SEARCH PROFILE:
PRESIDENT

GREENFIELD COMMUNITY COLLEGE
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>THE OPPORTUNITY</td>
<td>3</td>
</tr>
<tr>
<td>GREENFIELD COMMUNITY COLLEGE</td>
<td>4</td>
</tr>
<tr>
<td>THE TOWN OF GREENFIELD AND FRANKLIN COUNTY, MASSACHUSETTS</td>
<td>6</td>
</tr>
<tr>
<td>THE GREENFIELD COMMUNITY COLLEGE FOUNDATION</td>
<td>7</td>
</tr>
<tr>
<td>THE COLLEGE’S RELATIONSHIP TO THE BOARD OF HIGHER EDUCATION</td>
<td>8</td>
</tr>
<tr>
<td>ROLE OF THE PRESIDENT OF GREENFIELD COMMUNITY COLLEGE</td>
<td>9</td>
</tr>
<tr>
<td>LEADERSHIP AGENDA FOR THE NEXT PRESIDENT</td>
<td>9</td>
</tr>
<tr>
<td>REQUIRED QUALIFICATIONS</td>
<td>10</td>
</tr>
<tr>
<td>PREFERRED QUALIFICATIONS</td>
<td>10</td>
</tr>
<tr>
<td>APPLICATION AND NOMINATION PROCESS</td>
<td>11</td>
</tr>
</tbody>
</table>
THE OPPORTUNITY

The Greenfield Community College (GCC) Board of Trustees, the Massachusetts Board of Higher Education, and the GCC campus community seek a dynamic, strategic, and collaborative higher education leader to serve as its eleventh President. This unique and outstanding opportunity to lead a rural and essential institution that serves much of western Massachusetts will require an inspiring executive leader with significant potential to shape and advance the future of higher education and workforce development for the region. With its campus located in the picturesque City of Greenfield, the College mostly serves Hampshire and Franklin Counties. The new President is expected to take office on July 1, 2022.

The next President of GCC will be a visionary and politically astute leader who sees the mission as an opportunity and will want to make a long-term commitment to the College and the region.
Greenfield Community College, founded in 1962, draws students from the City of Greenfield, and throughout Hampshire and Franklin Counties, as well as southern Vermont and New Hampshire. GCC is part of the Massachusetts Public Higher Education System which includes fifteen community colleges, nine state universities, and the five-campus system of the University of Massachusetts. The Massachusetts Board of Higher Education, in conjunction with the Department of Higher Education, led by the Commissioner, is the executive arm of the Board of Higher Education. Greenfield Community College is governed locally by a Board of Trustees, whose members are appointed by the Governor to five-year terms.

With emphasis on an ever-changing educational landscape, student success, financial stability and the workforce needs of the community and region, the campus engaged in an inclusive and data-informed future planning process. The resulting strategic plan, Our Vision. Our Plan: 2021-2025 is built on the College’s core values and a steadfast belief that GCC will succeed in its mission when its work is informed by a “deep and sustained integration” with the community.

Reflected throughout this comprehensive plan is the understanding that the College’s future is inextricably linked to the communities and students they serve, fulfilling talent development needs while contributing to the social, cultural, and economic development of the City of Greenfield and surrounding counties. GCC seeks to strengthen even further its work in these key focus areas:

- Ensure equity and access for all students
- Excellence in teaching, learning and stewardship
- Expand regional partnerships and relevant workforce development
- Stability and financial resiliency

MISSION, VISION, AND PURPOSE
As part of developing the new strategic plan, the college community decided to review and revise its primary institutional statements. Through an inclusive, iterative process, involving multiple stakeholder groups and with the approval of governance, a new mission, vision, purpose, and values statements were presented to the college’s Board of Trustees and ultimately to the Massachusetts Board of Higher Education for approval in the spring of 2020.

MISSION
Greenfield Community College provides a high-quality education to all who seek the knowledge and skills necessary to thrive and effect positive change in their lives, communities, and the world. With excellence, innovation, and an unwavering commitment to teaching and learning together in an inclusive and caring environment, we empower all learners to reach their full potential.

PURPOSE
Teaching and Learning Together

OUR VISION
GCC aspires to be an agent for a more equitable, just, vibrant, and resilient world through education.

CORE VALUES
- Inclusion
- Transparency
- Creativity
- Integrity
- Innovation
- Sustainability
While the Mission and Vision provide overarching goals across campus, some departments have taken to developing their own missions, aligning individual needs of a department or programs with the larger campus goals and initiatives. Some departmental examples include World Languages, Science, the Library, and Education.

The College maintains an environment that values the process of learning as much as the knowledge taught; that encourages independent thinking and divergent activities; and that elevates and inspires. Guided by the College’s Principles of Education, the GCC community believes that everyone should have the opportunity for a quality education and ascribe to the belief that GCC is “the community’s College.” These principles focus on the teaching and learning that happens both in and out of the classrooms at GCC. The GCC community understands that the needs of students are many and diverse, and to best help all students, the college must be met where they are, which sometimes means seeking outside resources.

GCC’s commitment to the community includes workforce development and through partnerships with regional businesses and industry, providing job training, retraining, certification, and skills improvement. In addition, the College offers developmental courses, programs, and other educational services for individuals who seek to develop the skills needed to pursue college-level study or enter the workforce. In Franklin County, the future economic success of the region is tied to the education and opportunity GCC can provide, specifically to address the needs of a rural community and drive economic growth.

**ACCREDITATION AND ACADEMICS**

Greenfield Community College is accredited by the New England Association of Schools and Colleges (NECHE).

Greenfield Community College has specialized, programmatic accreditation by the following:

- The Medical Assistant program accredited by Commission on Accreditation of Allied Health Education Programs (CAAHEP).
- The Paramedic program accredited by Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP).
- The Early childhood ed program accredited by The National Association for the Education of Young Children (NAEYC).

GCC offers degree and certificate programs and maintains transfer agreements with accredited colleges and universities in the region. All degree programs require 60 or more credits for completion. Since 2010, substantive programmatic changes have taken place, including the creation of new courses and program offerings, deactivation of older programs, and the availability of fully online programs.

As of Fall 2020, the college offers the following programs:

- 2 Associate in Art degrees with 19 degree options
- 20 Associate in Science degrees
- 23 Certificate Programs

Eight programs can be completed fully online. In collaboration with neighboring community colleges, GCC also offers several health-related partner programs. Students can take general education courses at GCC and complete the remaining credits at a collaborating institution.

In addition to a strong Liberal Arts focus, the College offers a wide variety of innovative and successful programs including Farm and Food Systems, Engineering, Fine Arts, Nursing, and Adventure Education. GCC offers varied learning environments and support services, including traditional classrooms, hybrid and online distance learning, peer tutoring, one-on-one faculty-student advising, workforce development, and learning communities that cater to specific needs and interests. Close to 50% of Greenfield Community College students transfer to four-year colleges, and it is Smith College’s largest source of community college transfer students. The rural campus has a one-acre Outdoor Learning Lab, on-campus farm, wetlands and forest that provide abundant opportunities for hands-on learning, research and recreation.
THE TOWN OF GREENFIELD AND FRANKLIN COUNTY, MASSACHUSETTS

Greenfield Community College, situated in the beautiful and historic Connecticut River Valley of Western Massachusetts, draws students from Franklin and nearby Hampshire Counties, as well as counties in Southern Vermont and New Hampshire and beyond. The College's location provides a rural environment amid historic villages, busy towns, and very close proximity to the Five College Consortium. Greenfield is home to many family farms that feed a new “farm to table” entrepreneurial food production and distribution pipeline. Much of Greenfield's historic commercial core exists today as a walkable, central downtown with a mix of storefronts, offices, a few single-family residences, and emerging market rate residential condos and apartments. Greenfield's location, its entrepreneurial legacy, and its embrace of technology from its earliest reputation as the tool-and-die manufacturing capital of America to its current advanced manufacturing sectors and embrace of city-owned high-speed broadband access make it an appealing place to live and work. Greenfield covets its national “Park City” recognition, with many parks available for relaxation and recreation.

According to the Franklin Regional Council of Governments, Franklin County is recognized for its scenic natural landscapes, historic villages, affordable real estate, abundant outdoor adventures, quality educational opportunities, vibrant arts community, and an unparalleled farm-to-table culture. While Franklin County is the most rural area of the Commonwealth, the surrounding eight-county region has a population of 1.8 million and seen a population growth rate of 2.4% in the past ten years. The region has major employers in healthcare, manufacturing, and construction industries. In particular, the region is active in supporting the large manufacturing sector - with a significant presence in precision machining, plastics and films products, food production and more - through workforce development programs, business incubators, and other initiatives.

For an up close and personal view of GCC, enjoy a video prepared for the 2020 NECHE Accreditation Site Visit and another from the Mayor of Greenfield’s office.

www.youtube.com/watch?v=8EQVJdqJm6U
youtu.be/991IDqTd0FY

POINTS OF PRIDE

GCC is #1 in graduation rate among the 15 Massachusetts Community Colleges

GCC is #1 in annual successful credit course completion rate among the 15 Massachusetts Community Colleges

The Average First-Year GPA of GCC students at UMASS is higher than that of other MA CC’s
Source: University Analytics and Institutional Research at University of Massachusetts Amherst. (2021).
The mission of the Greenfield Community College Foundation, founded in 1968 is to support the College by raising funds, developing resources, and building philanthropic and community relationships to enhance programs and services that create opportunities for students, faculty, and staff and advance the College's mission and reputation in the local and global community. In September of 2021, the Foundation welcomed a new Executive Director who is committed to working with the President and Foundation Board to enhance the vital work of connecting the talents, connections, and resources in the GCC community to supportive innovative new programming, life-changing scholarships, and the daily operations of the college.

In fiscal year 2021, the Foundation raised a total of $1,430,990. In addition, investments earned $205,411. The endowment total is currently $7,344,917 and the total raised since 2000 is $18,546,083. The 5-year average for annual fundraising is $1,121,519. The College President is a non-voting member of the Foundation Board and sits on the Executive and Finance Committees.

The GCC President is a key partner in fundraising efforts, including identifying potential donors and opportunities, articulating the College’s vision, enhancing regional partnerships, alumni engagement, community outreach and endowment growth.
Greenfield Community College is part of the Community College System, which is part of the Massachusetts Public Higher Education System. The system includes 15 community colleges, nine state universities, and the University of Massachusetts’ five-campuses. A statewide Board of Higher Education (BHE) has broad oversight responsibility for all of public higher education and a particular responsibility for the community colleges and state universities. M.G.L. c. 15A § 9. The Department of Higher Education (DHE), headed by Commissioner Carlos Santiago, is the executive arm of the Board of Higher Education. The Board participates in the search and selection of college presidents, approves presidential appointments and sets the compensation of presidents. Presidential performance is also evaluated annually through a process which is executed under BHE policy and includes Commissioner involvement.

The mission of the Board of Higher Education is to ensure that Massachusetts residents have the opportunity to benefit from a higher education that enriches their lives and advances their contributions to the civic life, economic development, and social progress of the Commonwealth. To that end, the programs and services of Massachusetts higher education must meet standards of quality commensurate with the benefits it promises and must be truly accessible to the people of the Commonwealth in all their diversity.

During the September 2018 BHE retreat, Commissioner Santiago and BHE Chairman Chris Gabrieli proposed to members a new direction for public higher education that called for BHE and DHE in partnership with Massachusetts public higher education institutions to develop a statewide strategic plan focused on equity. This work was codified in a December 2018 vote of the BHE, in which the BHE recognized equity as the top statewide policy and performance priority for the public higher education system.

The expectation of The Equity Agenda is that, by focusing on equity in its policies, programs, and initiatives, the Massachusetts system of public higher education will enhance economic and social mobility for all citizens, but particularly for those who have historically been under-served and underrepresented, especially students of color, throughout all levels of education.
ROLE OF THE PRESIDENT

The President is the chief administrative officer and has full authority to administer institutional affairs. The President is accountable to the GCC Board of Trustees and the Massachusetts Board of Higher Education for the execution of all laws, policies, rules, and regulations relating to Greenfield Community College. Although the campus community has managed the COVID-19 situation well, the next President will begin in the context of addressing the continuing impacts of the pandemic on the resources, practices, and culture of the institution.

LEADERSHIP AGENDA FOR THE NEXT PRESIDENT

The College is well-positioned to attract top candidates for continuing its outstanding work and leading its next chapter. The new President will work collaboratively across the institution to provide strong and effective management and support of a dedicated faculty, staff and administration. In addition, the President of GCC has the following responsibilities:

- Provide strong and effective leadership in creating a diverse and inclusive campus environment and equity in access for all.
- Effectively advocate for GCC on the local, regional, and state levels in all matters related to the College’s success and future sustainability.
- Support and promote an innovative culture in teaching, learning, and student success.
- Expand meaningful connections and partnerships in the local and regional communities to align educational offerings with labor market needs and trends.
- Create a resilient and sustainable financial model to prepare for enrollment fluctuations and economic uncertainties.
- Recognize and foster the importance of providing a high quality liberal arts education with the crucial role of simultaneously preparing the local workforce for 21st century employment challenges.
- Work collaboratively with the campus community to effectively manage change initiatives.
- Foster and inspire a productive campus environment, and valuable working relationships with College employees, faculty, students and union membership.
REQUIRED QUALIFICATIONS

The next President shall reflect the education and experience that represent the highest levels of qualifications for a leader of a respected and vital institution such as Greenfield Community College. In accordance with the Massachusetts Board of Higher Education guidelines and procedures for the appointment of a President, it is imperative candidates have a well-documented history of organizational leadership and proven success in meeting specific performance goals and objectives.

The successful candidate shall demonstrate the following **required** credentials:

- An earned doctorate (including but not limited to a Ph.D., J.D., or Ed.D.), coupled with substantial experience relevant to the segmental mission and needs of the institution.
- In exceptional circumstances, an earned master’s degree, coupled with substantial experience relevant to the segmental mission and needs of the institution, may satisfy minimum educational requirements.
- Substantial experience in a senior management position in higher education – or – substantial experience in a senior management position in a field outside higher education, where such experience is deemed relevant to, and provides a basis for judging, the candidate’s capability to serve as a college president.
- Strong communication skills and high emotional intelligence that can build meaningful connections on campus and be used as a platform to increase institutional visibility.
- Experience with developing and maintaining positive, productive, transparent and collaborative relationships with unions.
- A record of tangible contributions to advancing diversity, equity, and inclusion that speak to the needs of a diverse student body.
- Financial acumen, including data-informed strategic planning/budgeting experience, aligning of resources with key objectives, and making and communicating budget decisions in a complex organization.

PREFERRED QUALIFICATIONS

The new President may additionally possess some of the following **preferred** credentials:

- College or university teaching experience.
- Experience in enrollment management and retention strategies.
- Political savviness, with understanding and skill in working with a state system of higher education, K-12 education, and elected officials at all levels.
- Familiarity with the changing needs and challenges of a rural community.
- Experience with workforce development, creating partnerships, and maintaining community relations.
- The ability to develop resources and to work with donors, community partners, business/industry, K-12, elected officials, and others to provide the widest spectrum of funding and educational opportunities for GCC and its students.
- Crisis management skills and experience in a complex organization.
- Eagerness to live in and become a visible, accessible, and valuable member in the communities the College serves.
- Experience providing a liberal arts education while simultaneously preparing the local workforce for 21st century employment challenges.
- Courage and empathy.
APPLICATION AND NOMINATION PROCESS

Academic Search is partnering with Greenfield Community College in this search. Those who are considering applying are encouraged to schedule a confidential conversation with one of the senior consultants for this search: Kate Nolde (kate.nolde@academicsearch.org) or Dr. Nancy Crimmin (nancy.crimmin@academicsearch.org).

To apply, a candidate should submit these three documents electronically:
1) a detailed letter of interest addressing the leadership agenda and qualifications as outlined in this profile;
2) a full résumé/CV with relevant administrative responsibilities and accomplishments;
3) a list of five professional references, including names, phone numbers, and email addresses, noting the candidate’s relationship to each reference. References will not be contacted until later in the search process and only with the candidate’s permission;
4) a one to two page summary of your contributions to and philosophy of diversity, equity, and inclusion that includes an overall framework and describes how this work and philosophy is realized in the candidate’s professional activity, professional development, and service.

Please send materials in four Word or PDF attachments to GCCPresident@academicsearch.org. Review of materials will begin immediately and continue until the appointment is made. For full consideration, please submit materials by April 8, 2022. Applications will be accepted until the position is filled. Finalists for the position will participate in campus interviews that will include a public presentation.

Please submit nominations to GCCPresident@academicsearch.org. Be sure to include the nominee’s full name, position, institution/organization, and email address.

Greenfield Community College is an affirmative action/equal opportunity employer and does not discriminate on the basis of race, color, national origin, sex, disability, religion, age, veteran status, genetic information, gender identity or sexual orientation in its programs and activities as required by Title IX of the Educational Amendments of 1972, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights Act of 1964, and other applicable statutes and college policies. The College prohibits sexual harassment, including sexual violence. Inquiries or complaints concerning discrimination, harassment, retaliation or sexual violence shall be referred to the College’s Affirmative Action and/or Title IX Officer at humanresources@gcc.mass.edu, the Massachusetts Commission Against Discrimination, the Equal Employment Opportunities Commission, or the United States Department of Education’s Office for Civil Rights.
ABOUT ACADEMIC SEARCH

Academic Search is assisting Greenfield Community College in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.

Committed to IDENTIFYING AND DEVELOPING LEADERS by providing the highest level of EXECUTIVE SEARCH to our higher education partners.