purpose is to provide the Commission an opportunity to appraise the institution’s current status in keeping with the Policy on Periodic Review. In addition to the information included in all interim reports the College is asked, in Spring 2025, to report on three matters related to our standards on *Planning and Evaluation*, *The Academic Program*, *Institutional Resources*, and *Organization and Governance*.

The Commission is gratified to learn that BHCC’s Annual Unit Planning process, noted above, and the Student Learning Outcomes Assessment Project “interactively shape a growing culture of evidence-based approaches and thinking in the College.” We appreciate that in 2017 the College implemented an A.A. Liberal Arts program and in 2019 updated its General Education curriculum to align with its Institutional Learning Outcomes. The Commission notes with favor that these programs will be assessed as part of BHCC’s program review process. The College also plans to integrate assessment efforts through the creation of an Institutional Assessment Plan. As guided by our standards on *Planning and Evaluation* and *The Academic Program*, we look forward to learning, through the Spring 2025 report, of Bunker Hill’s success in these matters:

Planning and evaluation are systematic, comprehensive, broad-based, integrated, and appropriate to the institution. They involve the participation of individuals and groups responsible for the achievement of institutional purposes and include external perspectives. Results of planning and evaluation are regularly communicated to appropriate institutional constituencies. The institution allocates sufficient resources for its planning and evaluation efforts (2.1).

The institution develops, approves, administers, and on a regular cycle reviews its academic programs under institutional policies that are implemented by designated bodies with established channels of communication and control. Review of academic programs includes evidence of student success and program effectiveness and incorporates an external perspective. Faculty have a substantive voice in these matters (4.6).

The Commission acknowledges that Bunker Hill Community College is “financially healthy and stable;” the College has unrestricted net assets of \$17.5 million, the “budget deficit was eliminated,” and there is “\$65 million available to fund the replacement and renovation of the M and E Buildings.” We share the concern of the visiting team, however that, given the current COVID-19 pandemic and, “with state appropriation and tuition and fees being the primary sources of revenue for the college, maintaining the stability will be a challenge.” In terms of facilities, we note with favor that BHCC expanded and redesigned its Library and Learning Commons, relocated its Chelsea campus to an expanded facility, and added a new instructional site in Chinatown, Boston. We appreciate the College’s candid assessment that “the lack of space has been a consistent challenge” and “current campus space utilization is at 168%.” The Spring 2025 interim report

will provide Bunker Hill Community College an opportunity to apprise the Commission on its success in maintaining financial stability and addressing facilities concerns. This section of the report will be informed by our standard on *Institutional Resources*:

The institution is financially stable. Ostensible financial stability is not achieved at the expense of educational quality. Its stability and viability are not unduly dependent upon vulnerable financial resources or an historically narrow base of support (7.5).

The institution has sufficient and appropriate information, physical, and technological resources necessary for the achievement of its purposes wherever and however its academic programs are offered. It devotes sufficient resources to maintain and enhance its information, physical, and technological resources (7.21).

We understand that, while BHCC has a “strong internal governance structure,” there are challenges to full participation in governance processes. A Participatory Governance Steering Committee gathered feedback and made recommendations for improvements to the College. The Commission appreciates learning from the visiting team that those recommendations were brought to and approved by the College Forum in February 2020 and that BHCC plans to create an “assessment tool to measure the effectiveness of this newly configured governance process.” In keeping with our standard on *Organization and Governance*, we welcome, in the Spring 2025 interim report, further information on Bunker Hill Community College’s success in implementing its plans to assess the effectiveness of its new governance structure:

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

The scheduling of a comprehensive evaluation in Spring 2030 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 Bunker Hill Community College and for the report submitted by the visiting team. The Commission also welcomed the opportunity to meet with you, James Canniff, Provost, John Pitcher, Chief Financial Officer, Arlene Vallie, Interim Dean, Academic Affairs (Research & Assessment), Jeff Ginsburg, Associate Vice President, and Wilfredo Nieves, 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 of action and the head of the state system on its accreditation status. In a few days we will be sending a copy of this letter to William Walczak 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.

Dr. Pam Y. Eddinger  
November 10, 2020  
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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 that reads "George Tetler". The signature is written in a cursive, flowing style.

George W. Tetler

GWT/sjp

cc: William Walczak  
Carlos Santiago  
Visiting team