

December 28, 2020

Jennifer Muller

Academic Career & Executive Search

P.O. Box 370485

Hartford, CT 06137

Dear Ms. Muller and Search Committee Members:

This letter is intended to serve as my official notification of interest to apply to become the next Campus CEO at one of the Connecticut Community Colleges. I believe my twenty-five-year diverse educational experience combined with my unique background bridging higher education institutions and systems as well as k-12 settings have prepared me to be an ideal candidate for this transformational position.

As you can see from my enclosed resume, I have spent the last six years serving as the Vice President of Academic Affairs at North Shore Community College, a midsized multi-campus environment in the northeastern region of Massachusetts. Among the many accomplishments the college has achieved during my tenure in this role are: having been ranked the # 1 community college in the state and 13th in the nation for its work with adult learners by *Washington Monthly*, been the only Massachusetts Community College to receive Carnegie classification for its service learning program, strengthened 12 externally accredited programs by maintain ongoing program accreditation status, successfully conducted a self-study and full reaccreditation with NECHE, and ranked as the #1 community college in Massachusetts in many categories by the Performance Metrics Reporting System for closing the opportunity gap in key indicators including the completion of gateway courses and degree completion.

Prior to joining North Shore Community College, I spent several years working for the Minnesota State Colleges and Universities System Office. First as the system director of P-20, with a focus on improving access and student success through early college, redesigning of developmental education, strengthening transfer between two- and four-year institutions, and expanding credit for prior learning. I was then asked to move into an expanded role as the Chancellor's Fellow supporting the development of the Board of Trustees' Strategic Plan. This role taught me the skill set of working in a system environment and the importance of leveraging work with the state legislature to create systemic change and advocate for sustainability of public resources to help fund public higher education. Before joining the system office, I spent 6 years at Minneapolis Community and Technical College as a Dean of Academic Affairs working across Academic and Student Affairs to promote student success initiatives.

As I look through the Connecticut Community College's requirements and qualifications for the Campus CEO positions, I see true alignment with my experience and leadership style. In regard to the desired leadership competencies and minimum and preferred qualifications-

*Preference for candidates with experience in higher education, particularly in unionized environments. Experienced in a highly involved union setting.*

I have spent the last 15 years of my career in higher education setting. I have extensive experience with collective bargaining and unionized environments having served for the last 6.5 years on the local MACER (collective bargaining) team. I was also selected to be the Chief Academic Officer representative for the state-wide collective bargaining team for the MCCC contract resulting in a number of new contractual requirements. While working at Minnesota State Colleges and Universities I collaborated with all collective bargaining leaders and members of the Board of Trustees to develop *Charting the Future*- the system's

Strategic Plan.

*Advanced degree plus five (5) years of experience leading multi-functional teams in higher education setting or organization of similar complexity. Well rounded understanding of ways to increase efficiency, reduce costs, and improve the quality of education.*

I have a doctorate in educational administration and have been a Vice President of Academic Affairs in a multi-campus environment, a System Director of P-20, and a Dean of Academic Affairs. I am well versed on leading multi-functional teams and have a strong understanding of how to increase efficiency and effectiveness while reducing cost and improving the quality of education. Examples of this include: adoption of Guided Pathways, launch of our Title III Grant with EAB Navigate, redesign of developmental education and development of a two-year schedule.

*Demonstrates a deep commitment to student access and success. Knowledge and understanding of institutional policies and procedures in a regulatory environment within which they operate.*

I have spent the last 15 years of my career leading initiatives linked to student access and success including but not limited to: multiple measures for course placement, first year experience to scale, redesign of developmental education, contextualized gateway courses, tutor linked courses, early college and strengthening transfer of courses and programs. In addition, I have helped to revise a number of institutional policies through shared governance to better promote access and success including: alternative options for course placement, good academic standing/ satisfactory academic performance and IP policies and procedures.

*Experienced administrator in a college or system. Strong working knowledge and depth of understanding of most areas in a college or university, specifically of the factors that affect net revenue.*

I have both college and system level experience as a Vice President of Academic Affairs, System Director of P-20 and Dean of Academic Affairs. I have strong experience with budget management including overseeing 24 million including grants, philanthropic funds and general funds annually.

*Outstanding and proven leadership and interpersonal capabilities; ability to collaborate broadly across all levels of the organization to achieve results. Adept at gaining agreement on necessary change and motivating and overseeing change management. Exceptional communication and interpersonal skills along with the ability to interact effectively with academic leadership, faculty, community leadership, and funding agencies. Self-motivated team player with the ability to handle multiple work-streams and ad-hoc tasks simultaneously. Critical thinker, ability to understand complex processes and willingness to ask tough questions and challenge the status quo*

I have an extensive background as a change agent and collaborator with a long list of accomplishments in this arena including: implementation of guided pathways, the redesign of the program review process and affirming a clear link to budget and financial resources, the focus on the assessment of student learning outcomes, creation of several early college models and wide scale expansion of online, hybrid and videoconference learning.

*Ability to raise funds from private, state, and national sources to articulate to external audiences the value of supporting higher education institutions. Deep understanding of the strategic needs of the community. Knowledge and understanding of the current educational trends, issues and challenges for community colleges.*

I have built strong interpersonal relationships with a broad range of constituencies and know how to cultivate networks to advance and support the college; be it internal and external constituencies, business and industry, community-based organizations, non-profits, philanthropic entities, and local, state, and federal government officials. An example of this is the considerable grant opportunities the college has benefited from under my leadership and guidance—Title III Grant, Mass Capital Skills Grants, Performance Incentive Fund and a legislative earmark for Ability to Benefit programming as well as the largest philanthropic

donation to create the Bertolon Simulation Center.

As I look through Connecticut's Community Colleges' mission and vision, core values, I see an organization that is an ideal fit for my background and leadership style. If your committee determines my application warrants additional dialogue, I can be contacted via my cell phone at 978-880-3477 or via my email at [karenhynick23@gmail.com](mailto:karenhynick23@gmail.com). I wish the committee the best of luck as you look to find the right next leader for these impressive institutions.

Best,

*Karen Hynick*

Dr. Karen Hynick

## Karen Hynick

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**Objective:** To obtain an executive level position at a dynamic community college.

**Significant Accomplishments:**

- Led North Shore Community College's NECHE process resulting in a 10-year institutional reaccreditation.
- Led North Shore Community College's development of their first Master Academic Plan which was the foundation to the strategic plan.
- Facilitated the college's development of a viewable two-year schedule to frame educational planning and improve enrollment, retention, and degree completion.
- Shepherded the creation of NSCC Early College at Lynn, yielding a 36% higher matriculation rate.
- Facilitated the college's adoption of Guided Pathways, including significant curriculum alignment and redesign resulting in an 8% increase in graduation rates.
- Promoted the reform of developmental education including ESL and Math yielding significant improvement in closing the opportunity gap. NSCC currently ranks #1 in state community college sector for Performance Metrics Reports for gateway course completion among equity indicators.
- Strengthened the college's academic program review process to better reflect student learning outcomes and alignment to regional and state labor market needs and transfer to bachelor degree granting institutions.
- Developed 14 new degrees and certificate programs, sunset 13 degrees and certificates and redesigned 56 academic programs to better align to labor market needs and MassTransfer.
- Facilitated the statewide initiative for Massachusetts Prior Learning Assessment Consortium with North Shore Community College as the state lead; recognized nationally as a Bellwether Award Finalist for Innovative Programming.
- Led staff for the facilitation of the strategic work groups' development of *Charting the Future for a Prosperous Minnesota* report that outlines the strategic initiatives for the Minnesota State Colleges and Universities for the next five years.
- Championed new legislation passing in May of 2013 to the Minnesota Legislature to redesign of the transition between secondary to postsecondary education to include alignment of assessment, development of targeted interventions to reduce remedial education, expansion of early college credits and a new required 9th grade career/postsecondary plan.
- Provided leadership to 31 colleges and universities on student success initiatives and the redesign of developmental education, resulting in the scale of research-based best practices including first year experience courses, supplemental instruction, improved advising, and co-requisite developmental courses leading to increased student success and persistence across 31 colleges and universities.
- Co-lead Minnesota FastTRAC Adult Career Pathways, an innovative redesign of developmental education where 88% of students enrolling in integrated instruction successfully complete their technical course and receive college credit.
- Negotiated a uniformed and aligned assessment policy for placement into college level courses with consistent cut scores from nationally normed college entrance text across the Minnesota State Colleges and Universities 31 colleges and universities.
- Led the development of Jump Start to College a partnership between Minneapolis Community and Technical College and Minneapolis Public Schools to provide targeted interventions to students in foundational skill areas to ensure college readiness upon graduation. 87% of students graduated high school on time and had earned college credit.

## **Professional Experience:**

**Vice President of Academic Affairs, North Community College Danvers, MA**

**2014- present**

**North Shore Community College is a mid-sized multi-campus community college located north of Boston with 7,000 credit and noncredit students.**

- Manage 24 million-dollar annual budget, oversee 122 full-time faculty, 300 adjunct faculty, and 80 professional full-time and part-time staff in a three-campus environment including 74 degrees and certificates and 34 noncredit workforce training programs.
- Strengthen the college's acquisition of grant and philanthropic resources to help fund innovation including a 2.5-million-dollar Title III grant to improve Guided and Career Pathways, 2-million-dollar donation to fund simulation education, a 300,000 Performance Incentive Fund Grant for statewide PLA consortium and 600,000 for early college expansion, and several Capital Skills Grants to fund infrastructure including universal health lab, greenhouse, funeral services lab and CAD lab totaling over 2.5 million in awards.
- Redesigned the college's academic program review process for continuous improvement to align resources with strategic priorities and assure the quality of our academic programs to measure and assess student learning outcomes and alignment to labor market needs.
- Shepherded the development of 14 new degree and certificate programs, sunset of 13 degrees and certificates and the redesign of 56 degrees and certificates in alignment with labor market needs and MassTransfer.
- Serve on numerous program advisory boards to ensure alignment with business and industry standards.
- Led the development of the creation of NSCC Early College in Lynn resulting in 92% of retained students' successful completion of coursework and 36% matriculation to the college upon graduation from high school.
- Collaborate with faculty and staff to develop Guided Pathways for improved transferability of courses and programs through curriculum redesign and updated marketing products.
- Strengthen math pathway curriculum, first year experience course development, multiple measures for placement, co-requisite for writing models leading to increased student success of developmental learners. Moved the college from 56% of entering students requiring developmental math to only 28% and higher rates of success in college level math courses; simultaneously greatly reducing the equity gap.
- Led the creation of a supplemental instruction model of academic support named tutors-linked-to-courses yielding higher student retention and course completion.
- Led the transformation to increase online, hybrid and videoconference courses. Moving online from 5% to 35% of course schedule, 1% hybrid to 26% of course schedule, and videoconference courses from 1% to 35% of course schedule.
- Strengthen the collaboration with Student Affairs to redesign our advising model to a Pathway Advising model. Oversee the launch of EAB Navigate to improve academic planning and degree completion.
- Facilitate the college's self-study process for NECHE accreditation in 2019, chairing Academic Program and Educational Effectiveness standards leading to 10-year reaccreditation.
- Redesign our suspension process to yield a 30% higher student retention and completion rate through a collaborative process with staff.
- Co-chaired the state committee on Dual and Concurrent Enrollment Advisory Board leading to policy reforms at the state level.
- Positioned college to be the state lead on credit for prior learning through acquiring additional state resources and TAACCCT funding and PIF funding.
- Led professional development trainings for faculty and management staff on intercultural competencies and equity.
- Reorganized organizational structure within Academic Affairs to improve efficiency and save funding.
- Serve on the MCCC state contract negotiation team as an administrative representative for state's

collective bargaining agreement with the full-time faculty union.

- Locally serve on shared governance committees including MACER, College Forum Steering Committee, Curriculum Committee and Academic Policy.
- Member of the Emergency Response Team facilitating collegewide management of crisis issues and pandemic planning.
- Led the implementation of Watermark Catalog.
- Oversee all non-credit workforce based training and corporate solutions with roughly 2,000 students annually.

**Chancellor's Fellow, Minnesota State Colleges and Universities (now known as Minnesota State)  
St. Paul, MN** **2012- 2014**

**Minnesota State is the fifth largest higher education system in the country, serving over 270,000 students annually in over 2,800 academic programs. It serves over 58 percent of all undergraduates enrolled in higher education in Minnesota.**

- Appointed by the Chancellor and reporting to his Chief of Staff, facilitated a two yearlong process collaborating with strategic work groups comprised of students, faculty, staff, presidents, and trustees to develop the Strategic Plan for the System that was approved by the Board of Trustees.
- Researched and provided analysis on current trends and projections for higher education as a sector.
- Facilitated meetings to capture the work groups' consensus and agreements, integrated feedback received from over 108 listening sessions across the state, provided guidance, analysis, and was the main author for both the draft and final report to the workgroups.
- Established a culture of trust among participants, including leaders across the systems collective bargaining units, presidents, student leaders and trustees.

**System Director of P-20 and College Readiness, Minnesota State Colleges and Universities,  
St. Paul, MN** **2011- 2014**

- Lead staff member to the Chancellor for partnerships with secondary education and adult basic education, often working directly with Minnesota's Commissioner of Education and Chancellor. Supported 31 college and university presidents, 31 chief academic officers, chief student affairs officers, local superintendents and local principals.
- Lead testifier for Minnesota State Colleges and Universities to the Minnesota Legislature on the collaboration with Minnesota Department of Education to align assessment, develop targeted interventions for post-secondary readiness, expand early college credit, and require a career/ postsecondary planning beginning no later than 9th grade resulting in new legislative statutory changes that were approved in May of 2013. Lead testifier for the system officer for dual enrollment matters, developmental education and credit for prior learning also resulting updated legislative statutory changes in 2012 and 2014.
- Provided system leadership to 31 colleges and universities on postsecondary education options, NACEP accreditation, credit for prior learning, and assessment for course placement.
- Collaborated and led statewide regional trainings series on policy/ procedural language to expand credit for prior learning and "adult friendly" programs, early college, and adult basic education services throughout Minnesota.
- Provided guidance on procedural adaptations needed to assist campuses in scaling promising and research-based practices with developmental education and student success initiatives.
- Lead staff member to support the shared student learner outcomes workgroups in the overhaul of developmental education to provide uniformed outcomes to define college readiness.

**Dean of Academic Affairs and Student Support, Minneapolis Community and Technical College  
(now known as Minneapolis College), Minneapolis, MN 2005- 2011**

Minneapolis College is a comprehensive community college in the heart of metropolitan Minneapolis, serving over 11,000 students annually with over 83 languages spoken by students.

- Directly responsible for the operations of college departments, 3 directors, 6 department chairs, 60 faculty and 15 staff members.
- Oversaw a 5-million-dollar annual budget including the Carl Perkins Grant.
- Served on the President's Leadership Council, Academic Council, and Deans' Leadership Council.
- Collaborated with business leaders on Perkins Consortium and all technical advisory committees for each technical program.
- Coordinated programs' schedule to maximize enrollment with an average program saturation rate of 90%.
- Launched the new First Year Experience Program expanding from 25 students to 200 annually in 4 years with a 20% higher retention rate for program participants.
- Developed Supplemental Instruction model for gateway college courses leading to 20 percent higher GPA rates for program participants.
- Collaborated with program faculty to redesign curriculum for Culinary Arts, Child Development and Education pathways to meet industry and accreditation standards.
- Created a new program in Restaurant Management, and developed ESL and Special Education Certificate pathways for Education majors.
- Designed college readiness partnership initiative with Minneapolis Public Schools to include expansion of PSEO/ concurrent enrollment by 30 percent and Jump Start to College with an 87 percent success rate.
- Co-chair of Developmental Education Committee, Computer Literacy Committee, and Fast Track to Power of You Committee.
- Expanded articulation agreements for programs within portfolio to Metropolitan State University, Augsburg College and Minnesota State University Moorhead and developed articulation agreement for developmental education classes with Minneapolis Public Schools.
- Taught for the Education department.

**Aspiring Principal, Department Chair and Social Studies Teacher, Leominster High School,  
Leominster, MA 1998-2005**

Leominster High School is a comprehensive urban high school serving almost 2,000 students annually. Leominster has a diverse population serving with over 50 percent students of color and low income.

- Promoted from within to department chair role in 2002. Supervised 15 teachers.
- Facilitated the development of the School's Strategic Plan 2005-2010 with School Advisory Council and various constituencies.
- Coordinated professional development of faculty on differentiated instruction, data analysis, advisories, Paideia and Socratic seminars.
- Implemented disciplinary procedures, school law, and special education mandates.
- Provided feedback and mentorship for faculty during their evaluations. Mediated conflicts between faculty, students and parents.
- Developed department budget and assisted in the building of school wide budget process.
- Led the department through major curricular revisions to the new state standards and facilitated training for middle school teachers.
- Liaison to nationally awarded Legacy Program with Veterans and Youth Venture Programs.
- Served on the NEASC Accreditation Committee and Principal's Leadership Team.
- Skilled at adapting pedagogy to engage all learners from at-risk, to multi-lingual, to

special education to gifted and talented.

**Lead Teacher, Department of Youth Services, EDCO Collaborative and Justice Resource Institute, Taunton, Grafton and Westboro, MA 1995- 1998**

- Supervised 2 teachers
- Taught incarcerated juvenile males curriculum leading to GED.
- Developed a partnership with Bristol Community College to offer college credits to incarcerated students.
- Skilled at student-centric models of differentiation of instruction based on scaffolding assignments and authentic assessment.

**Developmental Educator and Adult Basic Education Instructor, Quinsigamond Community College, Worcester, MA 1995- 1998**

- Taught courses in basic foundational skills such as reading, writing, math and computer literacy.
- Taught courses to prepare students for the GED.

**Education:**

- Ed.D. in educational administration, Bethel University, St. Paul, MN

*Dissertation: The Impact of Early College Programming on the Academic Middle and At-risk*

- MA Principal License in Secondary Education, Northeastern University, Boston, MA
- Master in Secondary Education, Worcester State College, Worcester, MA
- Bachelor of Arts majors: History and Secondary Education, University of Massachusetts, Amherst, MA

**Licensure:**

Massachusetts Principal License

**National and State Presentations:**

*Lessons Learned Implementing a Two-Year Schedule*, Massachusetts Community Colleges Teaching, Learning and Student Development Conference, April 2018

*Innovative Programs and Services: Credit for Prior Learning*, Bellwether Conference, January 2018

*Early College Design: What is it and How is it Done?* Statewide Trustees Conference, 2016

*Charting the Future*, Minnesota State Colleges and Universities Board of Trustees, November 2012

*Building Pathways to Postsecondary*, Minnesota State Colleges and Universities Board of Trustees, November 2012

*Building Pathways to Postsecondary*, Minnesota Department of Education Career Pathways and Technical Education, September 2012

*Redesigning the Transition between Secondary and Postsecondary Education*, ABE Literacy Conference, August 2012

*Developing Shared Learner Outcomes*, Minnesota Association of Developmental Educators Conference, August 2012

*A Vision for Redesigning Grades 11-14*, Minnesota State Colleges and Universities Chief Academic Officers, Chief Student Affairs Officers and Deans Conference, May 2012

*Establishing a Statewide Rigorous Course Taking Process*, Minnesota P-20 Committee, December 2011

*Journey to Customized Intermediate Algebra Exam*, National College Testing Administrators Conference, December 2011

**Honors and Awards:**

- College nominated as a finalist for the Bellwether Award for Innovative Programming 2018
- Nominated for Chancellor's Fellow position, 2012
- Nominated for MnSCU Executive Leadership Development- training for Presidential Positions, 2012

- MnSCU Academic and Student Affairs Innovative Partnership Award for Jump Start to College, 2009
- Woman of the Year 2014, for Women Mentoring Women
- Spanish American Teacher of the Year, 1998

**Community Engagement:**

- Board member of Lynn Community Health Center 2019- present
- Co-captain of Team Red-American Diabetes Association, 2014-present
- Essex Technical Institute Strategic Plan Community Advisory Board Member, 2014-present
- NSCC Lynn Early College Steering Committee, 2014-present
- Co-chaired Community College Advisory Council for College Board, 2015-2018
- Advisor to the Northside Achievement Zone, Minneapolis, 2012-2014
- Board member of Achieve Minneapolis, 2007-2012
- Consultant to the Metro Private Colleges on ESL related issues, 2007-2009

**Statewide Committees and Taskforces:**

- Massachusetts Chief Academic Officer Group, 2014-present
- Management/ MCCC Negotiating Team, 2018-present
- Dual and Concurrent Enrollment Advisory Board, 2016-2018
- Early College Parthenon Group, 2016-2018
- Minnesota Department of Education Adult Diploma Taskforce, 2012-2014
- Minnesota Department of Education Assessment Committee, 2011-2014
- Minnesota Department of Education Career Pathways and Technical Education Committee, 2012-2014
- Co-chair of the Minnesota P-20 subcommittee on college readiness, 2008
- Member of the MnSCU Fast TRAC Alignment Committee, 2008
- MnSCU Assessment for Course Placement Committee, 2006-2014
- MnSCU ASA Policy Committee, 2011-2014
- MnSCU Diversity Committee, 2011-2014

**National Training:**

- Higher Learning Commission Peer Reviewer- PEAQ and AQIP
- NECHE Accreditation
- Chair Academy, MNSCU Executive Leadership Training