



Presidential Position Profile

**HOLYOKE
COMMUNITY
COLLEGE**



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Holyoke Community College Profile

College Overview

The first two-year college in the Commonwealth of Massachusetts, Holyoke Community College opened its doors in 1946 in classrooms made available by Holyoke High School. Area professors, who worked during the day at Amherst College, Mount Holyoke College, and Smith College, taught evening classes for working adults, many of whom were recently returned veterans taking advantage of the G.I. Bill.

Today, Holyoke Community College is located on a beautiful 135-acre campus just off Interstate 91. The college serves approximately 7,000 students annually in credit and non-credit courses. Students primarily come from Hampden County, Hampshire County, and Franklin County, with the largest numbers coming from the cities

and towns of Springfield, Holyoke, Chicopee, Westfield, West Springfield, Easthampton, Northampton, Ludlow, South Hadley, Belchertown, Agawam, Amherst, Granby, Southampton, and Palmer. Approximately 800 students graduate from HCC each year.

Holyoke Community College employs 102 full-time faculty members, 191 adjunct/Division of Continuing Education faculty members, 148 professional staff members, and 105 support staff members. The FY2023 annual operating budget for HCC is \$50,065,606.

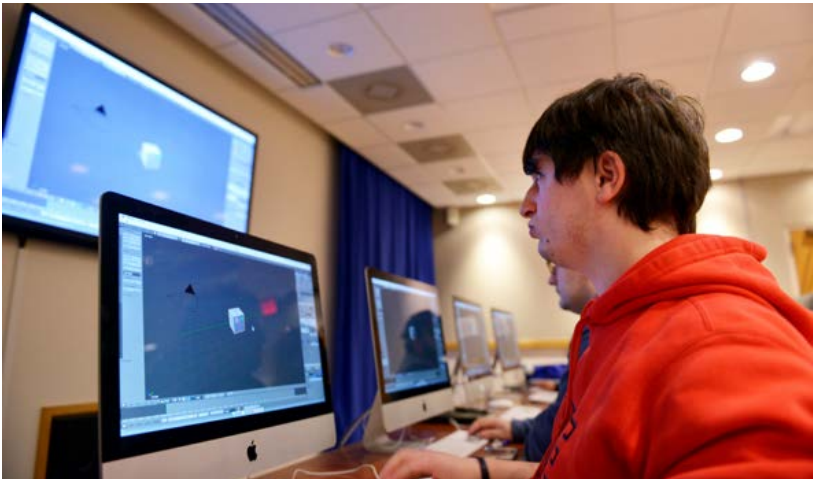
The HCC Foundation

With assets of more than \$19 million, the Holyoke Community College Foundation manages the largest endowment of any community college in the state, dispersing more than \$400,000 annually in student scholarships, and providing support to programs and initiatives across the college. In addition, Holyoke Community College is the recipient of more than \$9 million in grant funding each year for various academic, student support, and workforce development programs.

ASSETS
\$19 million

ANNUAL SCHOLARSHIPS
\$400,000

ANNUAL GRANT FUNDING
\$9 million



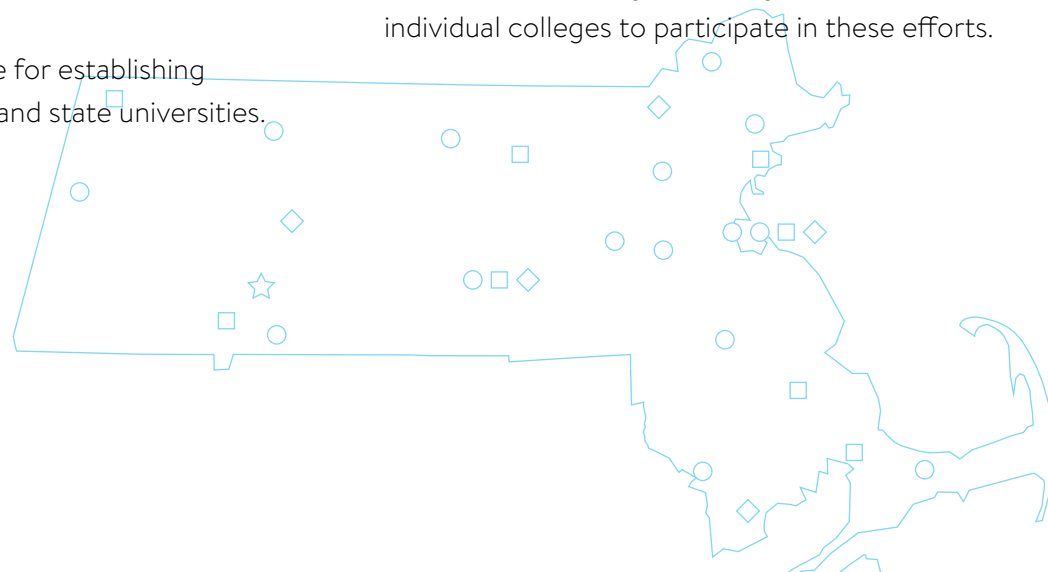
The Massachusetts Department of Higher Education and Board of Higher Education

Holyoke Community College is part of the Massachusetts public higher education system, which is comprised of 15 community colleges, nine state universities, and the five-campus University of Massachusetts System. Tasked with defining the mission of and coordinating the Commonwealth's system of public higher education, the Board of Higher Education has a particular responsibility for the community colleges and state universities, and broad oversight responsibility for the University of Massachusetts. The Department of Higher Education (DHE), headed by a commissioner, is the executive arm of the Board of Higher Education (BHE). The board participates in the appointment of college presidents; the BHE has a seat in the search and selection committee, approves recommended presidential appointments and sets presidential compensation. In addition, the president is annually evaluated with the participation of the Commissioner and based on criteria established by the BHE. The Department of Higher Education is one of three education agencies in the Commonwealth. The Executive Office of Education facilitates communication and coordination between and among those three educational agencies.

The Board of Higher Education is responsible for establishing statewide goals for the community colleges and state universities.

During the September 2018 BHE retreat, the BHE proposed to members a new direction for the public higher education system 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 underserved and underrepresented, especially students of color, throughout all levels of education.

Each year the Board of Higher Education collects data tracking progress on these outcomes for each college, and shares these data with presidents and campus boards. The board also has launched a major initiative to achieve cost savings through heightened collaboration among the colleges and universities, and asks the individual colleges to participate in these efforts.



Student Profile

Gender	Overall	Full-time	Part-time
Male	35%	41%	32%
Female	65%	59%	68%
Race/Ethnicity			
White	54%	57%	53%
Hispanic/Latino	28%	26%	29%
Black/African American	6%	5%	7%
Asian	3%	4%	3%
American Indian/Alaskan Native	<1%	<1%	<1%
Native Hawaiian or other Pacific Islander	<1%	<1%	<1%
Two or More Races	4%	4%	4%

As a point of access for underrepresented students, Holyoke Community College attracts a growing population of nontraditional and diverse students. Holyoke Community College became a Hispanic Serving Institution in 2016. Twenty-eight percent of our students self-identified as Hispanic, so we are now a “Hispanic Thriving Institution.” There are significant populations of first-generation college students (48%), students of color (42%), low-income students (40% Pell-eligible), and students with disabilities (16%). Adult students at HCC account for one-third of all students and, in FY22, 57 percent of the non-credit students identified as BIPOC and 74 percent identified as female.

For the last ten years, Holyoke Community College has experienced a decrease in enrollment, with 3,550 students enrolled in fall 2022. The recent decline in enrollment comes due to the COVID-19 pandemic; the student headcount in fall 2022 dropped 27% from fall 2019 (pre-pandemic) and 5% from fall 2021.



Mission and Direction

In 2019, Holyoke Community College implemented a strategic plan that reinforced our mission and vision, named our values, and articulated four pillars of success: teaching and learning; inclusion and student success; workforce development and transfer; and sustainability. That plan was updated for 2023-26, with the pillars updated to: teaching and learning; equity and student success; workforce development and transfer; and financial sustainability.

MISSION

Educate. Inspire. Connect.

VISION

Holyoke Community College aspires to be a college of academic excellence known for helping students overcome barriers to success.

VALUES

Kindness, inclusion, and trust are the foundations of the work that we do together. **Innovation** and **collaboration** enable us to explore and implement the ideas that will shape our future.

STUDENT EXPERIENCE STATEMENT

Holyoke Community College commits to delivering a transformational student experience characterized by:

- A “connection network” that draws people, services, and knowledge together to address students’ fundamental needs and thus ensure their readiness to succeed at HCC;
- An affordable, relevant education provided by talented faculty and resulting in career and transfer opportunities that enable students to thrive;
- An approach to educating the whole person that continuously meets students where they are – socially, financially, educationally, and geographically – and engaging them in real-world learning experiences; and
- A vibrant, connected college community that enriches the learning experience, delivers relentless encouragement, and builds life-long connections.

Faculty and staff of Holyoke Community College commit to support this transformative experience through:

- Accessible, guided, and intuitive services that support students and their families;
- Efficient and effective processes supported by contemporary technologies;
- Data and predictive analytics that enable HCC to deliver personalized, proactive, and responsive programs and services; and
- An agile and supportive culture that recognizes the importance of training and professional development to build knowledge, skills, and abilities.

A Mission of Access

Holyoke Community College fulfills its mission of serving the region and beyond by providing clear pathways for students to achieve their academic and career goals. The college offers Associate in Arts (A.A.) and Associate in Science (A.S.) degrees with approximately 66 degree and 37 certificate programs, as well as adult basic education courses (on campus and at locations in Ware and downtown Holyoke), high-school equivalency preparation and testing, and bridge-to-college preparation programs for adults. In addition, the Holyoke Community College Kittredge Center for Business and Workforce Development offers an array of non-credit job skills training and certification programming and comprehensive services for employers, including custom workforce skills evaluations and trainings through Training and Workforce Options (TWO), a collaboration with Springfield Technical Community College. The Kittredge Center also offers a wealth of personal enrichment classes and summer youth programs.

The Holyoke Community College Office for Students with Disabilities and Deaf Services (OSDDS) – a leader among colleges

in Massachusetts for such services – works to ensure access, both on-campus and online, for students with disabilities and Deaf students. OSDDS works with the faculty and staff who educate and provide services to HCC students and supports the Assistive Technology Training Center, which offers assessment, training, and access to a variety of academic computing programs. Thirteen percent of HCC students have a documented disability, and we have invested significant resources in high-touch, wrap-around support services for this population. HCC excels in this area, which is likely why our completion rates for these students are higher than some others.

Holyoke Community College also is home to one of the nation’s most successful Gateway to College programs, which offers students between ages 16-20 the opportunity to obtain a high school diploma while earning college credits towards an associate’s degree or certificate. Part of a national network that includes 31 programs in 18 states, the HCC Gateway program has earned national recognition for its extraordinary success.



Focus on Student Success

[Resources available through a variety of campus services](#) help students concentrate on what matters most: their studies.

- **The Thrive Student Resource Center** offers an array of free services for students and community members facing non-academic barriers (such as housing or food insecurity).
- **The President's Student Emergency Fund** awards financial grants to students who encounter an unforeseen financial emergency that would prevent them from continuing their education.
- **The Homestead Market** offers fresh produce, grab-and-go meals, food pantry essentials, and other household items. Supplemental Assistance Nutrition Program (SNAP) benefits are accepted here, a benefit that HCC was the first of all 15 Massachusetts community colleges to offer.
- **The Itsy Bitsy Child Watch** program provides free drop-in child watch for students attending classes or meetings on campus.
- **The Career Closet**, which provides appropriate clothing at no cost for students who have job interviews.

These and other services are listed [here](#).



Preparation for Accomplishment

Holyoke Community College is committed to offering its students a challenging, exciting, and rigorous education. Integrative Learning Programs at Holyoke Community College promote teaching and learning across the curriculum and foster connections, within the classroom and beyond, to local communities, businesses, nonprofits, colleges, and universities. These include Learning Communities (team-taught courses that view a shared theme through an interdisciplinary lens), Service Learning (in which students complete a project in the community that meets both the objectives of the course and the needs of a community-based organization), and the Honors Program (in which our students learn to think critically, reason clearly, and argue persuasively).

To foster academic success, the College provides free and comprehensive academic support services to our students. The Center for Academic Program Support (CAPS) offers assistance to all Holyoke Community College students at its tutoring, writing, ESL, and math centers. Each semester, CAPS provides study groups and study skills workshops, such as the free and well-attended Math Mini Prep. Additionally, CAPS provides specialized academic programs such as Supplemental Instruction (SI), learning coaches, and peer mentoring.



Beyond CAPS, the college is home to a wealth of resources. **El Centro** provides culturally responsive guidance and support to enable Latinx students to achieve academic success. The **Center for Career Development** assists students with career exploration, planning, advising, and job placement. Focused programs include two **TRIO** programs (one that is focused on STEM and health careers). The **Pathways** program helps promising students explore and prepare for transfer opportunities to selective liberal arts colleges such as Mount Holyoke, Smith, Hampshire, Amherst, and more. These, as well as **New Directions** (for adults and veterans), **ALANA Men in Motion** (for African American, Latino, Asian, and Native American men), and **SAMP** (the Student Ambassador and Mentorship Program, which prepares women, non-binary, and transgender students for leadership roles) provide academic support, mentoring, and counseling.



A Tradition of Transfer

Holyoke Community College takes special pride in its success as a transfer institution, a tradition manifested and supported by numerous articulation agreements (including online degree options) with four-year institutions. Currently, 48% of our graduates transfer to a four-year institution. The top community college feeder for University of Massachusetts Amherst and Westfield State University, Holyoke Community College also is known as an outstanding springboard to

institutions such as Amherst College, Brandeis University, Cornell University, Mount Holyoke College, Smith College, and others. Students interested in transferring to a selective liberal arts college can take advantage of our free Pathways program, which offers academic and personal advising, workshops, college visits, career and college major exploration, and assistance with the transfer process.



A Vibrant Campus Life

Students may not live on campus, but there is plenty to do before and after classes. Art exhibits at the Taber Art Gallery, concerts at the Leslie Phillips Theater, and a changing roster of speakers, activities, and events keep the campus buzzing. Students can get involved with Student Senate, Phi Theta Kappa international honors society for two-year colleges, or one of more than 30 active clubs and organizations, including WCCH radio station and *Pulp City* literary magazine. There is a weekly dedicated activity period for student engagement and activities. The HCC Student Engagement office supports student success at HCC by providing student-led and engaging co-curricular programming that encourages active and meaningful participation by all members of the campus community.

The Bartley Center for Athletics & Recreation boasts a three-court gymnasium, seven new indoor pickleball courts, fitness center, multipurpose studio, steam and sauna facilities, and classes in everything from aerobics to Zumba. College athletic teams include baseball, basketball, volleyball, golf, cross-country, and soccer. A member of the National Junior College Athletic Association (NJCAA) and the Massachusetts Community College Athletic Conference, the Holyoke Community College Cougars compete at state and regional levels.



Growing to Meet the Needs of the Community

Holyoke Community College has made substantial investments to meet the changing needs of a diverse community. In 2013, the College began extending its footprint to downtown Holyoke.

Located at 206 Maple Street, the **Picknelly Adult & Family Education Center** was established by members of the Juntos Collaborative, Holyoke Public Schools, and Holyoke Community College to provide Holyoke residents with adult basic education and related services in an easily accessible location. The 16,000-square-foot, multi-level space features classrooms, computer labs, offices, counseling space, meeting rooms, and testing facilities. Services offered include HiSET preparation and testing, college transition programs, English for Speakers of Other Languages (ESOL) classes and support, free and low-cost technology classes, family literacy classes, workforce development training, career counseling, and college admissions counseling.

The **Holyoke Community College Ludlow Area Adult Learning Center** provides free instruction in English for Speakers of Other Languages to improve their communication skills for college, careers, and community engagement. Morning and evening classes are offered in levels ranging from true beginner to advanced. In addition, students work with an academic and career advisor, and build technology skills. This free program serves adults in the Ludlow/Indian Orchard/greater Springfield area who are immigrants or refugees, and provides support for transitioning to college, workforce development, family literacy skills, and more. Students range in age from 17 to 70+. HCC also provides leadership for the Springfield Adult Learning Center (SALC). In collaboration with Springfield Technical Community

College, the SALC provides English for Speakers of Other Languages programming. HCC is the leader of ESOL instruction in the region.

The **Holyoke Community College Center for Health Education & Simulation** supports healthcare programs and workforce development through hands-on clinical learning experiences using current technology, medical equipment, and human patient simulators. The approximately 10,449 square foot space includes classrooms that can be converted into large lab spaces, student study space, a radiology suite with mock equipment, a large radiology image library, and an image critique room. Two debrief rooms, four private patient simulation rooms, two semi-private patient simulation rooms, three control rooms, prop storage, prep spaces and two larger multi-bed lab spaces can be transformed into acute (medical surgical, OR, ER, women's health) or community (home, outpatient medical office, street) environments in which students advance their education and skill.



Located at 164 Race Street, the **HCC MGM Culinary Arts Institute** houses our hospitality and culinary arts programs in a 20,000 square-foot teaching and training facility on the first two floors of The Cubit Building, a former factory in the Holyoke Innovation District. The culinary arts program is the only one in the Massachusetts state college system accredited by the American Culinary Federation. Workforce development hospitality training opportunities include line cook and hotel occupational training. The facility also has a hotel learning lab. Recently, a 20-foot, state-of-the-art food truck, or “kitchen on wheels,” was acquired. It is expected to increase our community engagement and outreach in the areas of healthy food preparation and nutrition.



Other additions include the **Cannabis Education Center**, a partnership of Holyoke Community College and Elevate, which is an innovative learning partnership for those currently working or seeking positions in the cannabis industry.



And, on the main campus, a \$44 million renovation to the college **Campus Center**, funded by the state’s Division of Capital Asset Management and Maintenance and dedicated in February 2020, created a beautiful new space for current and prospective students, families, and members of the community. The three-floor, 66,000-square-foot facility was renovated to include aesthetic improvements, an additional 9,000 square feet of space, an expanded dining area, a west-side atrium entrance, an east-side bridge entrance, exterior waterproofing, and accessibility improvements.

In the variety of ways detailed here, HCC continues to deepen and expand its commitment to making higher education and workforce training accessible to a wide spectrum of students.



Presidential Profile

The President of Holyoke Community College provides leadership in the development and review of all academic programs and in the teaching and learning process. Further, the President works closely with faculty and academic deans in monitoring and growing the college's academic offerings to assure high quality learning outcomes.

The HCC President works under and closely with the Commissioner of the Department of Higher Education who outlines the system wide goals and presidential evaluation criteria. The President is supervised by and works closely with the HCC Board of Trustees in its fiduciary role to maintain a sustainable future for the College.

Reporting directly to the President are the Vice President for Academic and Student Affairs; the Vice President for Administration and Finance; the Vice President for Institutional Advancement; the Executive Director of Human Resources; the Vice President of Business and Community Services; the Executive Director of Equity, Diversity, and Inclusion; an Executive Assistant; and an Executive Secretary.

Essential Job Functions

Not intended to be an exhaustive list

- Maintain and enhance the College's student-centered environment that promotes excellence in teaching, learning, and student success.
- Build on the College's strong academic degree and certificate programs to address the needs of the College's community of learners.
- Seek inter-campus collaboration with Massachusetts community colleges and state colleges within the Pioneer Valley, as well as the University of Massachusetts Amherst.
- Seek mutually beneficial partnerships with businesses, community agencies, foundations, public and private K-12 schools, colleges, and other educational programs.
- Advance campus-related activities to meet workforce development needs in the Pioneer Valley.
- Provide leadership to enhance institutional diversity, equity, inclusion, and antiracism practices among College faculty, staff, and students.
- Lead the College and community in identifying effective educational delivery systems to address the expansion and growth of the communities the College serves.
- Manage the College's fiscal stability.
- Work with state legislators to affect the fair and equitable distribution of state funds for the benefit of the College.
- Establish an involved and visible presence on campus, in the community, and throughout the Commonwealth, and promote an innovative image of the College.
- Maintain and further develop donor cultivation and engagement through work with the HCC Foundation.



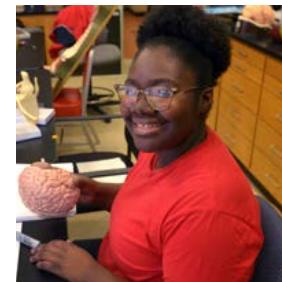
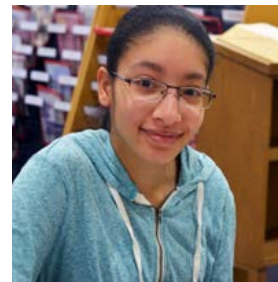
Opportunity Overview

With the exceptional leadership of Dr. Christina Royal as President of Holyoke Community College since 2017, the College has made significant strides in the improvement of the internal culture, and the development of local, regional, and national partnerships. Further, Holyoke Community College has completed an intense strategic planning process. College stakeholders are pleased with the growth and direction of Holyoke Community College and seek a strong leader with exceptional interpersonal skills to take the faculty, staff, and students to the next phase of the College's growth.

Diversity, Equity, Inclusion, Antiracism, and Student Success Initiatives

Students of color make up 44 percent of HCC's credit enrollment, and the diversity of the College's service area is increasing rapidly. HCC became an Hispanic Serving Institution in 2016 and is an institution where students self-identifying as Hispanic now make up 28% of the student population. Holyoke Community College has worked diligently within the LGBTQ+ communities and is a trans-affirming campus. In addition, HCC students, faculty, and staff face challenges associated with poverty on a daily basis. Holyoke Community College has placed a value on eliminating barriers for non-traditional students, like childcare, transportation, and food insecurities. The next President should expect to continue the path to developing a welcoming environment where success is possible for all students, faculty, and staff. Experience successfully serving in an institution with a similar service area is preferred for the next President.

Holyoke Community College has implemented programs to narrow the achievement gap for underrepresented students. Some programs include emergency funds for housing, transportation, and clothing insecurities, a child watch program, and a food pantry. The next President will be an innovative leader who has a track record of implementing successful student success, retention, and enrollment programs. The President also will have experience leading faculty, staff, and a leadership team to further increase academic performance and student success initiatives throughout the College's academic offerings and support services.



Accreditation

Holyoke Community College will have a focus visit regarding assessment in the fall of 2023 from the New England Commission of Higher Education (NECHE). In 2025, NECHE will visit the College paying particular attention to its shared governance equity practices and enrollment decline. A President with experience in leading a college through accreditation focus visits is critical to the success of the College.

Unions and Collective Bargaining

HCC faculty and staff are represented by two collective bargaining units, including the American Federation of State, County, and Municipal Employees (AFSCME), which represents maintenance staff, administrative assistants, clerical staff, and campus police; and the Massachusetts Community College Council (MCCC), which represents full-time and adjunct faculty, and some professional staff. Experience in working in a union environment is highly desirable.

Financial Acumen and Resource Development

Currently, HCC is operating with a balanced budget, healthy financial reserves, and a strong endowment. However, multiple years of declining enrollment and budget cuts within the Commonwealth have put pressure on HCC's finances. The College has managed this pressure well, and in order to have continued success, financial acumen and creativity are skills needed in HCC's next leader. In addition, HCC seeks a leader with accomplishments in lobbying and fund raising, and grant development.

Relationship Building

HCC has been successful in establishing strong external partnerships in its service area and has one of the highest transfer rates (48%) in the country. The College's various stakeholders expect the next President to further strengthen these. In addition, the next President will further develop Pre-K-12 relationships to increase the number of dual credit courses offered and programs to develop a skilled workforce.

Additionally, HCC seeks a leader who will push the boundaries with technology yet understand there is an important human element that must remain in the forefront. The next President must value relationships and innovate with technology to meet the current and future needs of the community.

Lastly, a healthy and communicative relationship with the HCC Board of Trustees, in particular the HCC Board Chair, has proven to be beneficial to the College. The next President will continue this practice that has existed during Dr. Royal's Presidency. The Board of Trustees has become accustomed to frequent, yet appropriate in number, updates to the Chair of the Board. The entire Board of Trustees receives documents that detail HCC's financial, enrollment, etc. status.



Skills/Experience/Training Required

- An earned doctorate (including, but not limited to, a PhD, JD, or EdD), coupled with substantial experience relevant to Holyoke Community College’s mission and needs. In exceptional circumstances, an earned master’s degree, coupled with substantial experience relevant to the institution’s mission and needs, may satisfy minimum educational requirements.
- Substantial experience in a senior management position in higher education.
- Experience in providing leadership to advance antiracism practices, equity and inclusion within a highly diverse environment;.
- Teaching experience is strongly desired.

Application Process

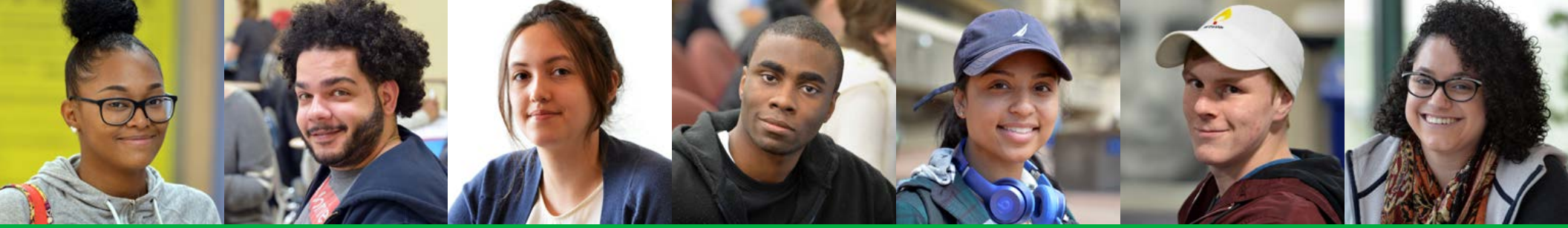
Apply online at <https://paulgroup.com/positions/?apply=president-2> and click on “Apply Now” for Holyoke Community College, President.

Attach (1) a cover letter that addresses the topics listed in the Opportunity Overview; (2) a current resumé; and (3) reference names and contact information.

Please direct all confidential inquiries and nominations to the College’s search consultant:

Angela Provart, PhD
President
Pauly Group Inc.
3901 Wood Duck Dr. Suite E, Springfield, IL 62711
Phone: 217.241.5400
Email: aprovart@paulgroup.com

The HCC Presidential Search Committee will begin review of applications immediately. Applications will be accepted until the position is filled, with **Tuesday, February 21, 2023** as the priority deadline. All applications are confidential, and references will not be contacted without the expressed authorization of the applicant.



HOLYOKE COMMUNITY COLLEGE

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www.hcc.edu

