

# SEARCH PROFILE:

VICE PRESIDENT FOR ENROLLMENT  
MANAGEMENT AND STUDENT SUCCESS



**GREENFIELD  
COMMUNITY  
COLLEGE**

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## THE OPPORTUNITY

President [Michelle Schutt](#) and the campus community of Greenfield Community College (GCC) seek a caring, experienced, visionary, and collaborative higher education leader to serve as the next Vice President for Enrollment Management and Student Success (VPEMSS). As a member of the President's Cabinet and reporting to Provost Chet Jordan, the VPEMSS will build upon the College's enrollment strategy and foster student success through strategic and innovative leadership. Aligned with the College's mission, vision, and values, the VPEMSS charges the enrollment management efforts related to student recruitment, retention, completion—and ultimately their success—through empowerment-driven leadership to offices across the College.

The ideal candidate for this role will bring a visionary perspective and proactive approach to the position, based on a deep understanding of students and those who are passionate about serving and supporting them. Prospective and current students at GCC know

that "[Your Story Begins Here](#)," and the VPEMSS is expected to share that passion and to be a strong advocate for and integral part of that story.

Although one of the responsibilities of the VPEMSS is to effectively achieve enrollment targets, this close-knit, collegial academic community knows that this responsibility is about more than numbers: it is about uniting, inspiring, and working closely with a team of dedicated, student-focused professionals as they meet the needs of a diverse population of students and community members. The ideal candidate will be informed about best practices in enrollment 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 new Vice President for Enrollment Management and Student Success is expected to begin in Summer 2024.





## GREENFIELD COMMUNITY COLLEGE AND THE REGION

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 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.

### 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.

### 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

Greenfield Community College is governed locally by a Board of Trustees, whose members are appointed by the Governor to five-year terms. The College's Strategic Plan, recently refreshed and updated, is built on the institution'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 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.



# GREENFIELD COMMUNITY COLLEGE AND THE REGION (CONT.)

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.

## FAST FACTS

### CLASS OF 2023: 211 GRADUATES

- Associate degrees awarded: 138
- Certificates awarded: 88

### ANNUAL ENROLLMENT (2022-2023)

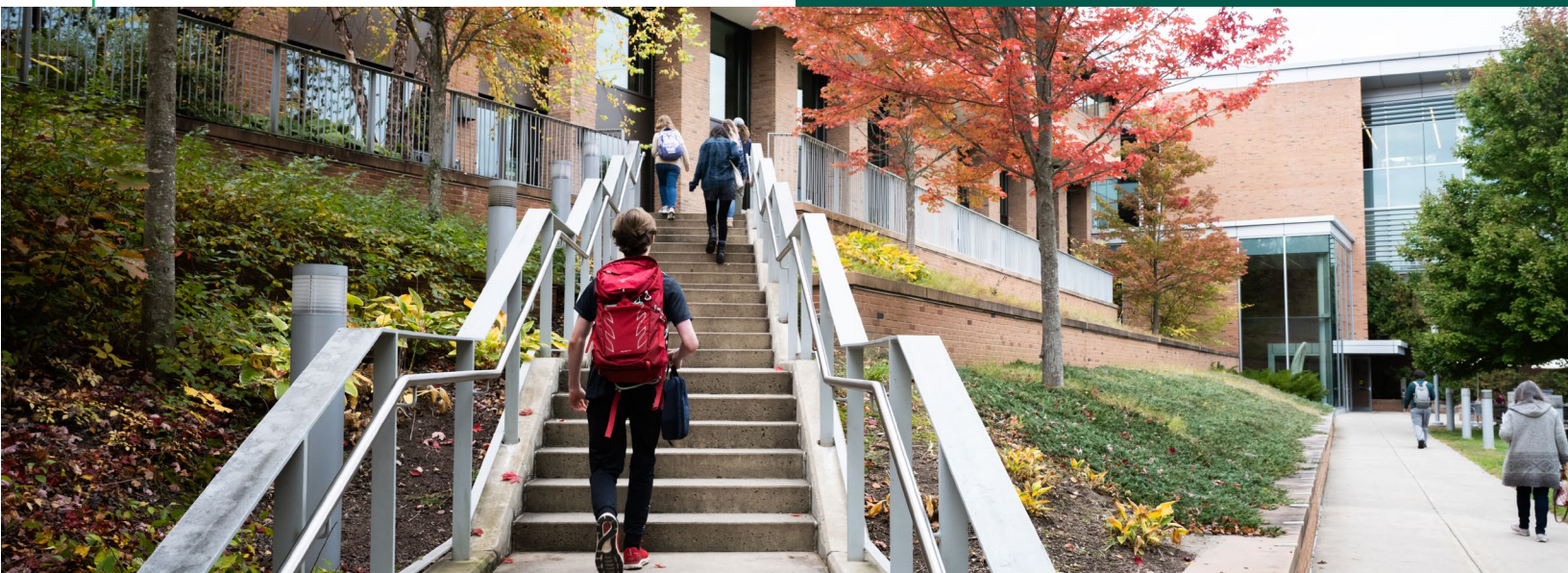
- Credit students: 1,920
- Non-credit students: 338

### FALL 2023 ENROLLMENT & DEMOGRAPHICS

- Credit Students: 1,544
- Female: 60%
- Male: 36%
- Other gender or unknown 4%
- Full time: 25%
- Part time: 75%
- Matriculated: 80%
- Non matriculated: 20%
- Age <25 yrs: 55%
- Students of color: 27%

### [Other Facts about GCC](#)

[Massachusetts DHE Data Center: GCC Performance Measurement Report](#)



# GREENFIELD COMMUNITY COLLEGE AND THE REGION (CONT.)

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 Association of Schools and Colleges. 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.





## ENROLLMENT AND STUDENT SUCCESS AT GCC

Greenfield Community College is known for its attention to students and investment in their success. The motto of the institution, “You Belong Here,” is increasingly resonating with students and families, as the Fall 2023 and Spring 2024 enrollments have countered the enrollment decline that had persisted for more than a decade. In fact, both of those terms have seen [increases in enrollment](#).

The VPEMSS is expected to focus not only on recruitment and the opportunities that arise because of MassReconnect and transfer options, but to model and promote a mindset based on student success and achievement. Students are engaged and learn when this mindset permeates not only their classrooms, labs, and internships but also in the connection and sense of belonging established through academic advising,

career services, tutoring, testing, and the recently developed Strategic Enrollment Management (SEM) plan based on the view that “. . . all employees play a role in enrollment,” because of their connections to processes in admission, retention, and time to degree. The VPEMSS has a critical role in understanding that “every decision and every non-decision we make has an impact on student enrollment and student success.” That SEM plan asserts that “Every time a student leaves our office or our classroom, they are either affirmed that they belong here, or they are affirmed that they do not belong here.” The goal for GCC is to fully embrace becoming a student-ready college—not a deficit model of blaming students but an institutional ethos of accepting the shared responsibility to be prepared to teach and serve all the students who enroll there.





## RESPONSIBILITIES OF THE VPEMSS

Reporting to the Provost and serving on the President's Cabinet, the Vice President for Enrollment Management and Student Success will foster student success through strategic and innovative leadership. Expanding its influence across Franklin and Hampshire Counties, New Hampshire, and Vermont, the College expects the VPEMSS to serve as an ambassador, fostering connections with diverse groups within the College community—prospective and current students, faculty, staff, alumni, community-based organizations, and other external audiences.

In a senior leadership capacity, the Vice President will not only oversee but also set the example for departments directly engaging with these groups, including Academic Advising, Admission, Financial Aid, Marketing and Communications, and Student Services.

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

- Lead the Enrollment Management and Student Success leadership team to develop and implement strategies that consistently achieve the colleges enrollment goals, including student recruitment, retention, and completion;
- Provide excellent student service through the creation and maintenance of an inclusive culture that facilitates the recruitment, equipping, motivating, and leading of a professionally diverse team;
- Provide direct supervision to department leaders in admission, the testing center, dual enrollment, career readiness, internship coordination, academic advising, marketing and communications, and student financial services (including hiring, training, performance evaluations, and conflict resolution);
- Provide direct supervision to the Dean of Students, including indirect supervision of student services;
- Build upon the strategic recruitment plan, identifying emerging markets to attract an academically talented and diverse student body that includes traditional and non-traditional undergraduate, transfer, and dual-enrolled students;
- Identify and continuously work to understand the needs of the College's service area (Franklin and Hampshire Counties, New Hampshire, and Vermont) to enhance a supportive learning environment;
- Utilize CAS (Council for the Advancement of Standards in Higher Education) standards to systematically assess student support services using student learning outcomes and other appropriate measures to enhance their effectiveness;
- Partner with K - 12 leaders, community organizations, and industry leaders to ensure high levels of visibility for the College's academic and student success programs;
- Oversee the development of data-driven strategic marketing plans for the College, including outreach and advertising designed to attract and recruit students from targeted segments consistent with the College mission and core population;
- Oversee and manage multiple budgets in support of enrollment and outreach, marketing and communications, and student support services;
- Collaborate with the Vice President of Academic Affairs to evaluate current program offerings and to recommend new programs to the curriculum and academic policy to the President;
- Work closely with the Dean of Institutional Research to monitor, track, and report out student success metrics, providing the President's Cabinet and the campus community with updates regarding applicable interventions for access and success;



## RESPONSIBILITIES OF THE VPEMSS (CONT.)

- Oversee the development and implementation of policies and procedures related to student services, and ensure policies and procedures are in compliance with applicable federal, state, local laws and regulations;
- Serve as an active member of the President's Cabinet, collaborating to set direction and establish priorities for the College's future and student services;

In the next 3-5 years, the VPEMSS will have a key role in implementing the Strategic Enrollment Plan and the student success elements of the College's Strategic Plan refresh. Elements of those plans include attention to these areas:

- Meet the needs of all students in a student-ready college;
- Increase access and success for students of color and all underserved populations;
- Align programming to meet future workforce demands;
- Grow a robust culture of data and learning outcomes assessment;
- Engage with local employers in preparing students for the Future of Work;
- Collaborate with and advocate for Greenfield Community College, its students, its sector in the Massachusetts Higher Education System, its community, and its values;
- Ensure long-term sustainability through financial resilience and investment in GCC's human capital, community assets, and rural identity.

## EXPECTATIONS FOR THE NEXT VPEMSS



In addition, based on pre-search listening sessions and conversations about successful candidates for the VPEMSS, these are the personal and professional qualities, skills, and attributes that colleagues and stakeholders expect:

- 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;
- Visibility and presence on campus and at events;
- Awareness of student mental health issues, 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;
- Energy and positivity, including enthusiasm for the people and programs in Enrollment Management and Student Success.





## REQUIRED QUALIFICATIONS

To be effective in leading enrollment management, advancing success for all students, and fostering a diverse and inclusive learning environment, the successful candidate for the Vice President for Enrollment Management and Student Success position shall demonstrate all of these **required qualifications**:

- Master's degree in higher education administration, college student personnel, student affairs, or a relevant field;
- At least 3 years of successful leadership and supervision in higher education enrollment management;
- Proven success in advancing diversity, equity, and inclusion in higher education.

## PREFERRED QUALIFICATIONS

The successful candidate for the Vice President for Enrollment Management and Student Success position may also demonstrate some of these **preferred qualifications**:

- Earned doctorate from an accredited institution;
- Experience working within a Guided Pathways institution;
- Demonstrated expertise in developing and implementing data-driven strategies and budget resource allocations;
- Direct work experience in at least one of the areas overseen by the VPEMSS (Academic Advising, Admission, Financial Aid, Marketing and Communications, or Student Success/Services);
- Demonstrated understanding of how the areas under the VPEMSS can work together to promote and support student success in a community college;
- Experience working in a collective bargaining/union environment.





## 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](mailto:nancy.crimmin@academicsearch.org)) or Dr. Ginny Horvath ([ginny.horvath@academicsearch.org](mailto:ginny.horvath@academicsearch.org)).

### APPLICATIONS

Applicants should send these four separate documents (each in PDF format) to Academic Search at [GreenfieldVPEMSS@academicsearch.org](mailto:GreenfieldVPEMSS@academicsearch.org) (not through the GCC Human Resources database):

- 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.

### NOMINATIONS

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 [GreenfieldVPEMSS@academicsearch.org](mailto:GreenfieldVPEMSS@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.

### DEADLINE

Although the search remains open until the position is filled, for full consideration by the Search Committee, candidates should submit application materials by **April 9, 2024**. Finalists for the position will participate in campus interviews that will include a public presentation.



## APPLICATION AND NOMINATION PROCESS (CONT.)

### COMPENSATION AND BENEFITS

The annual compensation range for this 12-month, non-bargaining unit position is \$140,000 - \$150,000, 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 VPEMSS 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](mailto: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.

