

Executive Search Profile

President, Bunker Hill Community College

Boston, Massachusetts



EXECUTIVE SEARCH PROFILE

PRESIDENT BUNKER HILL COMMUNITY COLLEGE BOSTON, MASSACHUSETTS

THE COLLEGE

Bunker Hill Community College (BHCC) is a comprehensive, multi-campus, urban institution. The College ranks among the 25 fastest growing public two-year colleges in the United States, according to *Community College Week's* analysis of Department of Education data. With its current enrollment of 13,400 students, BHCC is the largest community college in the Commonwealth of Massachusetts.



The College's largest campus is situated on 42 acres in the historic Charlestown section of Boston, and features recently constructed LEED-Gold-certified Health & Wellness Center housing state-of-the-art healthcare labs and classrooms as well as a gymnasium and fitness center. A second campus is located in nearby Chelsea, Massachusetts. The College also operates three satellite campuses in the Greater Boston area and has procured rental space near the Boston campus to provide classrooms and offices in response to its growing enrollment.

The College offers a wide range of degree and certificate programs. Its location in Boston, a major medical, biotechnology and financial center, enables the College to offer a broad scope of healthcare and business related curricula. These programs ensure that students are prepared for jobs in the area's high-demand industries. The College's Center for Workforce Development offers contract training opportunities for business and industry. BHCC offers day, evening, late-evening, midnight and weekend as well as web-based and distance-learning courses and programs. The addition of midnight courses a few years ago was part of the College's commitment to the non-traditional learner, including shift-workers in local industries. The midnight courses became a sensation, as media outlets around the world—from Boston to Los Angeles to London and Dubai—picked up the story of BHCC's students attending class from midnight to 2:45 a.m.



BHCC'S STUDENTS

Bunker Hill Community College, the recipient of the Charles Kennedy Equity Award from the Association of Community College Trustees, is one of the most diverse institutions of higher education in the country. More than 77 percent of BHCC students are persons of color and more than 50 percent are women. Almost 36 percent are the first in their families to attend college. The student population includes more than 800 international students from almost 100 countries. Native languages spoken by students include Russian, Arabic, Haitian Creole, Spanish, Portuguese, Chinese, Japanese, French, Korean and Italian. The College incorporates multicultural and international perspectives in its courses, programs and institutional climate.





Bunker Hill Community College is committed to providing military veterans and their eligible dependents a smooth transition to college and a successful educational experience. Almost 500 veterans are enrolled at the College and can receive assistance in applying for Post-9/11 GI benefits and other services.

THE COLLEGE COMMUNITY

The College offers a full calendar of lectures, concerts, art exhibits, student clubs, volunteer opportunities, sports and other cultural activities available free of charge to students and the surrounding communities. An outstanding speaker series titled “Compelling Conversations” has brought such figures as Ken Burns, Dr. Sanjay Gupta, Gloria Steinem, Juan Williams, Bob Woodward and Barbara Ehrenreich to the campus. Students at BHCC have the opportunity to talk with CEOs, artists, authors, activists and musicians. The College offers students numerous opportunities to develop leadership skills. In addition to the Student Government Association, students serve as leaders of more than 30 clubs, ranging from the Alpha Kappa Mu Honor Society, to a Brazilian Culture Club, an Entrepreneurship Club (which operates its own business on campus), a Sustainability Club, and a Stage and Screen Club. Volunteer opportunities abound as well. Last year, students contributed more than 33,000 hours of volunteer work at area food pantries, young people’s organizations, homeless shelters, and community centers. Students interested in sports find ample choices in a well-developed program of recreational, varsity, and intramural offerings that have produced numerous regional and state championships.

MAJOR COLLEGE INITIATIVES

Bunker Hill Community College was chosen in 2007 to participate in the national Achieving the Dream initiative. After three years, the College achieved “Leader College” status as one of only 66 community colleges nationwide. It has just been named as one of only four community colleges nationally to earn a Gates Foundation Catalyst Fund grant to expand its Learning Communities.

Launched five years ago with a \$2 million U.S. Department of Education grant and developed in partnership with Achieving the Dream, Learning Communities have already grown to served more than 4,000 students per year, and have a year-to-year retention rate 32 percent higher than that of the general student population. The recent Gates Foundation Catalyst Fund grant will enable the College to expand its Learning Communities to more part-time students, with an emphasis on those of color, and bring the College closer to its goal of total college-wide institutionalization of this successful transformation of teaching and learning.

Bunker Hill Community College received a three year Performance Incentive Fund Grant of \$430,904 in 2012 from the Massachusetts Department of Higher Education (DHE) in support of the Vision Project initiatives. The goal of the Vision Project, led by the DHE, is to produce the best-educated citizenry and workforce in the nation. The President will work with the DHE on a variety of initiatives.



Bunker Hill Community College’s LifeMap initiative is committed to supporting students in achieving their educational, career and life goals. LifeMap embodies this commitment by providing an integrated support system that resides in the BHCC Portal, as well as being incorporated into the teaching and learning process. It is important to know that LifeMap is a philosophy that integrates technology. LifeMap enables students to create personalized plans for realizing their educational goals.



The College has also been at the forefront of exploring and instituting distance-learning technologies and computer-based methodologies that enhance and strengthen the learning environment. An increasing number of the College’s classrooms are fully equipped SMART classrooms. More than 4,000 BHCC students take at least one course online. The College also provides for students who may lack other options, with Computing Centers at the Charlestown and Chelsea campuses that house more than 800 workstations with Internet access.

The College has a long history of providing students with workplace internships. In 2011, this Program took a new direction when a consortium of leading Massachusetts companies invited BHCC to participate in a “Learn and Earn” Program that pays students for their work experience at Greater Boston’s leading corporations such as Raytheon and Bank of America. Since its inception, the Program has more than doubled in size.

Being able to afford college today is a challenge for almost all students. Approximately 60 percent of Bunker Hill Community College students received funding through Pell Grants in 2012. Many face such financial obstacles that just one setback—a job loss, illness or accident—can prevent even the brightest from graduating. The College provides financial supports of many kinds, including an endowed Textbook Assistance Program that lends students books they need and a Student Emergency Assistance Fund that provides small grants on a quick-turn-around basis to help students stay in college while dealing with unexpected financial crises. In addition, the College has recently established a branch of the national Single Stop Program, an initiative that connects students to existing resources such as free income tax assistance, food stamps and housing options. Single Stop has partnered with the Greater Boston Food Bank to operate Mobile Food Pantries, which provide fresh food for students on a regular basis.

Such strategies to assist students have proven successful, although the financial challenge remains a major one. The academic support provided by Learning Communities and the financial assistance embodied in the Emergency Fund and Single Stop, along with other College initiatives, have resulted in significant increases in student retention.

THE BOARD AND DEPARTMENT OF HIGHER EDUCATION

BHCC 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. A statewide Board of Higher Education (BHE) has broad oversight responsibility for all of public higher education and has a particular responsibility for the community colleges and state universities. There is a separate statewide board for the University of Massachusetts. The Department of Higher Education, headed by a Commissioner, is the executive arm of the Board of Higher Education. The Board participates in the appointment of college presidents and approves presidential compensation.

The BHE is responsible for establishing statewide goals for the community colleges and state universities. Currently these goals are embodied in the Vision Project, an initiative that aims toward national leadership in six key areas of educational work: (1) college participation; (2) college completion; (3) student learning; (4) workforce alignment; (5) closing achievement gaps; (6) educating citizens. The Board asks each college and university in the system to incorporate attention to these goals in its strategic plan and to participate in statewide efforts to achieve progress regarding them. Each year the DHE collects data tracking progress on these outcomes for each college.

THE OPPORTUNITY

After 16 successful years as President of Bunker Hill Community College, Dr. Mary Fifield has announced her retirement, effective June 30, 2013. The next President of Bunker Hill Community College (BHCC) will have the enviable opportunity to lead this outstanding institution into an even more dynamic and new era. Bunker Hill Community College is nationally recognized as a Leader College by Achieving the Dream and has been awarded the National Gates Foundation Achieving the Dream Catalyst grant. Similarly, BHCC has been recognized by the New England Board of Higher Education for the 2011 Best Programming Award for instituting Learning Communities as an instructional delivery method for first-time fulltime students. The College has an engaged and innovative faculty, a diverse and involved student body with 77 percent students of color, who represent almost 100 different countries and speak 75 different languages, and dedicated administrators and staff. Stable and careful management of fiscal resources has encouraged creative initiatives and enabled the College to weather budget difficulties. The student body has grown almost 120 percent in the past 16 years, and growth is expected to continue. The Board of Trustees is committed to a holistic student success initiative and its support of the President and administration provides the foundation for the College's successes. The Board is also fully engaged in educating its members and participates in national Trustee professional development.

The internal culture of the College is responsible for the College's successful endeavors, according to the Board, faculty, staff, administrators and students. The culture embodies respect for people of all nationalities, ethnicities, cultures and backgrounds, diversified and inclusive decision-making, and the conviction that cooperation, collaboration and bringing diverse groups and individuals together is the most effective means to solving problems and promoting creativity. The College continues to serve as a national model for successfully incorporating the strengths of many cultures, ethnic backgrounds, age groups and learning styles into the curricular and extracurricular life of the institution.

OPPORTUNITIES AND CHALLENGES

The new President will be expected to bring his/her creativity, energy, vision and leadership skills to Bunker Hill Community College. He/She will have demonstrated success in these and/or comparable areas:

- Championing, strengthening and extending the programs and creative initiatives that are proven successes, such as a faculty-developed and sustained Student Learning Outcomes Assessment Program (SLOAP), Achieving the Dream, LifeMap, Learning Communities, community-based Long Range Planning, and Compelling Conversations;
- Increasing the diversity of full-time and part-time faculty and staff through unqualified support and sustained leadership of diversity initiatives;
- Maintaining fiscal stability through sound financial management, proactive advocacy with state and federal government, and demonstrated ability to obtain external funds to support the College's mission;
- Nurturing positive relationships with the unions who serve the faculty and staff and creating additional avenues of cooperation;
- Expanding the College's affiliations with business, industry, and labor to strengthen educational and workforce pathways for students, such as the College's Learn and Earn Intern Program;
- Advocating for program development that supports transfer to four-year institutions, workforce development, adult learning, and creates seamless transitions to the College for students from local high schools;
- Maximizing the use of technology in delivering and assessing programs and student success;
- Furthering the College's commitment to professional development programs for faculty, staff, students, and the Board of Trustees;
- Using data for decision making and developing additional metrics that support student success; and
- Developing, with the College and community, a long-term vision for the next decade and beyond.



PROFESSIONAL QUALIFICATIONS

The Board of Trustees seeks a new President who will make a long-term commitment to the College. She/He will have successful experience in community and civic engagement and will be an outstanding advocate for the College in the community, with legislators, and within the system of public higher education. The next President must be innovative, committed to student success and have exceptional communication skills. Ideally, in his/her career, the next President will also have the following:

- An earned doctorate (including but not limited to a Ph.D., J.D., or Ed.D.), coupled with substantial experience relevant to the mission of a comprehensive community college. In highly exceptional circumstances, an earned master's degree, coupled with substantial experience relevant to the mission of a comprehensive community college, may satisfy minimum educational requirements;
- Substantial experience in a senior management position within higher education, preferably at the presidential level of an urban community college, or substantial experience in a senior management position in another sector of higher education or a field outside higher education, preferably at a CEO level, where such experience is deemed relevant to, and provides a basis for judging, the candidate's ability to serve as a college president;
- Experience teaching or providing direct student support services to a diverse student population;
- Successful track record in fiscal leadership, capital and strategic planning, board relations, and the accreditation process;
- Evidence of empowering all faculty, staff, administrators and students to share their creativity and innovations to facilitate student success;
- Demonstrated effectiveness as an advocate and successful experience working with a diverse population in an urban location and developing rapport with city and state officials to ensure that the College is well represented;
- An entrepreneurial, visionary spirit that embodies dedication to student success and development;
- An accessible, visible leadership style that is inclusive and collaborative and enhances creativity at all levels; and
- Ability to understand and use data for effective decision making.

PERSONAL CHARACTERISTICS

Certain personal characteristics are essential for success as President of the College. The new President will:

- Possess the highest standards of integrity and a strong moral and ethical character;
- Be a reflective and responsive listener who is open to new ideas, articulates positions and view points easily, both verbally and in writing, and challenges ideas constructively;
- Genuinely values cultural, racial and economic differences and has a deep understanding of social justice issues;
- Be an effective consensus-builder, adept at managing expectations of diverse stakeholders and at balancing sometimes competing interests with diplomacy and tact;
- Be persevering and personally effective. Candidates must be relentless achievers who enjoy working ‘hard and smart,’ who will bounce back after setbacks and achieve results even when circumstances are adverse; and
- Have a secure sense of self that results in steady, unflappable and visionary leadership. The President will be capable of thinking clearly and staying focused under pressure, and will project unqualified and unwavering confidence in the College’s capacity to achieve its goals.



KEY INDICATORS - 2012

Investment in Plant, less depreciation:	\$30.6M (in millions)
Cost of Operating Physical Plant:	\$6.8M
Net Asset/Unrestricted Net Asset:	\$37.5M/\$14.3M
Net Asset/Unrestricted Net Asset -Foundation:	\$4.4M/\$0.6M
Total Revenues:	\$98.3M
Revenue Mix:	
Tuition & Fees:	\$41.03M, 41.7%
Federal Grants:	\$27.01M, 27.5%
State Support:	\$23.7M, 24.1%
State Grants:	\$4.4M, 4.5%
Other Sources:	\$2.2 M, 2.2%
Tuition & Fees (per credit hour):	
In State:	\$141
Regional (New England):	\$153
Out of State & International Students:	\$347
Student Enrollment for fall 2011:	
Total FTE:	7,365
Total Headcount:	12,934
Students in at least one developmental course:	2,890
Non-Credit Enrollment:	2,609
Student Diversity Statistics:	
Hispanic/Latino:	3,154, 28.8%
White:	2,524, 23.1%
Black or African American:	2,418, 22.1%
Two or more races:	1,496, 13.7%
Asian:	1,279, 11.7%
American Indian/Alaskan Native:	69, <1%
Students of Known Race/Ethnicity Total:	10,940
Students of Unknown Race/Ethnicity Total:	1,994



Students of Color	8,416, 76.9%
International Students	784
Students' Home Countries	94
First Year Retention Rate:	Full-time 73%; Part-time 69%
# of Associate Degrees Awarded (FY 2012):	962
# of Certificates Awarded (FY 2012):	228
Number of Full-time Faculty:	141 (94 tenured/47 tenure-track)
Number of Part-time Faculty:	488
Faculty Diversity:	25% Persons of Color ; 57% Female
Average Faculty Salaries:	\$62,490
Starting Salary:	\$44,000
Student/Faculty Ratio:	19:1
Physical Library Collection:	68,000 items
Online Library Collection:	116,500 items
Unions: Faculty, Staff, Administration, etc.	Faculty, Professional Staff, and Classified Staff
Board of Trustees: # Appointed /Elected:	11 Trustees, 9 appointed; 2 elected



A SELECTION OF PARTNERSHIPS, GRANTS AND AWARDS

SELECTED PARTNERSHIPS

edX Partnership

The College has entered into a partnership with edX, one of the world’s leading online-learning initiative, founded by Harvard University and the Massachusetts Institute of Technology (MIT). BHCC and Mass Bay Community College are the first community colleges to join edX in bringing a new teaching model to the classroom.

Learn and Earn Partnership

Learn and Earn, a program sponsored by the Massachusetts Competitive Partnership (MACP), offers qualified Bunker Hill Community College students majoring in fields such as Business Administration, Computer Technology, Engineering and Visual Media Arts paid work experience at some of the largest businesses in Massachusetts, including Bank of America, BJ’s Wholesale Club, EMC, Fidelity, Raytheon, State Street Corporation and Suffolk Construction.

Allied Health Certificate Programs in cooperation with:

- East Boston Neighborhood Health Center
- Jewish Vocational Service (Skill Works)
- Jewish Vocational Service (Bridges to College)
- Brigham and Women’s Hospital
- Children’s Hospital
- Boston Private Industry Council

Health Program Internships at sites such as:

- Massachusetts General Hospital
- Brigham and Women’s Hospital
- Faulkner Hospital
- Newton Wellesley Hospital
- North Shore Medical Center
- Spaulding Hospital Cambridge

Welcome Back Center Program

The Boston Welcome Back Center assists Massachusetts residents who received nursing training outside of the United States to complete all requirements for Massachusetts licensure. Using individualized case management service, the Center assists participants with developing a career path plan that builds on her/his strengths, skills, experience and education. This service includes assistance with the Massachusetts licensure process which includes Commission on Graduates of Foreign Nursing Schools (CGFNS), Professional Credential Services Inc. (PCS), English proficiency examination, educational support, volunteer opportunities, and a variety of support services. The Boston Welcome Back Center’s objective is to Welcome Back nurses, from around the world, to the nursing profession here in Massachusetts.

Secondary Schools Partnerships

- **Massachusetts Comprehensive Assessment System (MCAS) Preparation/Pathways to Success Program**
The MCAS Preparation/Pathways to Success Program at BHCC provides MCAS preparation and college transitional assistance annually to over 150 Boston area high school students who have failed the MCAS.
- **The Dual Enrollment Program**
The Dual Enrollment Program at BHCC enables high school students from Boston area schools to earn high school and college credits simultaneously while gaining familiarity with the college experience.
- **Students Taking Action for Nursing Diversity (STAND)**
Students Taking Action for Nursing Diversity provides high school students who have expressed an interest in the nursing field with an opportunity to pursue a nursing degree at Bunker Hill Community College.
- **Massachusetts Distributive Education Clubs of America (DECA)**
Massachusetts DECA, is a co-curricular career technical high school student organization that operates in over 60 comprehensive and technical high schools in Massachusetts.



RECENT GRANTS

One of Four Colleges Awarded the National Gates Foundation Achieving the Dream Catalyst Grant (2012)

The Catalyst Fund grants, administered by Achieving the Dream, Inc. – a national nonprofit leading the nation’s most comprehensive non-governmental reform network for community college student success – with funding from the Bill & Melinda Gates Foundation, will assist BHCC in the process of scaling effective interventions to reach a significantly large population of students. BHCC was selected because of the College’s known commitment to student-centered, evidence-based reforms and outstanding increases in student outcomes.

Bunker Hill Community College Wins Million-Dollar Grant for Nurse Scholarships (2012)

The Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services has awarded Bunker Hill Community College a four-year, \$1,050,000 grant to support the education of nursing students.

Bunker Hill Community College Awarded Grant for STEM Scholarships (2012)

The National Science Foundation (NSF) has awarded BHCC a three-year grant of \$536,456 under a program titled “Scholarships in Science, Technology, Engineering, and Mathematics (S-STEM).” BHCC is using the funds to start a student scholars program, “Rewarding Excellence For Leaders in Engineering, Computer Science, and Information Technology” (REFLECT).

College Receives \$2.2 Million U.S. Department of Labor Grant for IT Career Training (2011)

Bunker Hill Community College has received \$2.2 million from the U.S. Department of Labor to develop new jobs skills in IT (Information Technology) for displaced workers. The total grant – almost \$20 million – was awarded to the National Information, Security, and Geospatial Technology Consortium (NISGTC), which will be housed at Collin College in Texas. All of the members of this national consortium, which includes Bunker Hill Community College and six other community colleges, have National Science Foundation affiliations.

Bunker Hill Community College Wins \$1,150,000 Grant to Prepare Students for College (2011)

Bunker Hill Community College received a five-year grant of \$230,000 per year through the U.S. Department of Education Talent Search program. The Talent Search grant is designed to prepare high school students from disadvantaged backgrounds for entry and success in college. With BHCC as the lead institution, the project’s other partners include the Chelsea Public Schools, Families United in Educational Leadership (FUEL), and Choice Thru Education.

Massachusetts Department of Higher Education: Vision Project Grant (2011, 2012)

The Massachusetts public higher education system is engaged in a long-term strategic initiative called The Vision Project, led by the Massachusetts Department of Higher Education. The goal of The Vision Project is to produce the best-educated citizenry and workforce in the nation through outcomes that include statewide leadership in the areas of college participation and completion, student learning, workforce alignment, and elimination of disparities. BHCC is the recipient of two consecutive years of Vision Project Grant funding.

Bunker Hill Community College Receives Major Grant to Help Low-Income Students (2010)

Bunker Hill Community College received a \$276,608 federal TRIO grant to help low-income students, first-generation college students and people with disabilities attend college. With the support of U.S. Senator John F. Kerry, Jr., twenty Massachusetts colleges received \$6 million in federal TRIO funding.

RECENT AWARDS

Bunker Hill Community College Learning Communities Earn Top Award (2012)

The Bunker Hill Community College Learning Communities program has received the New England Board of Education's Robert J. McKenna Award for Program Achievement. The College was recognized at the Board's 10th annual Excellence Awards celebration on March 2, 2012, at the Marriott Long Wharf hotel in Boston. Other honorees included Massachusetts Governor Deval Patrick and former Rhode Island Governor Donald Carcieri.

Bunker Hill Community College Among "Leader Colleges" for Student Completion (2011)

Bunker Hill Community College has won recognition as a Leader College by **Achieving the Dream**, a national nonprofit dedicated to helping community college students succeed. BHCC received such designation for demonstrating sustained improvement and accomplishments on key student achievement indicators.

Design and Media Awards by Nationally Recognized Organizations (1999 – 2012)

Multiple design and media awards for the College's magazine and other College promotional pieces have been received from National Council for Marketing & Public Relations (NCMPR), University & College Designers Association (UCDA), and Council for Advancement and Support of Education (CASE).

Bunker Hill Community College Receives National Award for Climate Leadership (2011)

Bunker Hill Community College has been acknowledged nationally at the 5th Annual American College & University Presidents' Climate Commitment (ACUPCC) Summit. BHCC is a charter signatory of the Climate Commitment. The summit was held in Washington, D.C., from June 23-24th, 2011.

Bunker Hill Community College Center Wins National Prize for Immigrant Integration (2011)

Bunker Hill Community College's Welcome Back Center for Internationally Educated Nurses received a national award for immigrant integration. The E Pluribus Unum award was given to the San-Francisco-based Welcome Back Initiative (WBI) and its eight affiliates around the country, including the BHCC Boston Welcome Back Center.



APPLICATION PROCEDURES

The Presidential Search Committee will begin reviewing applications on February 22, 2013, and the process will continue until the position is filled. To ensure full consideration, materials should be received by February 28, 2013.

Candidates should email to BHCC@rhperry.com the following documents as MS Word or Adobe Acrobat attachments: 1) a cover letter that addresses the Opportunities and Challenges and Professional Qualifications listed above; 2) a current resume; and 3) names and contact information of three professional references.

FOR FURTHER INFORMATION, PLEASE CONTACT:

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POLICIES

Confidentiality

R. H. Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without consent of the applicant prior to her or his becoming a candidate.

Affirmative Action and Equal Opportunity

Bunker Hill Community College is an affirmative action/equal opportunity institution and does not discriminate on basis of race, creed, religion, color, sex, sexual orientation, gender identity, age, disability, genetic information, maternity leave, and national origin in its education programs or employment pursuant to Massachusetts General Laws, Chapter 151B and 151C, Title VI, Civil Rights Act of 1964; Title IX, Education Amendments of 1972; Section 504, Rehabilitation Act of 1973; Americans with Disabilities Act, and regulations promulgated thereunder, 34 C.F.R. Part 100 (Title VI), Part 106 (Title IX) and Part 104 (Section 504). All inquiries concerning application of the above should be directed to Thomas L. Saltonstall, Director of Diversity and Inclusion, Affirmative Action Officer, and Coordinator of Title IX and Section 504, at 617-228-3311, 250 New Rutherford Avenue, Room E236F, Boston, MA 02129.

When a student or employee believes s/he has been discriminated against based on race, creed, religion, color, national origin, age, sex, gender identity, genetic information, maternity leave, sexual orientation or disability status, the College's Affirmative Action Plan provides an informal complaint process and a formal grievance process which may be accessed by any member of the College community. For more information, or for a copy of the plan and/or grievance procedure, contact Thomas L. Saltonstall, the College's Affirmative Action Officer at 617-228-3311.

