

**Professional
Experience:**

Special Assistant to the Commissioner February 2013 - present
Massachusetts Department of Higher Education, Boston, MA

At the request of the Commissioner, and on loan from QCC for 3-days per week, I am engaged in the development of a statewide strategy for integrated workforce development for higher education. This work is focused on improving the analytics utilized among higher education and other state agencies to better assess the demands of the marketplace for training and capacity available within our systems. The resultant strategy will consider methods to improve inter-agency leveraging of resources to provide incentives for deploying innovative, market-responsive programming that mitigates the risks for institutions to shift systems or start new programs in regional collaborations. This strategy development effort is focused on increasing success on the goals outlined in the Vision Project for both two and four-year institutions. Lead state efforts with Complete College America and eight institutions involved in the Guided Pathways to Success in STEM Careers Project.

Vice President for Community Engagement 2008 - present
Quinsigamond Community College, Worcester, MA

A comprehensive community college within the Massachusetts network of 15 campuses; it is among the top 50 fastest growing community college in the U.S. (5,000 to 9,999 students) for the 3rd consecutive year.

Key Responsibilities:

- Built a new division of the College that facilitates the interaction of the internal and external communities to establish partnerships and shift internal systems to deliver more resources or services in support of the College mission and market needs.
- Supervise a staff of over 50 full and part-time employees within Institutional Advancement, Grants Development, QCC Foundation, Alumni Affairs, Community and Government Relations, Educational Partnerships, Community Bridges, and workforce development.
- Facilitate the development and management of strategic partnerships with school districts, non-profit and corporate entities to increase opportunities for college readiness, workforce development and support of sub-regional economic impact.
- Strengthen the QCC Foundation and Board of Directors to position for annual, sub-regional, and an upcoming 50th anniversary capital campaign program.
- Provide direction for all non-credit and workforce development programming to over 4,000 individuals per year through the Training and Education Center through 2012.

Significant Accomplishments:

- Championed the development of, and serve as Program Director for, the \$20 million Massachusetts Community College Workforce Development Transformation Agenda (MCCWDTA.org), the first successful effort to bring together all 15 community colleges, the workforce development systems, State Secretaries and industry leaders in the Commonwealth to collaboratively change the way in which workforce development training is delivered in the community colleges and throughout Massachusetts.
- Facilitated the growth of the physical presence of the College to new campus sites and locations throughout service territory through complex partnerships with private developers, industry leaders and school districts. Led efforts which established a new campus in Southbridge in 2009, expanded satellite services in collaboration with Assabet Valley

- Technical High School in 2011, opened a new 72,000 square foot facility for Health Care and Workforce Development training in downtown Worcester in 2014.
- Expanded Early College programming to districts in the region and included co-location of a satellite college site at a vocational technical school and establishment of a Gateway to College High School.
- Secured over \$34 million in additional funding (increased from an average of \$1.1 million to \$8.4 million per year) to support delivery of desired services and collaborations through grant, corporate and philanthropic contributions.
- Influenced campus practice and culture to utilize market driven data and cross-functional teams to encourage sustainable program development and leveraging of external resources through development of College's 2010 – 2015 strategic plan.

**Director of Institutional Strategy
The Cecil Group, Inc., Boston, MA**

2006 – 2008

A planning and design firm that specializes in creating shared visions, strategic action and master plans for institutions, neighborhoods and municipalities for significant redevelopment, programmatic collaborations, and economic development.

- Designed and implemented a new segment of the firm that specialized in addressing the needs of communities by anchoring non-profit institutions and municipalities. This included program development, physical redevelopment, and investment strategies to fully maximize collaborative initiatives.
- Served as project manager for all clients and integrated the expertise of the entire firm in meeting the expressed needs of the partnering organizations.
- Worked with clients that represented private and public institutions of higher education, health care systems, and municipalities predominantly in the Northeast but also throughout the country.
- Facilitated the participation of development and investment partners to assist with implementing the strategies and action plans.

**Director of Community Relations
Springfield College, Springfield, MA**

1999 – 2006

Envisioned and led the development of collaborative efforts between the College and business, community and government leaders and organizations within the City of Springfield that addressed shared needs. Efforts focused on increasing access to higher education for urban youth, expanding learning opportunities for college students and research opportunities for faculty, and bringing physical revitalization to an extremely low-income community.

Key Responsibilities:

- As member of the Executive Team and reporting to the President, facilitated vision for and coordinated all aspects of institutional engagement to ensure that strategic efforts were meeting the needs of students, faculty, and the community.
- Convened and facilitated strategy for proposals and programs that addressed identified needs among college and community representatives, elected officials, business leaders, local public schools, city departments and community-based organizations.
- Served as the Program Director for Springfield College AmeriCorps Program, which was a unique national model that placed 125 graduate and undergraduate students in 22 partnering schools, city departments and organizations to address unmet community needs.
- Managed an annual budget of approximately \$3 million and a staff of up to 30 employees to support collaborative outreach activities.

Significant Accomplishments:

- Led community development efforts with City of Springfield, Old Hill Neighborhood Council, and many other businesses and organizations to develop and implement a neighborhood master plan. The Partnership for the Renewal of Old Hill was developed to lead the implementation and securing resources to make this plan a reality. In 2006, led efforts to secure over \$40 million of support for the implementation of this plan.
- Received recognition for the college as a “Saviors of our Cities” recipient from the New England Board of Higher Education, as one of the 25 institutions nationally that were dramatically improving their urban communities through collaborative outreach and engagement activities.
- Coordinated activities to secure private philanthropic support with the Institutional Advancement division and assisted with the \$40 million capital campaign and other fundraising efforts.

**Director of Student Volunteer Programs
Springfield College, Springfield, MA**

1994 – 1999

- Developed, implemented and sustained office to support students, faculty, and community members in finding meaningful service opportunities that meet shared needs.
- Connected over 800 students and faculty per year with ongoing service opportunities and over 2,700 participated in one-day service events.
- Managed the operations of professional staff and administrative assistant, three graduate students, and upwards of 30 undergraduate staff members. Served as Program Director for numerous federal and state funded programs, including “Learn & Serve America: Higher Education,” which increased use of service-learning pedagogy, college, public school and community collaborative efforts.
- Developed and operated an annual service event, “Humanics in Action,” which permitted college offices to close for a day so that all students and employees could participate in service activities in the shared community.

**Resident Director
Bay Path College, Longmeadow, MA**

1997 - 2001

- Responsible for managing all aspects of a residence hall for 100 undergraduate students.
- Conducted training for 20-person residence life staff and supervised resident assistants in my building.

**Residence Manager
Western New England College, Springfield, MA**

1992 – 1994

- Responsible for operation and management of apartment style living area that housed 500 undergraduate and law students.
- Conducted training for 30-person residence life staff and supervised resident assistants in my area.

**Assistant to the Dean of Students
Springfield College, Springfield, MA**

1992 – 1994

- Responsible for coordinating the judicial affairs processes for all students.
- Conducted discipline hearings and student completion of sanctions.
- Developed the strategic plan, secured initial external funding to initiate office, and operationalized the development of the Office of Student Volunteer Programs.

Teaching

Experience: **Adjunct Faculty member**

Springfield College, Education Department

1995 – 1999

Responsible for teaching Foundations of Multicultural Education, and Social Justice and Diversity Education each year, with approximately 25 students per section. In this course I utilized cooperative learning and service-learning methodologies as the core pedagogies to expose students to differences and to challenge their own perspectives.

Counseling and Psychological Services

Fall 1998

Responsible for teaching Student Personnel Administration in Higher Education in the graduate program in Student Personnel Administration for one semester. This course was designed to provide an overview of the functional areas in Student Affairs and their operations within an institution of higher education.

Research

Fellow:

New England Resource Center for Higher Education, Boston, MA 2001 - 2003

- Coordinated all aspects of policy research report focused on remedial education policies in New England with The Institute for Higher Education Policy and the New England Resource Center for Higher Education (NERCHE). The research examined how changing remediation policies have been affecting the organization and delivery of remedial education, admissions practices, and the allocation of financial aid on campuses, particularly for low-income and minority students in the New England region. Resulted in publication of "Back to Basics" by the Institution of Higher Education Policy.
- Facilitated all aspects of the nomination and selection process for the national Ernest A. Lynton Award for Outstanding Service by faculty members utilizing service learning and community engagement.
- Coordinated involvement of faculty and institutional participation from two-year to research universities in Project Engage to recognize best practices for community engaged institutions.

Select

Presentations:

Over the past 20 years I have presented on issues related to Increasing Student Success in Higher Education, Developing Institutional and Community Partnerships, Student Leadership Development, College and Community Partnerships, and Developing Service Programs at over 50 regional and national conferences. These sessions included presentations on developing college and community partnerships for long-term success, economic relationships of institutions and host communities, transforming institutions and workforce development systems, implementing successful AmeriCorps programs, designing and assessing the impacts of tutoring, mentoring, and collaborative programs on academic achievement of urban youth. Select presentations include the following:

"Transforming Opportunity Through Partnerships: Entrepreneurially
Creating a New Campus" October 2012
Association of Community College Trustees, National Congress, Boston, MA

"Massachusetts Career and College Planning Summit" June 2012
Massachusetts Joint Committee on Education and Joint Committee on Higher Education and
Yourplanforcollege.org, Boston, MA

"MA Community College and Workforce Development
Transformation Agenda" December 2011
United States Department of Labor, Region 1 Administrators Conference, Boston, MA

“Institutions, City and Community: Changing Partnership Dynamics” February 2008
University as Civic Partner, Phoenix Urban Research Laboratory, Phoenix, AZ

“Anchors and Improving the Quality of Life in Cities” October 2007
Institutions as Urban Anchors Conference, Philadelphia, PA

“Applying for Federal Support for COPC Programs” April 2002
Consortium for the Advancement of Private Higher Education Conference for
Engaging Communities and Campuses Grant Program, Miami, FL

Select Funded

Grants:

Over the past 20 years I have lead the development, authored, or co-authored the submission of funding proposals for public and private sources. Overall this has led to receipt of over \$70 million in external and \$40 million in leveraged funding to support program growth and meet unmet educational needs, economic development, or community needs through collaborative activities. Select funded proposals are listed below:

Massachusetts Community College and Workforce Development Transformation Agenda (2011)
United States Department of Labor Employee and Training Administration TAACCCT funding of \$20 million Massachusetts Community College Workforce Development Transformation Agenda (MCCWDTA), the first successful effort to bring together all 15 community colleges, the workforce development systems, State Secretaries and industry leaders in the Commonwealth committed to collaboratively change the way in which workforce development training is delivered in the community colleges and throughout Massachusetts.

TRIO, US Department of Education (2010)

Spearheaded campus wide effort to secure \$2 million in funding for innovative student support services for first-time, underrepresented college students.

Springfield College AmeriCorps Program (2003 and 2006)

Developed a new model for 125 graduate student members of AmeriCorps program to combine components of their academic requirements while serving in the K-12 public schools and community based organizations in the urban neighborhood surrounding the institution. Funding totaling over \$8 million in grant funds and local resources was secured for 2003-2005 from the Massachusetts Service Alliance and the Corporation for National and Community Service.

Springfield Community Outreach Partnership Center (1999)

Submitted to the Office of University Partnership at the Department of Housing and Urban Development for this collaborative research and outreach program. Served as the facilitator and lead author for funded grant proposal that united seven partnering organizations: Springfield College, American International College, Springfield Technical Community College, City of Springfield; and the three Neighborhood Councils that are between the colleges. Award was over \$1.5 million in federal funding local resources, over three years and supported research and outreach activities of the colleges and the neighborhoods in addressing expressed needs.

Publications: Response to the Case Study Description (2002)

Response to case study on Springfield College in Lasting Engagement: Building and Sustaining a Commitment to Community Outreach, Development, and Collaboration by Shramm. This case study was conducted for the Office of University Partnerships at the Department of Housing and Urban Development. Springfield College was one of only four institutions of higher education, and only private college, selected by HUD to be featured in a series of best practice case studies.

Back to Basics (2002)

Published by the Institution of Higher Education Policy. Served as a co-writer for policy research report documenting developmental education policies and implications on practice in New England states.

Springfield College Collaboration with the Springfield Public Schools and the Neighboring Community (2002)

Co-Authored Article for Peabody Journal of Education, Editors Flynn and Russell. The edition highlighted successful college and school collaborations.

Revitalizing the Community through Neighborhood and Institutional Partnerships (1999)

Co-Authored Chapter in 'Serving Children and Families through Community-University Partnerships: Success Stories', Editors Chibucos and Lerner, August 1999.

Grant

Reviewer:

Since 1994, served as a grant reviewer on over 25 occasions for state and federal programs, select grant reviews were for the following entities:

Department of Housing & Urban Development, Office of University Partnerships, for the 2000-2003, 2001-2004, and 2002-2005 Community Outreach Center Applications (June 2000, 2001 and 2002 – Washington, DC)

United States Department of Education, for the 2002-2005 Mentoring Program Applications (July 2002 – Washington, DC)

Professional

Development:

Future Presidents Institute (2012) through the American Association of Community Colleges.

Aspiring Presidents Institute (2009), hosted by Southern New Hampshire University.

Awards:

"Bellwether Award" (Finalist)

As the leader of the College team that was recognized for leading the planning, facilitation and the entrepreneurial development of the Southbridge campus of Quinsigamond Community College in 2009 through a public and private partnership and with no additional state funding. Futures Assembly – January 2013 and 2014

"Outstanding New Professional"

National Association of Student Personnel Administrators Region I – March 1999

"1998 Brick Award for Community Leadership" (Finalist)

This national award was presented in 1998 to 25 individuals out of 600+ applicants under the age of 30 by Do Something, Inc. for measurably strengthening my local community.

"Innovative Program of the Year Award"

For the Partners Program

National Association of Student Personnel Administrators Region I – November 1995

Education:

University of Massachusetts Boston

2012

Boston, MA

Doctor of Philosophy in Public Policy

Dissertation Title: The Economic Relationship of Institutions of Higher Education and Municipalities

Springfield College Springfield, MA Certificate of Advanced Graduate Study Concentration: Student Personnel Administration in Higher Education	1994
Springfield College Masters of Education in Physical Education Concentration: Athletic Administration	1994
Springfield College Bachelor of Science in Sports Biology	1992

Avocation

Memberships:

Collegiate Basketball Officials Association, member since 2000
 International Association of Approved Basketball Officials, since 1992, inactive 2010 to present
 National Intercollegiate Lacrosse Officials Association, 2002 – 2005

Select Volunteer

Roles:

Institute for Energy and Sustainability Board of Directors	2009 - present
Marlborough Chamber of Commerce Board of Directors	2009 - present
Worcester Community Action Council Board of Directors (CAP Agency)	2008 - present
President, Massachusetts Career Development Institute, Inc.	2004 - 2008
Springfield Chamber of Commerce Board of Directors	2004 - 2007
Vice Chair of Player Services for 2004 U.S.G.A. Women's Open	2002 - 2004
President, Springfield Partners for Community Action (CAP Agency)	2002 - 2005
Massachusetts University and Community Partnership Steering Committee for Senator Edward Kennedy	1997 - 1999
Athletic Hall of Fame Selection Committee, Springfield College	1992 - 1995
Alumni Council, Springfield College	1990 - 1995
President Class of 1992, Springfield College	1990 - 1992
<i>As well as many others</i>	