# 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 AND THE REGION</td>
<td>4</td>
</tr>
<tr>
<td>RESPONSIBILITIES OF THE DEAN</td>
<td>7</td>
</tr>
<tr>
<td>EXPECTATIONS FOR THE NEXT DEAN</td>
<td>8</td>
</tr>
<tr>
<td>REQUIRED QUALIFICATIONS</td>
<td>9</td>
</tr>
<tr>
<td>PREFERRED QUALIFICATIONS</td>
<td>9</td>
</tr>
<tr>
<td>APPLICATIONS AND NOMINATIONS</td>
<td>10</td>
</tr>
</tbody>
</table>
President Michelle Schutt and the campus community of Greenfield Community College (GCC) seek an experienced, strategic, and collaborative higher education leader to serve as the next Dean of Institutional Research (DIR). As a member of the President’s Cabinet and reporting directly to the President, the DIR serves as the chief data and institutional effectiveness officer for Greenfield Community College.

Aligned with the College’s mission, vision, and values, the DIR oversees institutional and academic assessment activities, and provides actionable insights and recommendations to the President and Provost on matters of institutional efficacy. This includes the development of college-wide best practices through the integration of institutional data into the college’s newly established Tableau software.

The ideal candidate for this role will bring the ability to foster a culture of innovation and proficiency in leveraging modern technological tools for data analysis and decision making, based on a deep understanding of how data impacts decision-making regarding students and educational outcomes. Prospective and current students at GCC know that “Your Story Begins Here,” and the DIR is expected to share that passion and to be a strong advocate for and integral part of that story.

The ideal candidate will be informed about best practices in enrollment, retention, and student success and eager to contribute both as a Cabinet-level stakeholder and as a hands-on, dynamic leader who ensures a culture of motivation and continuous learning among the team.

The Dean of Institutional Research leads a range of collegewide functions that include accreditation, grant submissions, strategic planning, state initiative, budgeting, and fundraising. This role is critical in ensuring GCC’s programs, services and activities meet the needs of the students and the College community.

The new Dean of Institutional Research is expected to begin in Fall 2024.
Greenfield Community College, founded in 1962, is the only institution of higher education in Franklin County, Massachusetts. The College draws students from the City of Greenfield, throughout Hampshire and Franklin Counties, and from southern Vermont and New Hampshire. Greenfield Community College is situated in the beautiful and historic Connecticut River Valley of Western Massachusetts, and the community itself is one of the appeals of GCC.

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 the City of Greenfield 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 condominiums 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) as well as its city-owned high-speed broadband access make it an appealing place to live and work.

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, with the Department of Higher Education, led by Commissioner Noe Ortega, is the executive arm of the Board of Higher Education.
A New England Commission of Higher Education (NECHE) accredited community college, GCC offers its students a wide variety of innovative programs. The rural campus has a one-acre Outdoor Learning Lab, on-campus farm, wetlands, and a forest that provide abundant opportunities for hands-on learning, research, and recreation. This welcome video, created for the reaccreditation visit in 2021, shows the beauty of the campus and offers student perspectives on their reasons for coming to GCC. This virtual tour video emphasizes the academic opportunities and affordability available to prospective students making the “smart choice” for their education. Residents over age 25 who do not have a college degree can attend GCC through the MassReconnect program, which offers free tuition, fees, books, and supplies.

Greenfield Community College is known for its caring and supportive environment of faculty and staff dedicated to the success of its learners. GCC became the first Massachusetts community college to fully implement the Guided Pathways model, “to help all students explore, choose, plan, and complete programs aligned with their career and education goals efficiently and affordably.” The goals of the Guided Pathways reforms are to “improve student completion rates, close equity gaps, and increase enrollments in an increasingly competitive environment.” GCC’s implementation was featured in a 2023 blog post by Provost Chet Jordan on the Community College Research Center (CCRC) website, where he discusses the expanded use of success coaches.
and streamlining of program and course offerings for efficiency, clarity, and cost savings.

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. The GCC community believes that everyone should have the opportunity for a quality education and ascribes to the belief that GCC is “the community’s College.” The Learning Principles that guide the College focus on learning that happens both in and out of the classrooms. The GCC community understands that the needs of students are many and diverse, and to best help all students, the College must meet students where they are, which sometimes means seeking outside resources. GCC’s commitment to the community includes workforce development and partnerships with regional businesses and industry, providing job training, retraining, certification, and skills improvement.

Greenfield Community College is regionally accredited by the New England Commission of Higher Education (NECHE). The College has also achieved specialized, programmatic accreditation in the early childhood education program, nursing program, paramedic degree and certificate programs, medical assistant program, and outdoor leadership certificate program. GCC currently offers 39 degree and certificate programs and maintains transfer agreements with accredited colleges and universities in the region. All associate degree programs require 60 or more credits for completion. 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 Outdoor Leadership. 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.

POINTS OF PRIDE

- GCC ranked the #1 Best Community College in Massachusetts (2024, Niche.com).
- GCC ranked #1 in graduation rate among the 15 Massachusetts community colleges (IPEDS, 2022).
- GCC ranked #1 in fall-to-fall retention among the 15 Massachusetts community colleges
  (Massachusetts Department of Higher Education, 2024).
- GCC ranked #1 in annual successful course completion rate among the 15 Massachusetts community colleges (Massachusetts Department of Higher Education, 2023).
- Higher average first-year GPA of GCC students who matriculate to UMASS than that of other Massachusetts community college students (University Analytics and Institutional Research at University of Massachusetts Amherst, 2023).
- 45% of GCC graduates and 29% of GCC non-graduates attend four-year colleges after GCC.
- The Creative Thinking and Learning Studio gives GCC students an immersive learning experience, whether they’re attending remotely or in the classroom.
- 95% of GCC students who apply for Financial Aid receive it.
- 11:1 student-to-faculty ratio.
- 95% NCLEX pass rate for Associate Degree Nursing students on their first attempt.
- 97% of students surveyed would recommend GCC to their peers.
RESPONSIBILITIES OF THE DEAN OF INSTITUTIONAL RESEARCH

Reporting to the President and serving on her Cabinet, the DIR is responsible for (1) developing best practices within the newly established Tableau software; (2) collecting, analyzing, and reporting data and conducting a wide variety of research studies; (3) developing and coordinating a systematic and integrated institutional planning process that is aligned with accreditation standards; (4) supporting and assisting with GCC’s institutional effectiveness efforts that includes continuous improvement plans, student learning outcomes, and program reviews; and (5) establishing, assessing, evaluating, and reporting on measures of institutional effectiveness. This leadership position requires the ability to work independently in a complex, fast-paced environment with a high level of accuracy, reliability, and collaboration.

The position description for this role outlines essential responsibilities for the DIR:

- Build upon the development of the college’s Tableau software, implementing new best practices and education campus-wide;
- Oversee the collection, analysis, and dissemination of institutional data for strategic planning, accreditation, grant submissions, state initiatives, budgeting, and fundraising;
- Lead research projects on student outcomes, institutional performance, and educational effectiveness, and program health;
- Collaborate with academic and administrative units to identify key performance indicators (KPIs) and establish data collection protocols for annual and semi-annual campus data collection projects, including surveys;
- Develop and maintain institutional dashboards that provide real-time data to stakeholders;
- Ensure compliance with state and federal data reporting requirements;
- Supervise staff with oversight of institutional effectiveness and learning outcomes assessment;
- Partner with the Vice President of Information Technology to ensure data integrity and cybersecurity measures;
- Provide data training and ongoing professional development sessions for faculty and staff to promote a culture of data literacy;
- Regularly present on the college’s institutional performance to the Board of Trustees, President’s Cabinet, and to the college and local communities;
- Stay current with trends in institutional research, including methodologies and tools, through ongoing professional development;
- Ensure compliance with laws and regulations related to institutional assessment, research and planning.
EXPECTATIONS FOR THE NEXT DEAN OF INSTITUTIONAL RESEARCH

In addition, these are the personal and professional qualities, skills, and attributes that colleagues and stakeholders expect the DIR to demonstrate:

- Strong communication skills—including written and oral communication, interpersonal skills, and active listening to diverse viewpoints;
- High emotional intelligence;
- Growth mindset for students, staff, and self;
- Interest and experience in leading change management;
- Awareness of diverse student populations, and fostering success for all;
- Ability to see, value, and build on the contributions of staff and bring out the best in them as they work together to achieve the mission of student success;
- Passion for the role of community colleges in changing the lives of students, their families, and their community;
- Genuine interest in seeking input and using those ideas as well as data in making decisions;
- Creative and innovative approaches to problem-solving and structures.
REQUIRED QUALIFICATIONS

To be effective the successful candidate for the Dean of Institutional Research position shall demonstrate all these required qualifications:

• Master’s degree in higher education, statistics, or related field;
• Minimum of five (5) years of senior experience in institutional research in a higher education setting;
• Advanced skills in data visualization tools like Tableau or Power BI;
• Significant experience in or understanding of community colleges, particularly in Massachusetts;
• Proficiency in statistical software (e.g., SPSS, R, SAS);
• Extensive experience in quantitative data analysis.

PREFERRED QUALIFICATIONS

The successful candidate for the Dean, Institutional Research may also demonstrate some of these preferred qualifications:

• Substantial verbal and written communication skills, with the ability to communicate complex information effectively to a variety of stakeholders;
• Strong leadership and interpersonal skills;
• Ph.D. or Ed.D. in education, higher education, econometrics, or similar field;
• Demonstrated success in securing grants and other external funding for areas of institutional effectiveness;
• Experience with the strategic planning process at the executive level.
Application and Nomination Process

Academic Search is assisting Greenfield Community College in this search. All inquiries, nominations, and applications will be held in strict confidence. To learn more about this opportunity and discuss your qualifications and interest, potential applicants are encouraged to schedule a confidential conversation with one of the Senior Consultants for this search: Dr. Nancy Crimmin (nancy.crimmin@academicsearch.org) or Dr. Ginny Horvath (ginny.horvath@academicsearch.org).

Applicants should send the following four documents (each in PDF format) to Academic Search at GreenfieldDIR@academicsearch.org:

A detailed cover letter expressing your interest in this position and addressing how you meet the qualifications and expectations outlined in this profile;

A current full resume or curriculum vitae that includes relevant responsibilities and accomplishments;

A statement of contributions (1 page) that provides specific examples of ways you have contributed to advancing diversity, equity, and inclusion and explains how these achievements prepare you to contribute to the inclusive learning and working environment at Greenfield Community College;

A list of five professional references, including names, titles, organizations, phone numbers, and email addresses, noting your relationship with each reference.

References will not be contacted until later in the search process and only with the candidate’s permission. A full background check (including identity, degree verification, criminal records check, credit check, and sexual misconduct check) must be completed satisfactorily before any candidate can be offered this position.

Although nominations are not required to be considered for this position, leaders who know of outstanding candidates are welcome to submit confidential nominations by sending an email to GreenfieldDIR@academicsearch.org. Be sure to include the nominee’s full name, position, institution/organization, and email address. Academic Search will notify individuals of their nomination, provide details about the position, and encourage them to apply.

Although the search remains open until the position is filled, for full consideration by the Search Committee, candidates should submit application materials by July 22, 2024. Finalists for the position will participate in campus interviews that will include a public presentation.
COMPENSATION AND BENEFITS

The annual compensation range for this 12-month, non-bargaining unit position is $125,000-130,000, commensurate with experience. This role is eligible to be conducted in a hybrid arrangement of both required on-site attendance and remote work (1 day per week, maximum), per the state’s telework policy. As an employee of the Commonwealth of Massachusetts, the DIR and all GCC employees are offered a competitive total compensation package that includes these benefits:

• High quality and affordable health insurance through the Commonwealth’s Group Insurance Commission (GIC);
• Great dental plans and vision discounts;
• Flexible Spending Account and Dependent Care Assistance programs;
• Retirement Savings: State Employees’ Pension or Optional Retirement Program (ORP) and Deferred Compensation 457(b) plan or 403(b);
• 12 paid holidays per year and competitive sick, vacation, and personal time;
• Tuition benefit for employees and dependents at state colleges and universities;
• Professional development and continuing education opportunities;
• Access to the Commonwealth’s Mass4You employee assistance program.

ANNUAL SECURITY REPORT NOTICE

Greenfield Community College’s Annual Security Report contains crime statistics for the three most recent calendar years for certain locations associated with the College as well as other campus security and personal safety topics, such as crime prevention; campus safety authority; crime reporting policies; campus alerts (Timely Warnings and Emergency Notifications); programs to prevent dating violence, domestic violence, sexual assault, and stalking; and other matters of importance related to security on campus.

If you would like to receive a paper copy of the Annual Security Report, you can request that one be mailed to you by calling (413) 775-1212.

Greenfield Community College, an Equal Opportunity Employer, is proud to value diversity in our community of faculty, staff, and students. As an inclusive community, Greenfield Community College engages in intentional and ongoing reflection of diversity as we seek to create a culture that values, encourages, and embraces a wide range of individual and group differences. In compliance with the Americans with Disabilities Act, GCC will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer by contacting Human Resources at humanresources@gcc.mass.edu or (413) 775-1313.
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.