

Arlene Rodríguez, Ph.D.

SUMMARY OF CAREER

- Over twenty years of executive leadership within the Massachusetts Community College system in academic and student affairs, faculty and program development, successful student support programming and initiatives, recruitment and retention programming, diversity hiring and mentoring, fundraising, community outreach and involvement, and fiscal management.
- Frequent guest speaker on issues on creating an equity-minded campus, using data with an equity lens, and developing a sense of belonging among community college students.
- Aspen Rising Presidential Fellow, 2021.
- Life-long commitment to equity, diversity, and inclusion. Fluent knowledge of Spanish (written and spoken). Trained to conduct Racial Healing Circle as designed by Dr. Gail Christopher. Current member of the Massachusetts Department of Higher Education's Strategic Plan for Racial Equity Working Group.
- Accomplished grant team leader and writer, with over \$20 million dollars awarded for innovative retention initiatives, the promotion of an equity-minded and culturally responsive campus, and capital equipment.
- Extensive community service on local and statewide boards, commissions, and organizations.
- Comprehensive experience with all aspects of the Commonwealth of Massachusetts fiscal management (union contracts, state regulations, budgeting audits, renovation of facilities).
- Accreditation Liaison Officer for the New England Commission of Higher Education (NECHE) at three community college campuses, accreditation report chair for both self-study and 5-year reports, and site team member for a NECHE visit.
- Guided Pathways Coach for Washington State Board for Community and Technical Colleges
- Long-term involvement in creating dynamic partnerships, articulation agreements, and successful initiatives with the primary goal of student success.
- Recognized community servant-leader, awarded the *National Council on Community and Justice (NCCJ) Human Services Award* ■ *UnSung Hero of Springfield/Woman of the Year*, by the Springfield Women's Commission ■ *Woman of the Year* from the Professional Women Chamber of Western Massachusetts.

EDUCATION

Ph.D. in English, University of Massachusetts, Amherst, MA.

M.A. in English, Lehigh University, Bethlehem, PA.

B.A. in English, Fordham University, New York, NY.

PROFESSIONAL EXPERIENCE

Middlesex Community College (MCC), 33 Kearney Square, Lowell, MA 01852

June 2021-Present

Provost/Vice President, Academic and Student Affairs

Oversee all departments in academic and student affairs, as well as Institutional Research Office and the Office of Grants and Resource Development; lead division leaders with campus-wide initiatives on retention, persistence, and progression; hire division faculty and staff with an eye to diverse hires; guided key performance metrics and completed the College's strategic plan, *With Equity at Its Core*; serve as acting president in the absence of the President.

MAJOR ACCOMPLISHMENTS AS PROVOST

Administration of Successful Retention/Recruitment Strategies & Expansion of Academic Programming

- Institutionalized the use of disaggregated data in all reports, specifically organizing data by race, gender, and ethnicity.
- Supervised with the One8 Foundation the creation and expansion of MCC's Office of Career-Integrated Learning (OCIL) and internship program called *Learn & Earn*, as well as the writing and editing of the \$1 million grant to underwrite OCIL.
- Introduction texting campaign to support recruitment and retention efforts
- Lead MCC's Achieving the Dream Core and Data Teams to develop actions steps to close opportunity gaps among students of color in the following areas: completing college-level math in first 30-credits, admission and graduation of more students of color in key programs such as nursing and engineering.
- Oversee development of micro-credentials with courses offered in 7.5 or 16-week terms.
- Coordinate pathways between credit and non-credit, supporting prior learning assessment.
- Led efforts to complete College's strategic plan, *With Equity at Its Core*.

Cape Cod Community College (CCCC), 2240 Iyannough Road, West Barnstable, MA 02668

August 2018- June 2021

Vice President, Academic and Student Affairs

Oversaw all departments in academic and student affairs, including all academic programming, student support services, enrollment management, academic advising, workforce development education and training, TRIO and Perkins programming, Project Forward (a program for those with intellectual disabilities), blended and online learning, the Teaching and Learning Center, student engagement, wellness and recovery, grants, student code of conduct and library and tutoring services; led a team of 8 deans, directors, and an associate dean.

MAJOR ACCOMPLISHMENTS AS VICE PRESIDENT OF ACADEMIC & STUDENT AFFAIRS

Administration of Successful Retention/Recruitment Strategies & Expansion of Academic Programming

- Co-designed first Student Equity Matrix, which details student success metrics by disaggregated data.
- Led the approval of three associate degree programs and two certificate programs: Funeral Service, Paramedic, Emergency Medical Technician (EMT), Social Media Certificate, Coastal Zone Management Certificate.

- Achieved initial program accreditation from the American Board of Funeral Service Education (ABFSE).
- Co-chaired College's Strategic Planning Steering Committee.
- Steered the revision of College's mission and vision statements.
- Aligned record number of grant submissions that support strategic plan and mission statement.
- Implemented texting campaign to support recruitment and retention efforts.
- Organized the pivot of all support and academic programs during the March 2020 COVID-related quarantine.
- Coordinated a revision of the General Studies associates degree curriculum.
- Proposed and organized the Inclusive, Diversity, Equity, and Access (IDEA) Committee.
- Led equity initiatives including the disaggregation of data by race and ethnicity.

Department of Higher Education (DHE), Commonwealth of Massachusetts, Boston, MA

September 2017-August 2018 Senior Advisor, Division of Academic Affairs and Student Success

Advised and assisted in the design and implementation of workshops and statewide initiatives that focus on the department's three primary goals: college participation, student success, and closing achievement gaps among students; Advised on issues and draft publications related public community colleges in the Commonwealth; Served on review committee for statewide grant awards.

Springfield Technical Community College (STCC), Springfield, MA

June 2015- September 2017 Vice President, Academic Affairs/Chief Academic Officer

Supervised 326 faculty (149 full-time and 177 part-time), 6 deans, and over 50 staff members in the administration of all academic programs and initiatives; Developed and oversaw the division's \$3.6 million operations budget and \$10.9 million salary budget for full-time faculty and staff; Communicated and identified with local employers and agencies the workforce needs of the Greater Springfield area.

MAJOR ACCOMPLISHMENTS AS VICE PRESIDENT OF ACADEMIC AFFAIRS

Administration of Successful Retention/Recruitment Strategies

- Overhauled developmental English classes using a co-requisite model, which resulted in a 14% increase in students passing the college-level writing course in the new model over those who followed the traditional two-semester course sequence.
- Supervised innovative strategies for developmental math, including co-requisite and extended course-hour models for algebra, the latter resulting in an average of a 9% increase in students passing their courses.
- Directed, with the Title 3 grant coordinator, new and successful supplemental instruction program for high enrollment/low success rate courses. On average, students who attended Supplemental Instruction review sessions achieved a 13% higher ABC-rate compared to students registered in the same courses who did not attend review sessions.
- Secured a 3+1 RN to BSN transfer agreement with Westfield State University. BSN courses are taught on STCC campus in a hybrid format.

- Launched the first two entirely online degree programs at STCC; initiated the revision of the process for online course development.
- Facilitated the scheduling of an online-only winter session, resulting in over 1,000 additional credits sold; increase in online credits sold for spring semesters almost doubled in 2016-2017, totaling over 6000 credits sold.
- Initiated the establishment of the Culturally Responsive Institute, a series of workshops for faculty and staff at the college to create a campus sensitive to the evolving needs of an increasingly diverse student body.
- Modified the scheduling of short-term certificate-level credentials to accommodate those in the workforce. For example, in the past year, over 25 students in 3 cohort groups earned a 29-credit Customer Service certificate, in a series of two 8-week sessions. Of that number, over half are employed full-time and just over a third are completing an associate degree. A nine-month 29-credit certificate for web security was piloted in Fall 2017.
- Advanced the establishment of the inaugural class of the Massachusetts Department of Higher Education's *100 Males to College* program. Over 45 young men of color, juniors and seniors at local high schools, participated, taking college-level courses in sociology. Over 95 percent of the students passed at least one college course.

Capitalization of Outside Funding Resources to Support Student Success Initiatives and Equipment Purchases

- Awarded over \$10 million in federal and state grants to pilot retention projects, purchase capital equipment, outreach to middle and high school students, and provide needed professional development for faculty and staff. Among the grants awarded were \$2.09 million Title III: Strengthening Institutions Grant, *Decreasing Inequities, Increasing Student Success*; \$3.4 million HSI-STEM Federal Grant, *Hispanic and Low-Income Transformed Education in STEM (HiLITES) Project*.
- Partnered with the STCC Foundation Office on cultivating potential donors to support student scholarships and purchase equipment. For example, an outreach to the Valley District Dental Society resulted in an on-going donation of \$2,500 for scholarships in Dental Hygiene and \$5,000 for use on needed equipment.
- Generated corporate partnerships to provide students with current software, equipment, and professional development for faculty. For example, a partnership with Siemens AG resulted in \$28,000 in equipment and training.

Expansion and Re-organization of Facilities to Promote Student Learning

- Co-located all fine and performing arts to foster collaboration on projects.
- Collaborated on the design and proposed move to a renovated Campus Learning Center (Building 19 Project).

Successful Accreditations Secured: NEASC Fifth Year Review (2016); NEASC Substantive Change for Online degrees in Business and Business Transfer (2016); Diagnostic Medical Sonography (2016); Medical Assisting (2016) Health Information Technology (2016); Medical Laboratory Technician (2016) Respiratory Therapy (2015); Surgical Technology (2015) Commonwealth Honors Status for the STCC Honors Program (2015).

2005-2015

Dean, School of Arts, Humanities, and Social Sciences

Led largest academic division at STCC, which housed the three largest degree programs General Studies, Liberal Arts Transfer, and Criminal Justice; Oversaw over 90 full- and part-time faculty; Organized the master schedule for division courses; Recruited and hired full- and part-time faculty for the division.

Selected Accomplishments: Introduced, implemented and expanded a model of accelerated developmental writing ■ Co-authored the College's *Student Success Plan*, a college-wide strategic planning document ■ Awarded over \$170,000 in grants to prepare STCC for designation as Hispanic Serving Institute (HSI) and oversaw all these grant programs ■ Reorganized ESL to comply with Title IV requirements.

1994-2005

Professor of English

Taught and developed courses within the department, as well as interdisciplinary honors-level seminars; performed college service and advised students, according to MCCC collective bargaining agreement.

Selected Accomplishments: Awarded the Andrew M. Scibelli Endowed Chair for Teaching Excellence (2005) ■ Co-authored the curriculum for several learning communities, including *The Art of Healing* (English and nursing), *Jazz Literature* (music and English), an honors-level learning community between English and fine arts ■ Fundraised for the first multi-media classroom in the English Department.

1994-2005

Honors Program Coordinator

Led College's Honors Program; advised honor students; re-designed the STCC Honors Certificate-levels to be more accessible to all students; Secured designation of program as a Commonwealth Honors Program.

Manchester Community College, Manchester, CT
University of Hartford, West Hartford, CT.

1993-1994

Adjunct Instructor of English and Composition

LEADERSHIP DEVELOPMENT

20021-2022 Aspen Rising Presidential Fellow
2017 Advancing Leadership Development in Higher Education, Academic Impressions
2016 National Women's Leadership Forum, American Council on Education.
2014-15 Leadership Institute for Policy and Public Impact (LIPPI), sponsored by the Women's Fund of Western Massachusetts

ACADEMIC SERVICE

Coach, Guided Pathways Initiative for Washington State Board for Community and Technical Colleges, 2021-Present.

Representative, MA Department of Higher Education Strategic Plan for Racial Equity Working Group, Present.

Representative, SUCCESS Fund Coordinating Committee, Present.

Representative, Massachusetts Department of Higher Education OER (Open Educational Resources) Working Group, 2018-2019.

Member, STCC Learning Commons (Building 19) Capital Project Executive Committee, 2015-2017.

Chair, HSI (Hispanic Serving Institute) STEM Grant Working Group, 2015-2016.

Chair, Latino Student Success Working Group, 2013-2015.

Member, Strategic Planning Committee, 2014-2015.

Member, Core Competency Assessment Team, 2013-2016.

Member, Hispanic Association of Higher Education (HAHE), 2013-2017.

Member, STEM Academy Planning Committee, 2013.

Co-Chair, STCC Diversity Council, 2007-2011.

Member, STCC Diversity Council, 2004-2017.

Member, Rosa Parks Day Committee, 2005-2015.

Member, STCC's Committee for NEASC Standard 4: Academic Program, 2010.

Member, STCC Program Review Subcommittee, 2008-2012.

Chair, Achieving the Dream/College Success Seminar Task Force, 2008-2012.

Member and Community College Representative, Commonwealth Honors Program Council, 2000-2005.

GRANTS & AWARDS

Principal Investigator/Project Director/Grant Team Lead, *Decreasing Inequities, Increasing Student Success*. Title III: Strengthening Our Institutions Grant award from U.S. Department of Education. \$2.1 million award, 2015-2017.

Grant Team Lead, *Hispanic and Low-income Transformed Education in STEM (HiLITES) Project*. HSI-STEM Grant from U.S. Department of Education. \$3.9 million award, 2016-2017.

Grant Partner/Guest Speaker, “*Herencia Latina Pioneer Valley*.” Series of events and lectures sponsored by a grant from the American Library Association (ALA) and National Endowment for the Humanities, in collaboration with WBGY Public Television and Springfield City Public Library 2015. Link to information about WGBY lecture [here](#).

Principal Investigator, Vision Project/Performance Incentive Fund Grant, *Conectando Con Nuestro Futuro/Connecting with Our Future: Latino Student Success at Springfield Technical Community College*. \$168,000 award, 2013-2016.

Co-Principal Investigator, *Evidence-Based Practices for Latino Student Success*. Massachusetts Department of Higher Education Summer Convening Grant, 2015.

Principal Investigator, MassHumanities Grant. *Taking History Home: The Shays' Rebellion Website Interactive Exhibit*, \$10,000 award, 2009.

Participant, Ford Foundation Grant. *Our Plural History: Springfield, Massachusetts*, creation of website: <http://ourpluralhistory.stcc.edu> 2006-2009.

Participant, National Endowment for the Humanities Grant. *Shays' Rebellion & the Making of a Nation*, creation of website: <http://shaysrebellion.stcc.edu> 2006-2009.

Principal Investigator, Springfield Technical Community College Foundation Grant, 2004, *Program Connections: Developing Honors-level Interdisciplinary Courses at STCC*.

Participant, *Universal Design Across the Curriculum*, 2004, Massachusetts Board of Higher Education Grant. Created a compact disk of digital and audio files of faculty and students reading texts assigned for *U.S. Latino Literature* course.

Fellowship, *Explorations in Empire*, 2001, sponsored by the Community College Humanities Association, the American Historical Association, and the Library of Congress.

PRESENTATIONS

Co-Presenter, "With Equity at its Core: Organizational Change WITH Community," American Association of Community Colleges Annual Conference, April 2023 (pending)

Co-Presenter, "Leadership Perspectives on Institutional Change and Community Engagement," League of Innovation Annual Conference, March 2023 (pending).

Co-Presenter, "Equity-Minded Data and Sense-Making: Foundational Steps to Equity Action." Racial Equity and Justice Institute (REJI) Virtual Convening, January 2023.

Co-Presenter, "From Planning to Doing: Creating a Campus Culture of Equity," New England Commission of Higher Education (NECHE) Annual Conference, December 2022.

Speaker, Equity and Leadership, HERS: Women Leaders in Higher Education Weekend Leadership Institute, November 2022.

Co-Presenter, Utilizing Equity-Oriented Data and Inquiry Practices, HERS: Women Leaders in Higher Education Weekend Leadership Institute, October 2022.

Presenter, "Building Sense of Belonging Across Campus to Improve Social Mobility," Achieving the Dream (ATD) Data & Analytics Summit, September 2022.

Presenter, "Re-Emerging: Defining the New Normal," 45th Annual NEOA (New England Educational Opportunity Association), April 2022.

Co-Presenter, "Building Online Learning for an Aviation Maintenance Technician Program," Professional Development Session, Aviation Technician Education Council, March 2021.

Co-Presenter, "Not Too Small To Count: Equity-Mindedness at a Predominately White Campus."

Association of American Colleges and Universities, Upholding These Truths: Equity, Diversity, and Democracy, March 2021.

“Wisdom & Perspective: A Panel of Seasoned Deans and Vice President Share Insights.” Community College Deans Professional Development, January 2021.

Presenter, “Leading for Change: Data Collection and Dissemination Strategies Focused on Racial Educational Equity,” North East Association for Institutional Research (NEAIR), November 2020.

Co-Presenter, “We’re all in this together: A Rapid Implementation of a Texting Campaign to Support Student Retention.” *Employing an Anti-Racist Lens to Build Inclusive College Curriculum and Student Services*. Massachusetts Community College Teaching, Learning & Student Development Conference, October 16, 2020.

Opening Speaker, Massachusetts Educational Opportunity Association (MEOA) Annual Conference, October 2019.

Panelist, “Higher Education Impact Panel,” sponsored by the University of Massachusetts Alumni Association, UMass Center/Springfield, March 21, 2017.

Speaker, “United in Faith, Standing With Our Neighbor,” Interfaith Service, Islamic Center of Western Massachusetts, December 14, 2016.

Key Note Address, “Workforce Development: Moving Ahead,” Springfield Technical Community College, Founders' Day Convocation, September 9, 2016.

Panelist, “Education: Bilingual and Dual Language,” Puerto Rico, Puerto Ricans: New England Summit, *Centro de Estudios Puertorriqueños*. Program link [here](#). September 17, 2016.

Keynote Address, “Becoming an HSI: What does it Mean to Serve?” Holyoke Community College Professional Development Day, January 20, 2016.

Presenter. *This is What it Means to Serve*. *Café con Leche* Talk, Springfield Technical Community College, 2015.

“Wired for Sound: Creating An Audiobook for a U.S. Latino Literature Course,” presented at National Institute for Staff and Organizational Development Annual Conference, Austin, TX, 2005.

“ ‘In order to form a more perfect union’: Interethnic Romance and Nation Formation in Helen Hunt Jackson’s *Ramona* and María Amparo Ruiz de Burton’s *The Squatter and the Don*,” presented at the Recovering U.S. Hispanic Literary Heritage/American Studies Association Conference, Houston, TX, 2002.

Co-Presenter with Dr. Laurie Downes. “The Art of Learning: Developing a Learning Community

between Nursing and Literature.” Annual Community College Teaching, Learning, and Student Development Conference, Holyoke Community College, Holyoke, MA. 2002.

“ ‘With Thou I Goest’: Romance, Union and the Nation in Helen Hunt Jackson’s *Ramona*,” presented at the Graduate Student Conference, Department of English, University of Massachusetts, Amherst, MA, 2002.

“Creating a Hybrid Nationalism: Rosario Ferré’s *The House on the Lagoon*,” presented at the Rocky Mountain Modern Language Association Conference, Santa Fe, NM, 1999.

“How Much Is That Latina in the Window?: Commodification of the Latina Writer,” presented at the Graduate Student Conference, Department of English, University of Massachusetts, Amherst, MA, 1997.

COMMUNITY SERVICE

Board Member, Girls Inc. of Greater Lowell, 2022-Present.

Board Member, Chair of Equity Committee, Greater Lowell Boys and Girls Club, 2022-Present.

Member, Cape Cod Chamber of Commerce, 2020-2021.

Member, Barnstable County’s Regional Network on Homelessness Policy Board, 2018-2021.

Participant, *Let’s Dance!* Fundraiser for Pathlight Group, a non-profit organization that supports people with intellectual disabilities and their families, November 2017.

Commissioner, Hampden County Commission on the Status of Women and Girls, 2017-2018.

Member, Steering Committee, Springfield Library Foundation’s *Promise Revealed* Capital Campaign, 2017-Present.

Board Member, Latino Scholarship Fund, 2016-Present.

Board of Directors, Member, YWCA, Springfield, MA. 2015-Present.

Member, Latino Student Task Force, Elms College, Chicopee, MA. 2014-Present.

Member, Latino Advisory Board, WGBY, Public Television Station, Springfield, MA. 2007-Present.

Member/Secretary, Board of Tribunes, WGBY Public Television Station, Springfield, MA. 2009-Present.

Member, Board of Directors, Gandara Center, West Springfield, MA 2012-2015.

Member, Massachusetts Department of Mental Health/Western Massachusetts Area Board, 2006-2009.

RECOGNITION

2017 *Human Services Award*, National Council on Community and Justice (NCCJ).

2016 *Woman of the Year*, Professional Women’s Chamber of Western Massachusetts.

2016 *UnSong Hero of Springfield/Woman of the Year*, awarded by the Springfield Women’s Commission.

2015 *You Make A Difference*, Awarded by the STCC Hispanic Association in Higher Education.

2015 *Ward 7 Legend*, Springfield City Democratic Committee.

2012 Certificate of Appreciation. Awarded by Springfield Technical Community College. GLBTA Club. *Celebrating National Coming Out Day*.

2007 *Business West's 40 Under 40.*
2005 *Anthony M. Scibelli Endowed Chair for Teaching Excellence.*
1996, 1999 *Who's Who Among Teachers at Two-Year Colleges.*

SELECTED PUBLICATIONS

Guest Columnist, *Newspapers in Education: Hispanic Heritage Month*. "Many Histories Make up Hispanic Heritage Month" October 7, 2009.

Columnist, *La Prensa*, monthly, bi-lingual newspaper in Western Massachusetts, 2007-2009.

"Resisting Slavery: John Brown," *Our Plural History*, funded by a Ford Foundation Grant.

<http://ourpluralhistory.stcc.edu/resistingslavery/johnbrown.html>

Entries on Graciela Limón's *In Search of Bernabe*, María Amparo Ruiz de Burton's *The Squatter and the Don*, Doris Sommer, and Manuel Zeno Gandía for the *Encyclopedia of Hispanic-American Literature*, edited by Luz Elena Ramirez, Fact on File Press, 2008.

Entry on Nella Larsen for *Dictionary of Midwestern Literature, Volume One: The Authors*, Philip A. Greasley, General Editor, Bloomington: Indiana UP, 2001.

ADDITIONAL SKILLS

Fluent knowledge of Spanish

Trained Facilitator for Truth, Racial Healing, and Transformation Circles

Trained in Appreciate Inquiry®