



NORTHERN ESSEX COMMUNITY COLLEGE'S *40 YEARS* IN LAWRENCE

URBAN CAMPUS DEVELOPMENT PLANNING

Northern Essex Community College made a commitment to education in the City of Lawrence more than forty years ago—and every day that commitment is growing stronger through the college's growing physical presence, expanded programs and services, and extensive community outreach. We are a part of the City of Lawrence, and the City of Lawrence is very much a part of who we are, now and into the future.

As our vision of a fully developed urban campus in downtown Lawrence continues to evolve, this document is intended to provide background, context, a range of future options, and ideas about forces, resources, and agents that will enable or inhibit our plans.

THE VERY EARLY YEARS “EXTENSIONS IN LAWRENCE” (1971-1985)

Northern Essex Community College first offered classes in the former Greenleaf Elementary School in the Bradford section of Haverhill in the fall of 1961. Even as the college celebrates the 50th anniversary of our founding in 2011-2012, we also recognize the 40th anniversary of the first classes offered in Lawrence, in 1971. It was then that the college began delivering programs of instruction to meet a variety of community needs at various sites in the Greater Lawrence area.

NECC offered “basic courses” at Lawrence High School to community residents; it offered professional development courses at the Leonard School to staff members of Headstart; and it offered courses in Humanities, Social Sciences and Business Education to employees of Western Electric.

The college operated an extension center in Lawrence since 1971—first at Lawrence High School, then at the Bruce School until 1981, and then at the Greater Lawrence Technical School. Other sites used for classes and community services included the Public Library, Grace Episcopal Church and Central Catholic High School.

From 1976-1985, the college provided at least (57) CETA/JTPA grant funded workforce development/job training funded programs to more than 1,700 students.

CAMPUS DEVELOPMENT PHASE I “LEEPING TO PERMANENCE” (1985-1991)

In January 1985, the Lawrence Education-Employment Project (LEEP) opened its doors in Lawrence. It occupied seven separate sites in the city, serving more than 2,500 students and was the precursor to the college’s Lawrence campus initiative. The emphasis in LEEP was on providing new options for the City’s underprivileged populations working in collaboration with existing social, municipal and educational resources. Typical offerings included: English as a Second Language, Pre-Vocational Basic Skills Training offered in Spanish, Welding, Electronics, Typing, and Machine Operation, Cultural Orientation workshops, Job Development/Placement Services, Child Care, Academic support and Counseling services.

Credit enrollments grew from (164) in 1985 to (893) by 1991 or 444%, establishing the need for a permanent home for NECC in Lawrence.

In February of 1988, Governor Michael Dukakis’ Special Message on Higher Education Building Educational Opportunity for the 21st Century proposed a \$1.1M dollar capital expenditure for the study and design of a new campus in downtown Lawrence. Following that, Chapter 208 of 1988 provided an appropriation for the permanent campus. The Prudential Insurance Company of America formally donated to the Commonwealth of Massachusetts its 68,000 square foot building located in the heart of the city of Lawrence, for use as NECC’s permanent campus and the college opened its doors there on May 16, 1991.

Credit enrollments continued to grow from the (893) in 1991 to (1,927) in 1999 or 116% once the permanent campus had been established.

CAMPUS DEVELOPMENT PHASE II “PLANNING FOR FUTURE GROWTH” (1999-2010)

When the college grew beyond the space available in its Dimitry Building, the 45 Franklin Street Lawrence headquarters, it began looking for space nearby. Through a license agreement with the Haffner family facilitated by Institutional Advancement, the college opened the 20,000 square foot “Amesbury Street Extension Campus” (now the Louise Haffner-Fournier Education Center) in Lawrence on August 1, 1999. This expansion allowed for more credit enrollment growth from the (1,927) in 1999 to (2,676) in 2011 or 47% growth.

While the newly licensed Haffner-Fournier Education Center provided some much needed space for expanding classes, community partnerships and enrollment growth in Lawrence, the demand for the college’s 17 degrees and certificates in Nursing and Allied Health Programs, continued to grow. In response to this demand, the college initiated yet another search for space nearby in its continual effort to meet demand and further develop the urban campus.

The In-Town Mall site was an obvious choice for its location in between the two buildings comprising NECC's urban location. And it was the obvious desire of then Mayor Sullivan and city managers to demolish the dilapidated structure and spur economic development in the downtown as a result. Discussions began in 2001 and today we are less than two years away from the opening of the El-Hefni Allied Health and Technology Building, which will become the new center of NECC's Lawrence Urban Campus in 2013.

In 2001, the college was designated as the only Hispanic Serving Institution in New England, and in 2002, NECC was awarded a five-year, \$ 2.2M Title V grant to improve the student services available to our Hispanic students as well as their retention and graduation rates. A one stop Career Planning and Advising Center (CPAC) was implemented on the Lawrence Campus providing full equity with student services offered in Haverhill. And additional bilingual faculty and staff were able to be hired as role models to enhance diversity, to strengthen methodologies to recognize differences in learning and to construct new models for student success.

When Lucent Technologies closed its operations in North Andover in 2002, the company's massive 1.5M square foot manufacturing plant was left nearly empty, and plans were made to convert it into a corporate park. NECC was one of the first tenants of the newly named Osgood Landing. The college had offered classes in Lucent's 30,000 square foot training mezzanine for years since the early 1990s and wanted to be positioned to be the workforce trainer of choice at the new corporate park.

CAMPUS DEVELOPMENT PHASE III "ZOOMING FORWARD" (2010-2013)

While Osgood Landing continues to develop as a corporate park for other tenants, the location was not as conducive to corporate training as the college had hoped it would be. Consequently, when the lease expired in 2010, the college relocated Workforce Development and Community Education, along with Adult Basic Education and several credit classes, to 25,000 square feet of newly renovated space at the Lawrence Riverwalk on Merrimack Street, just off I-495. The new location provided greater visibility and closer proximity to the college's urban campus, consolidating our major operations in the college's top two Merrimack Valley feeder cities.

When the multi-year planning phase for the new El-Hefni Allied Health and Technology Center indicated that several new health career programs would not fit--the college began discussing a new potential public-private partnership. The new partnership with the now named Health Education Partners, Inc., is modeled after one developed with Bristol Community College in New Bedford, MA. The programs developed under this model target the working, underemployed and/or recently unemployed adults. Classes are largely held online or "hybrid", with students attending classes on campus only one day per week. Eight week course offerings help accelerate time to degree. Over the summer of 2011, 52 Franklin Street was converted into the new site for iHealth@NECC. Clearly, 2011 resulted in a flurry of campus development activities.

Demolition of the In-Town Mall began with the abatement of hazardous building materials in the fall of 2011 and the physical demolition of the structure coincided with the start of 2012 on January 3rd. By the end of February 2012 the site was prepared for the early spring groundbreaking. The new building should be completed in/under sixteen months and ready for or during fall 2013

occupancy. The LEED silver building is energy efficient and adds general purpose and computer classrooms to the Lawrence Campus. Several Allied Health labs will simulate the modern day hospital environments that students will work in and allow for training of hospital staff seeking career advancement, as well.

The original planning for the Allied Health and Technology Building included a chemistry lab to meet the new requirements for many Allied Health programs. However as planning and processes took longer than desired the planners realized the many effects of waiting on future construction of a lab. In effect completion of student programs was being delayed, additional transportation problems were created and the Haverhill Campus Chemistry lab was overloaded by the demand. And the expense of a Chemistry lab in new construction meant the finished new building would be only 2.5 stories, which had the additional impacts of no multi-purpose training space and inadequate faculty office space. And so the college sought other options for a chemistry lab.

With the help of Institutional Advancement, the college secured a donation and worked with our landlord's team to renovate the second floor of the Louise Haffner-Fournier Education Center during the summer and fall of 2011. The new Chemistry lab, prep lab, faculty space and new restrooms are absolutely beautiful and state of the art. Chemistry classes began in spring 2012 and the new lab provides the capacity for advanced chemistry classes, as well. Now the Haffner-Fournier Education Center is a prime location for math, science and ESL at the college and connects easily to the new Allied Health and Technology Building.

In the summer of 2011, the NECC Foundation purchased the former Registry Building at auction to use the exterior as a laydown site for the new Allied Health Building project. Eventually the college hopes to demolish the building, extend parking and the greenspace and create a nice pathway transition connecting the Haffner-Fournier Education Center and the Buckley Transportation Center in a visible and safe way to an even more comprehensive urban campus.

In the fall of 2011 the college was notified that it had received its second Title V grant for \$2.7M. This second major federal grant added staff to the highly successful Career Planning and Advising Center and created a new Student Success Center on the Lawrence Campus designed to further improve retention and graduation of all Hispanic students.

LAWRENCE CAMPUS MILESTONES

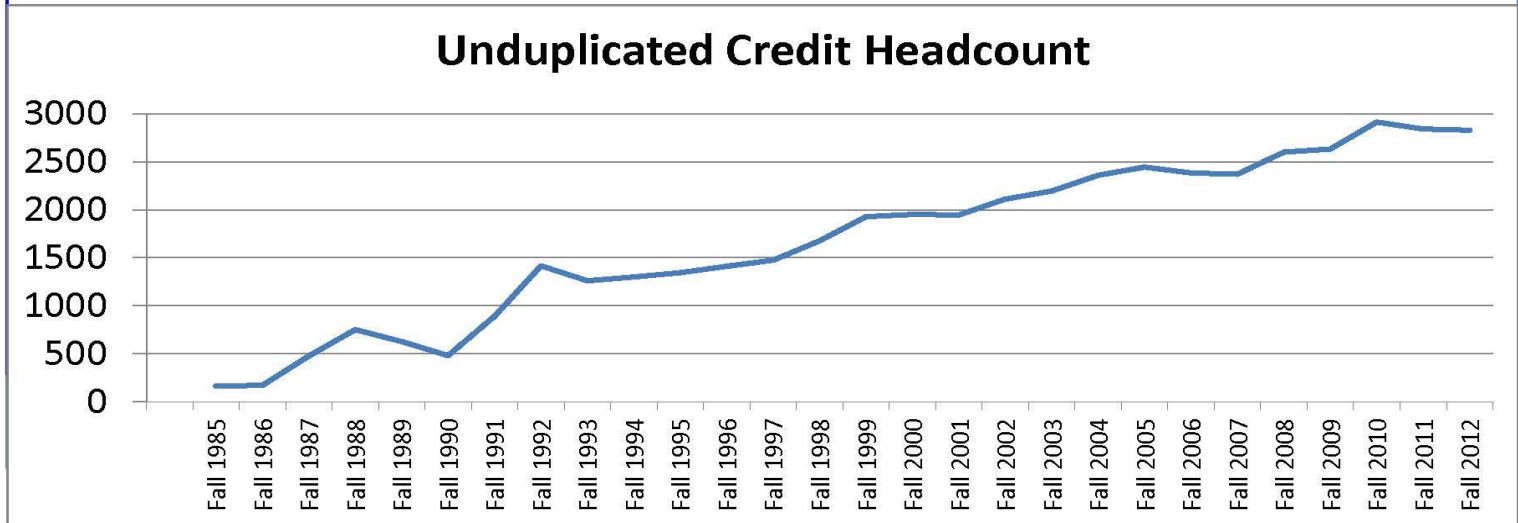
YEAR	ACTION	RESULT
1971	1 ST CLASSES	CREATED MULTIPLE EXTENSION SITES IN LAWRENCE
1985	LEEP	LAWRENCE EDUCATION-EMPLOYMENT PROJECT EXPANSION VERIFIED NEED FOR CAMPUS
1991	PRUDENTIAL INSURANCE BUILDING	DONATED FOR PERMANENT CAMPUS
1999	HAFFNER-FOURNIER EDUCATION CENTER	LICENSED TO ALLOW FOR ENROLLMENT GROWTH
2001	HISPANIC SERVING INSTITUTION	DESIGNATION FOR LAWRENCE CAMPUS
2002	\$2.2M TITLE V GRANT	1 ST FEDERAL GRANT AS HISPANIC SERVING INSTITUTION

2010	LAWRENCE RIVERWALK	LEASED TO MOVE WORKFORCE DEVELOPMENT AND COMMUNITY EDUCATION FROM OSGOOD LANDING
2011	IHEALTH@NECC	PARTNERSHIP TO EXPAND HEALTH PROGRAMS
2011	REGISTRY OF DEEDS BUILDING	FOUNDATION PURCHASED TO FURTHER DEVELOP CAMPUS
2011	CHEMISTRY LAB	SPRING 2012 OPENING IN HAFFNER-FOURNIER EDUCATION CENTER
2011	TITLE V GRANT (\$2.7 MILLION)	2 ND FEDERAL GRANT AS HISPANIC SERVING INSTITUTION
2013	IBRAHIM EL-HEFNI ALLIED HEALTH AND TECHNOLOGY CENTER	FALL 2013 TARGETED OPENING OF STATE OF THE ART HEALTH EDUCATION AND TRAINING FACILITY

STUDENT ENROLLMENT GROWTH

Lawrence Campus Credit Headcount: Fall 1985 to 2012

Fall 1985	164	Fall 1999	1,927
Fall 1986	171	Fall 2000	1,951
Fall 1987	476	Fall 2001	1,946
Fall 1988	752	Fall 2002	2,110
Fall 1989	627	Fall 2003	2,196
Fall 1990	482	Fall 2004	2,359
Fall 1991	893	Fall 2005	2,445
Fall 1992	1,416	Fall 2006	2,384
Fall 1993	1,260	Fall 2007	2,371
Fall 1994	1,300	Fall 2008	2,600
Fall 1995	1,345	Fall 2009	2,633
Fall 1996	1,411	Fall 2010	2,913
Fall 1997	1,476	Fall 2011	2,840
Fall 1998	1,676	Fall 2012	2,829



STUDENT ENROLLMENT GROWTH

PROGRAMS

LIST OF ACADEMIC PROGRAMS THAT CAN BE COMPLETED IN LAWRENCE

<i>ASSOCIATE DEGREES</i>	<i>CERTIFICATES</i>
<p>Criminal Justice Early Childhood Education (Evening) Elementary Education (Evening) General Studies Paralegal Studies Nursing Paramedic Technology Radiologic Technology Respiratory Care</p> <p style="text-align: center;"><i>iHEALTH@NECC</i></p> <p>Business Management: Healthcare Practice Management General Studies: Health Specialization Medical Laboratory Technology Nursing Advanced Placement Option: LPN-RN</p>	<p><i>Law Enforcement</i> <i>Paralegal Studies</i> <i>Alcohol/Drug Abuse (Evening)</i> <i>Computed Tomography</i> <i>Dental Assisting</i> <i>Medical Assistant</i> <i>Medical Billing</i> <i>Medical Coding</i> <i>Medical Office Assistant</i> <i>Paramedic Technology</i> <i>Phlebotomy</i> <i>Practical Nursing</i> <i>Sleep Technology</i></p> <p style="text-align: center;"><i>iHEALTH@NECC</i></p> <p>Healthcare Technician Medical Assistant (Evening) Medical Billing Medical Coding Ophthalmic Assistant</p>

ESTABLISHED COMMUNITY RELATIONS AND SERVICE PARTNERSHIPS

<i>GRANTS AND CONTRACTUAL SERVICES</i>	<i>COMMUNITY SERVICE PARTNERSHIPS</i>
<p>AGM Grants Resource Center Boston Area Advanced Technological Connections (BATEC) Campus Learning Center, Inc. Commonwealth Alliance for Information Technology Education (CAITE) Gallaudet University's Shared Reading Saturdays Lawrence Boys and Girls Club Merrimack Valley Sandbox Initiative SSU Upward Bound Suffolk University Center White Fund Enlightenment Series YWCA</p>	<p>Bread & Roses Festival Colonial Heights Neighborhood Association Diabetes Today Coalition Essex Art Center Groundwork Lawrence Health Quarters Heritage Common Jericho Road Lawrence Lawrence Colombian Committee Lawrence Community Works LHS GEAR UP/Dual Enrollment LHS Learning Center Lawrence/Methuen Community Coalition</p>

***CENTER FOR ADULT EDUCATION
PROGRAMS AND PRACTITIONERS
(CAEPP):***

Adult Basic Education (ABE)
Transition to College/ESOL Transition
COMPASS Community College
Collaborative
Northeast SABES
Polartec (ESOL)
Microsemi (ESOL)
Southwick (ESOL)

Lawrence Senior Center
Lazarus House
Project Impact
Tesoro
YWCA Women's Programs

ANNUAL SPONSORSHIPS

Semana Hispana
Desfile Dominicano Gala Night
Festival Cultural Puertorriqueno

LAWRENCE BUILDING FACILITIES

The NECC John Dimitry Building

Location: 45 Franklin Street (corner of Franklin Street and Lowell Street)

Size: 68,000 square feet

Status: Owned (Commonwealth of Massachusetts)

Year Opened: 1991

Facilities: Offices/Cubicles for Faculty, Staff and Administrators, Atrium Gathering space, Food Service, Vending machines, Bookstore, Current Welcome/Express Service Center and Career Planning and Advising Center, Student Success Center, Library, Developmental Reading, Writing and ESL tutoring labs, Assessment Center (very small), Security desk, IT staff office, CIT lab and Faculty/Staff lounge, (1) Multipurpose Conference Room, (4) Conference rooms, and (1) President's Conference room. Exterior Courtyard and loading dock

Classrooms and Labs: (1) Microbiology lab, (1) General Science lab, (1) Prep lab, (1) Radiologic x-ray lab, (1) Radiologic seminar room, (1) Respiratory Care lab, (1) Dental Assisting lab, (1) Medical Assisting/Phlebotomy lab, (1) Specialty Office, (2) Nursing labs, (1) Sleep Tech lab, (12) General Purpose classrooms, (3) Computer labs, (1) Open Computer lab for students

Parking: (148) spaces and (96) spaces available in Common Street lot across the street

The Louise Haffner-Fournier Education Center

Location: 78-82 Amesbury Street

Size: 20,000 square feet

Status: Licensed

Year Opened: 1999

Facilities: Offices/Cubicles for Faculty, Staff and Administrators, (1) Office and (1) small computer lab for SSU Upward Bound Program, (2) General Gathering spaces on 1st floor and in basement, Vending machines, Security desk, Faculty/Staff lounge, (1) White Fund Multipurpose Conference Room, (1) Conference room, (1) Math tutoring lab (1) ESL language lab and Open Computer area for students

Classrooms and Labs: (1) Chemistry lab, (1) Prep lab, (9) General Purpose classrooms, (2) Computer labs

Parking: (73) spaces and ample parking in Buckley Transportation Center across the street

NECC Riverwalk

Location: One Merrimack Street

Size: 25,000 square feet

Status: Leased

Year Opened: 2010

Facilities: Offices/Cubicles for Faculty, Staff and Administrators, Security desk, (1) Multipurpose Conference Room with divider wall, (1) Math lab, (1) Conference room, (1) staff lounge and small waiting area

Classrooms and Labs: (19) General Purpose classrooms, (5) Computer labs

Parking: (93) spaces in "NECC" lot across driveway, additional spaces as available in Riverwalk lots (ample spaces in evenings)

iHealth@NECC

Location: 52 Franklin Street

Size: 10,400 square feet

Status: Leased/Partnership

Year Opened: 2011

Facilities: Offices/Cubicles for Faculty, Staff and Administrators, small waiting area, vending machines

Classrooms and Labs: (4) General Purpose classrooms, (1) Computer lab, (1) Phlebotomy/Medical Assisting lab, (1) Clinical lab, (1) Critical Care lab

Parking: (49) spaces

The Registry of Deeds Building

Location: 381 Common Street
Size: 41,500 square feet
Status: Owned (NECC Foundation)
Year Purchased: 2011

Parking: (35) spaces, could double after building demolition (demolition underway, Winter 2013)

The NECC Ibrahim El-Hefni Allied Health and Technology Center

Location: 414 Common Street
Size: 44,739 square feet
Status: Owned (Commonwealth of Massachusetts)
Year *Anticipated Opening: Fall 2013*

Facilities: Offices/Cubicles for Faculty, Staff and Administrators, Atrium Gathering space, Vending machines, new location of Welcome/Express Service Center and Career Planning and Advising Center, Security desk, small kitchenette, (1) Multipurpose Conference Room with rooftop deck, (3) Conference rooms, Faculty workroom and faculty lounge rooftop deck. Exterior Courtyard and delivery area

Classrooms and Labs: (1) Ambulance simulator lab, (1) Trauma simulation center with reception and exam rooms, (1) Simulated elder-care apartment, (1) Respiratory Care lab, (1) Medical Assisting Skills lab, (1) Phlebotomy lab, (1) Acute Care simulation center with ICU, patient room, and nursing/meds dispensing station, (1) Nursing Skills lab, (1) Sleep Tech lab, (1) EMT Skills lab (5) General Purpose classrooms, and (2) Computer labs.

Parking: (4) spaces; Buckley Transportation Center ½ block and Registry lot across the street after Registry building demolition

POSSIBLE FUTURE DEVELOPMENT PLANNING

The following are some of the potential future development interests of the college in downtown Lawrence. This is not a comprehensive list nor is any priority intended.

- ★ Strategic building acquisition(s) within or adjacent to the boundary lines of the “Lawrence Urban Campus Development Plan, see Aerial View in Attachment A
- ★ Parking lot acquisition including improved landscaping and fencing of lots
 - Franklin St. lot improvements under consideration

- ★ Strategic partnerships for academic programming, student support services, or affiliated services (e.g., dining, books, etc.)
- ★ University partnerships for expanded access to programs and services
- ★ Future siting of workforce development programs and services
- ★ Future siting of Adult Basic Education programs and affiliated services
- ★ Center for Legal Studies / Police Academy / Police Station
 - President Glenn in discussions regarding long term planning with community partners, state officials and legislators
- ★ Collaboration with The Community Group Charter School Expansion
 - VP Heineman and EVP Ashley in discussions with The Community Group
- ★ Post office site acquisition
 - Lease expires 2015 with renewals possible until 2025

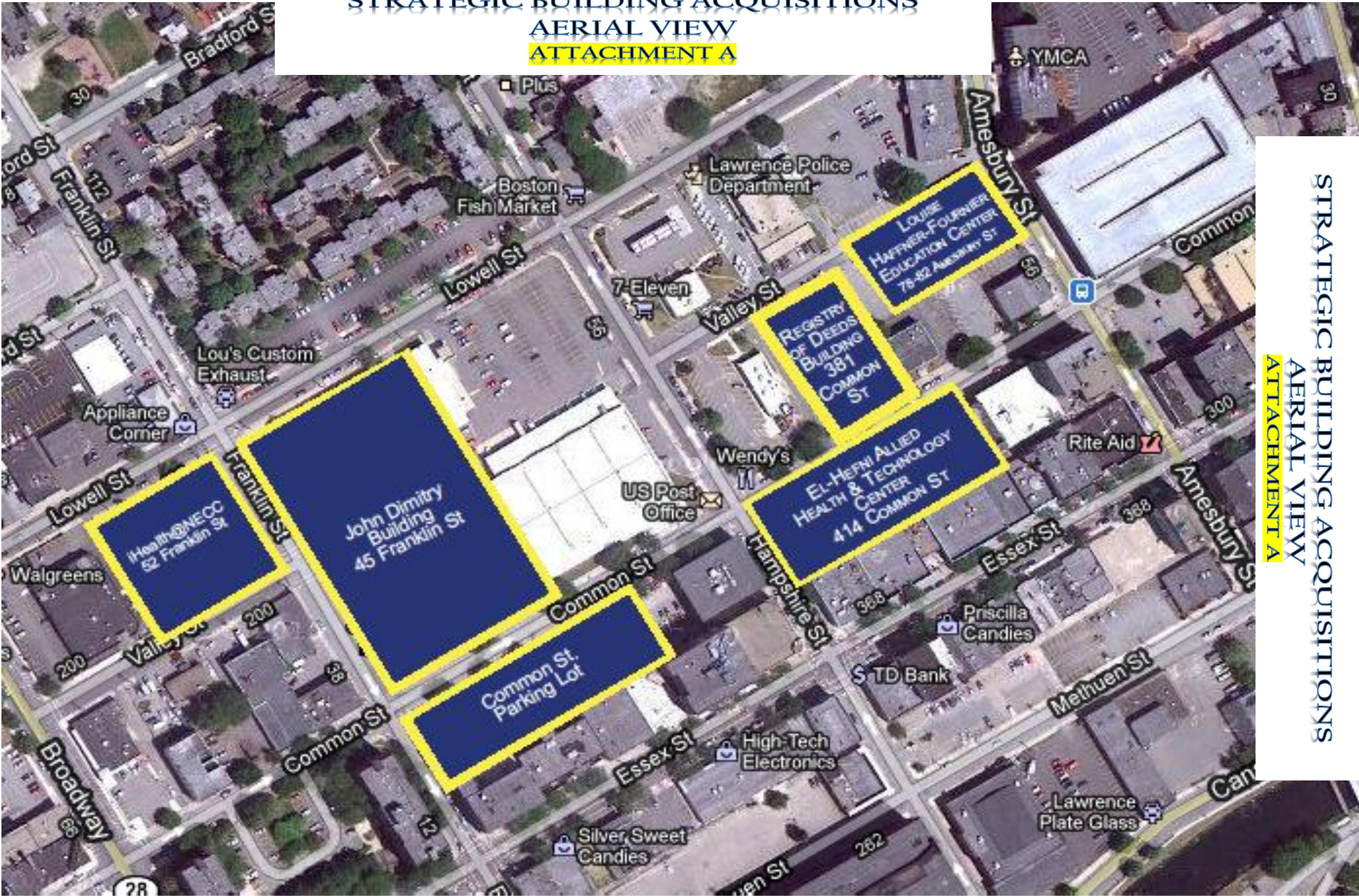
IMMEDIATE PLANNING ISSUES

The following issues need to be resolved first in the planning process to establish a cohesive urban campus presence for the properties currently owned and leased in downtown Lawrence:

- ★ Develop a furnishings and funding plan for the El-Hefni Allied Health and Technology Building
 - Complete
- ★ Develop a funding plan for the demolition of the former Registry Building. The Hazardous Materials Survey Report (November, 2011) and The Abatement and Demolition Plans and Specifications (December 2011) are complete.
 - Costs known; funding approved by Foundation
 - Demolition underway
- ★ Develop a site utilization plan and a funding plan for the former Registry Building
 - Site plan completed with Groundwork Lawrence
 - Funding being sought by Institutional Advancement
- ★ Develop a backfill and funding plan for the interior renovation of 45 Franklin Street. The former backfill plan needs to be reviewed and revised.
 - Goal Team One mapped space to become available and charted space needs. Results posted on website.
 - Will seek approval for library move to 1st floor pending outcome of donor proposal.

- ★ Develop a funding plan for the exterior rehabilitation of 45 Franklin Street. The Exterior Building Skin Study (October 2011) is complete.
 - Finance and Administration to develop funding plans since no DCAM funding is available at this time
- ★ Plan another Science lab for the Haffner-Fournier Education Center in collaboration with Academic Affairs and landlord.
 - Awaiting grant funding award decision to finalize planning in Spring 2013
- ★ Negotiate contracts for monthly parking at the Buckley Transportation Center and at the Common Street lot to stabilize parking costs
 - Working with City of Lawrence to do
- ★ Develop plan for Sidewalk/frontage improvements between/among NECC owned/operated facilities and between/among NECC-affiliated facilities and/or partners (including cleaning, snow removal, sidewalk repairs/replacements, fixing/improving lighting, emergency phones, signage/wayfinding, etc.) Develop funding plan, as well.
 - College purchased snow removal truck/blowers to clear drives/walkways/sidewalks between buildings
 - Fence replacement at 45 Franklin to be rebid in Spring 2013
- ★ Develop document citing economic development support for the City of Lawrence by the college's continuing growth and urban expansion
 - Will be developed over the (3) years of the strategic Plan as grants and other studies are conducted and changes occur with each phase of growth and improvement in the Lawrence campus

STRATEGIC BUILDING ACQUISITIONS
AERIAL VIEW
ATTACHMENT A



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