



**Search for the President
Roxbury Community College
Boston, MA**

“Roxbury Community College provides a nurturing environment, where all community members are welcome, regardless of past education. We transform lives through excellence and innovation, preparing our learners for active citizenry and success in a changing world.”

– Roxbury Community College Mission Statement

Roxbury Community College (RCC or the College) seeks a dynamic, entrepreneurial, and visionary leader with proven skills, capacity, and passion to serve as its next president. The incoming president must believe deeply in the college’s mission and embrace those principles to chart a compelling path forward for the institution, within the context of the demands placed upon community colleges across the nation. The next president should meet these issues with the same rigor, creativity, curiosity, enthusiasm, and commitment to equity and access that characterize RCC itself. The president will possess a prolific passion for cultivating community and possess the vision, voice, and facility to advance, promote, and celebrate the community, ensuring RCC’s future as a leading institution of higher education in Massachusetts and nationally.

Celebrating its 50th anniversary, Roxbury Community College has the exciting and critical opportunity to meet the educational aspirations of eager students and address the need for an educated workforce, driven by the thriving world-class sectors of biotechnology, medicine, and education across the City of Boston and the Commonwealth of Massachusetts. Sitting at the geographic heart of Boston, the [Roxbury neighborhood](#) has long served as an epicenter of Black culture and achievement. Today, Roxbury is home to a diverse community of African American, Hispanic, Caribbean, and Asian families, and is currently experiencing a renaissance of economic and historical capital, boasting commercial hubs and historic preservation initiatives across Nubian Square, Crosstown, and Grove Hall.

The president will have leadership experience in higher education or another relevant setting, be driven by RCC’s mission, and position RCC as a leading institution of higher education in Massachusetts and nationally. As the chief ambassador of Roxbury Community College, the president will lead with transparency and visibility; generate and steward its financial resources; identify new and strengthen existing partnerships and relationships with the local and state governments, businesses, alumni, other educational institutions, and civic organizations; and ensure that RCC continues to be a dynamic learning

resource that empowers students to succeed and fuels the cultural and economic vitality of the community.

Roxbury Community College has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of its president. Please direct all applications, nominations, and inquiries to Isaacson, Miller as indicated at the end of this document.

MASSACHUSETTS BOARD AND DEPARTMENT OF HIGHER EDUCATION

Roxbury Community College is part of the Massachusetts System of Public Higher Education (“System”). The System serves approximately 290,000 students annually. The System consists of 15 community colleges, nine state universities and five University of Massachusetts (“UMass”) campuses. The System exists to provide accessible, affordable, relevant, and rigorous programs that adapt to meet changing individual and societal needs for education and employment. Each community college and state university institution has its own board of trustees, while the five UMass campuses are overseen by the UMass Board of Trustees.

The Board of Higher Education has coordination and oversight responsibilities for the entire System, including the responsibility to analyze the present and future goals, needs, and requirements of public higher education and to establish goals to achieve a well-coordinated, quality system of public higher education. The Board is also responsible for approving the appointments of, and setting the compensation for, all Community College and State University presidents. Under the direction of the Board and Department, the System is committed to the equitable provision of high-quality postsecondary learning opportunities for all of Massachusetts’ residents.

ROXBURY COMMUNITY COLLEGE

Roxbury Community College is a public institution of higher education offering associate's degrees, certificate programs, and lifelong learning opportunities to the Greater Boston community. RCC offers a wide range of associate degree, professional certification, and worker training programs. RCC is committed to providing all learners with the academic and non-academic support required for degree completion and long-term success. RCC is accredited by, and in good standing with, the New England Commission of Higher Education (NECHE). In 2021, the U.S. Department of Education classified RCC as a Predominately Black Institution (PBI).

In 1973, Roxbury Community College opened its doors on Blue Hill Avenue in Roxbury. Over the past 50 years, the College has moved locations, welcomed new students, launched new programs, and developed innovative student support services. While much has changed since its foundation, the overriding mission of the College has not – RCC is and always will be a beacon of affordable, quality education, welcoming all. A global village, Roxbury Community College’s multicultural and ethnically diverse student population sets it apart from other community colleges in the Commonwealth. Although most students are from

Boston and surrounding communities, many come from all corners of the world, including North America, Central America, South America, Africa, Asia, the Middle East, Europe, and the Caribbean.

Established in 1995 by legislative mandate, and after decades of advocacy by a state-wide coalition, the [Reggie Lewis Track and Athletic Center](#) (RTLAC) has served as a fixture and cultural hub of the Roxbury community. The facility has hosted high school, Massachusetts State Track Coaches Association (MTSA), and national track meets, including the US Track and Field Championships and the National High School Championships. Over the years the RTLAC has served as a gathering place for community events including RCC's graduation ceremonies, political events, job fairs, and events for local seniors. In 2021, it was selected by the Commonwealth as a COVID-19 mass vaccination site to help build vaccine equity and trust. In April 2022, under the direction of RCC Interim President Jackie Jenkins-Scott, RCC created The Pathway Forward Committee to do a comprehensive review of the RTLAC and its needs. In spring 2023, they released their report "[A Blueprint for the Future the Pathway Forward](#)," a comprehensive report offering recommendations on how to continue meeting its operational and funding needs moving forward. The plan includes a \$10 million proposal to address critical repairs.

[Academic Programs](#)

Roxbury Community College is committed to providing many accessible avenues into higher education. With more than 30 associate's degree and certificate programs, RCC offers a wide array of high-quality academic options for students who wish to transfer to a baccalaureate program, enter the job market, or take courses toward professional certification and career advancement. The Associate of Science degree is conferred in 11 areas, including nursing and childhood education, business management, and computer information systems. The Associate of Arts degree is conferred in 14 areas, including biological science, mathematics, arts and humanities, and business administration concentrations. Through MassTransfer, students are also able to complete select bachelor's degree programs at the College offered in conjunction with other Massachusetts state colleges and universities.

In 2017, a \$72.5 million campus renovation project resulted in a state-of-the-art campus designed to continue providing students with a modern and superior learning environment. This renovation project has led to the addition of key academic facilities, ranging from the [Media Arts Center](#) to the [Center for Smart Building Technology](#). This has also led to the creation of a cutting-edge \$13 million nursing simulation lab and mock hospital, which includes hospital-grade equipment and programmable mannequins. RCC has notable strength in the STEM disciplines, including health sciences, given the growth of student interest in these areas and the biotech boom in Greater Boston.

RCC has also gained national recognition for its [math co-requisite model](#), an innovative pilot that allows students to take developmental math during the same semester as college-level math at no additional cost. This pilot has not only shown significant improvements in developmental education but allows RCC students to maximize their financial aid allocations on courses that count towards degree completion. The next president will be tasked with expanding these innovative models across a range of disciplines at RCC.

Workforce Development

For over three decades, RCC has worked with local employers to educate and train thousands of employees in hundreds of businesses, industries, and municipalities throughout the Greater Boston area. The goal is to provide the educational and training tools employers need to make the best use of their most important assets - their employees - while improving their competitiveness in a global economy. RCC offers professional education and training programs in the fields of management and leadership, healthcare, technology, and public safety. With the technology and life sciences boom in the Greater Boston area, numerous opportunities to expand programming and partnerships in these high-growth industries exist in RCC's backyard.

In addition to career programming, Roxbury cultivates strong collaborations and partnerships across the state. One of the most recent examples of this collaboration comes in the form of the new [Roxbury Associate's to Master's \(A2M\) Workforce Accelerator Partnership](#). This \$1 million scholarship between RCC and Northeastern University is a structured, accelerated pathway for eligible, low-income local residents to acquire an associate's degree at RCC, then bachelor's and master's degrees at Northeastern in fields including health, biotechnology and information technology with little or no out-of-pocket costs. Made possible through the U.S. Department of Education's Congressionally Funded Community Projects grant program, the Roxbury A2M Workforce Accelerator provides qualifying students with scholarships of up to \$10,000 per year as well as wrap-around supports such as career, academic, and financial aid advising; textbooks; transportation; child-care vouchers; computers and other technology; and the services of a dedicated program success coach.

RCC has a significant impact on the area's economic vitality that extends well beyond its workforce education and training programs. A recent report estimated that the College has generated nearly \$148.9 million in economic impact across the Commonwealth of Massachusetts.

Students, Faculty & Staff

The student population at Roxbury ranges from recent high school graduates to adults returning to school, taking courses full-time, part-time, and online. As of Fall 2023, RCC enrolled 1,737 students (29 percent full-time students; 71 percent part-time), showing a 43 percent increase in enrollment from Fall 2022. 69 percent of students receive financial aid, and 34 percent have had experience at another college prior to coming to Roxbury. Dual enrollment accounts for 3.7 percent of the student body.

Nearly 95 percent of RCC students identify as persons of color, while 65 percent identify as women and 32 percent as men. 52 percent of students are Pell eligible and just under 80 percent live in Boston. RCC provides educational, social, and cultural activities that support diversity in education with the goal of raising awareness and appreciation of different perspectives. The College fosters a climate that embraces and develops cross-cultural awareness, personal growth, and a deeper sense of the benefits of a pluralistic society.

RCC is home to 100 faculty (34 full-time and 66 part-time) and 300 staff (144 full-time and 156 part-time). The College has worked to diversify its faculty and staff to better reflect the student populations they serve. Currently, 38 percent of full-time faculty and 55 percent of part-time faculty identify as persons of color. For staff, 73 percent of full-time and 58 percent of part-time, non-instructional staff identify as persons of color.

Finances & Fundraising

For the 2023 fiscal year, RCC's budget was \$31 million. The operating revenues for the College come from three principal sources: state appropriations, grants and contracts, and student tuition and fees, which are \$241 per credit hour for full-time, in-state students. 45 percent of the budget came from state appropriations and 32 percent from tuition revenue, with the remainder coming from fees, government grants and contracts, and other sources. Tuition is set by the Massachusetts Board of Higher Education and has remained low and unchanged for many years. The majority of student costs are fees set by the local Board of Trustees with a recommendation from campus administration.

[The Roxbury Community College Foundation](#) (RCCF) is organized and operated exclusively for the benefit of the College and its students. In accordance with Massachusetts public law regarding the establishment of foundations for the benefit of institutions of higher education, the Board of Directors of the College has certified the RCCF as the official foundation and fundraising agent for non-government funds for the College. The RCCF supports the mission of the College by raising money to fund program enhancements facility improvements, student support services, merit- and need-based scholarships, and much more. The RCCF also plays a key role in developing partnerships with local businesses, foundations, and individuals in the community.

Organization & Governance

As one of 15 Massachusetts community colleges, RCC operates under the direction of the Board of Higher Education and its executive agency, the Department of Higher Education. RCC is governed by a community-based Board of Trustees, comprised of nine gubernatorial appointees, one elected alumni trustee, and one elected student trustee.

RCC is a collective bargaining campus with two unions represented: the American Federation of State, County and Municipal Employees (AFSCME) for staff and the Massachusetts Community College Council (MCCC) for faculty and professional staff, which is a chapter of the Massachusetts Teachers Association (MTA). All union contracts are negotiated at the state level across the public education system.

ROLE OF THE PRESIDENT

The president plays a prominent leadership role within RCC and across the community and Commonwealth. Reporting to the Board of Trustees, the president is charged with the overall

administration of Roxbury Community College, including academic affairs, strategic planning, business and finance, physical plant, policy, external relations, human resources, and diversity and equity. The president's executive cabinet includes: Executive Vice President & Special Assistant to the Interim President, Executive Vice President for Finance and Facilities Management, Vice President for Academic and Student Affairs, Executive Director of Human Resources, Assistant Vice President for Enrollment Management, and the Executive Director for the Reggie Lewis Track and Athletic Center. The president must have a keen eye for talent to build and cultivate a strong senior leadership team who will work collaboratively to advance the institution.

The president will be a respectful, collaborative, and thoughtful leader as well as an open and transparent communicator. They will inspire faculty, students, and staff to work together to achieve new levels of academic and operational success while ensuring the continued strength of the College, especially given the many external challenges facing higher education today. They will have an active and intentional presence on campus and throughout the Roxbury community, continually engaging the local community in critical discourse while advocating the mission of RCC.

As a strong external advocate, the president serves as a major thought leader on accessible higher education as a member of the Community College Council of Presidents. The president is also the public face of the College, advocating on its behalf. As a visible community leader, the president will foster relationships with elected officials, local non-profit organizations, and other educational institutions. Additionally, the president plays a significant external role with the local business community and is also involved in donor cultivation and private fundraising through the RCC Foundation. Finally, the president is expected to work collaboratively with the Board and Department of Higher Education to help advance statewide goals and initiatives in support of the public higher education system.

In carrying out the duties of the Presidency, the successful candidate will face several key opportunities and challenges:

KEY OPPORTUNITIES & CHALLENGES

The next president will lead Roxbury Community College at a critical moment in its history. The president will provide strategic and transparent leadership while also galvanizing the community around a shared vision for RCC's future. Specifically, the president will work to address the following challenges and opportunities:

Provide strategic vision and entrepreneurial leadership for Roxbury Community College

The president of RCC will navigate an unprecedented time in which the future of higher education is uncertain. RCC seeks a change agent who can inspire and empower the community with a strategic and compelling vision for the College post-COVID-19 and the skills necessary to execute upon and implement that vision to ensure a sustainable and successful future. In close collaboration with all campus and

community constituents, the president will lead a process of change management and strategic planning to articulate a clear institutional identity and vision for the future and ensure the College's organizational structure is aligned to best achieve its goals. Balancing the need to innovate with market realities, enrollment trends, and a dynamic higher education landscape will be a key task for the president. This vision will account for the purposeful allocation of limited resources to ensure the College's sustained viability. By strategically seizing opportunities for growth, the President will leverage RCC's distinctive character in order to position the College as a premier choice for students while also increasing its attractiveness to new student markets. Investments in enhanced technology and data-driven assessment will continue to be critical in crafting a vision, driving accountability, and measuring its success.

Serve as a visible ambassador and strengthen Roxbury Community College's regional standing

RCC's president will make the cultivation and stewardship of key external relationships, partnerships, and collaborations within the Greater Boston community an immediate and essential priority. Leveraging these relationships, RCC has the potential to be the preeminent community college in Massachusetts and set an example across the system for innovation and resilience. The President has the opportunity to play a leading role across public higher education in Massachusetts given RCC's record of innovation and cultural impact. The new RCC leader will be a strong advocate for community college education, as well as RCC's unique value proposition, working in close collaboration with system leaders and political officials at both the local and state levels.

RCC's president will also assess and clarify the College's current brand and reputation in the higher education marketplace. The increasing competition in Massachusetts' education space calls for a leader who can crisply and compellingly articulate RCC's value-add for potential students and external audiences, dispel misperceptions and, in so doing, persuade prospective partners of the appeal in aligning with RCC.

Evaluate and strategically enhance Roxbury Community College's programmatic offerings to ensure academic excellence

The president must define a data-driven, evidence-based, and long-range vision for success and outline a process of strategic renewal to best answer the needs of the community, boost enrollment, and innovate the RCC curriculum. The president will lead a continuing assessment of existing programs and encourage the development of new programs (including degree, one-year certificate, non-degree, and online). This process should also include the expansion of established programs to meet the current and continually evolving academic needs of its students, including the introduction of more online course offerings and a greater selection of concentrations and focuses to already established programs. This will allow RCC to recruit and retain top-notch faculty and staff, improve student transfer and graduation rates, and drive innovations in the use of technology for student success.

Grow student recruitment, enrollment, and retention

The President will support the creation and continued development of relationships in the community and College-wide systems, policies, and communication networks that support the recruitment, retention, and success of students across the spectrum. Balancing the need to innovate with market realities, enrollment trends, and a dynamic higher education landscape will be a key task for the president, and this vision will account for the purposeful allocation of limited resources to ensure its sustained viability. By strategically seizing opportunities for growth, the president will leverage RCC's distinctive character in order to position the college as the premier choice for Massachusetts students. The president will also make the advancement of mental health and other student support services a top retention priority.

Generate and steward financial resources

For RCC to continue offering affordable, high-quality education for the community, the president will work to ensure funding from a diversified range of sources. RCC seeks an entrepreneurial leader who will both develop new revenue streams and ensure existing resources are allocated appropriately within a resource-constrained environment. They will be responsible for developing and stewarding RCC's finances and work diligently with elected and appointed political leaders to advocate for the College's needs.

In addition, the president will work closely with the RCC Foundation to align the strategic goals of the Foundation with the College as a whole. Working as partners, they will help advance RCC's mission and enable opportunities for students by raising money through individual philanthropic donations as well as attracting grant funding and corporate sponsorship through collaborations with local businesses, industries, and public-sector enterprise.

Advance Roxbury Community College's commitment to diversity, belonging, equity, and inclusion

The president will provide focused leadership in support of the Commonwealth's commitment to equity. They will foster a personal commitment to and track record of advancing diversity, in all its forms, developing policies that are progressive and promote diversity, fostering an inclusive environment, and working to form a campus community that is representative of the populations it serves. While the College has made progress in these efforts, the president will build and sustain institutional momentum to ensure that every student, staff, and faculty member has an enriching and empowering experience and is prepared to work, study, and thrive at RCC and beyond.

Develop trust across campus and in the community through open communication

The president will foster an organizational culture that embraces collaboration and open communication by being a visible and accessible leader on campus and in the community and developing strong, trusting relationships with RCC's many constituents. They will establish robust lines of communication across campus in the spirit of inclusive and transparent decision-making, providing a clear rationale for change.

Working closely with all campus constituencies, the president will strengthen a nascent culture of shared governance. Additionally, the president will develop a strong and positive relationship with the leaders and members of the labor unions represented on campus. The president will also work with the Executive Director of Communications, Marketing & External Affairs, the Director of Student Engagement, and the Dean of Workforce & Business Development to continue welcoming input from the community, ensure community access to the campus, and communicate RCC's community impact.

Strengthen internal systems and efficiencies, while fostering a culture of transparency and collaboration

The president will be expected to enhance the coordination and collaboration essential to enabling RCC to achieve its full potential. Central to this effort, the president will need to evaluate the administrative structures in place to ensure effectiveness and efficiency at all levels. As RCC looks to the future, it merits an overall review of the college's organizational structure and administrative processes. In this endeavor, it will be critical that the president maintains an unmistakable commitment to and respect for the tenets of developing a campus culture rooted in dialogue, consensus building, diversity, transparency, trust, and consultation while also working carefully and rigorously to address campus needs in a timely fashion.

PROFESSIONAL AND PERSONAL QUALIFICATIONS

Roxbury Community College seeks an energetic and passionate leader whose intellect and ability to inspire will guide RCC through the next crucial phase of its development. The minimum qualifications are as follows:

- An earned doctorate (including but not limited to a PhD, JD, or EdD), coupled with substantial experience relevant to the mission and needs of the institution. In exceptional circumstances, an earned master's degree, coupled with substantial experience relevant to the segmental mission and needs of the institution, may satisfy minimum educational requirements; and
- Substantial experience in a senior management position in higher education or substantial experience in a senior management position in a field outside higher education, where such experience is deemed relevant to, and provides a basis for judging, the candidate's capability to serve as a community college president.

The ideal candidate will possess strong evidence of many, if not all, of the following personal characteristics and professional qualifications:

- Demonstrated capacity to provide visionary leadership and strategies that inspire students, faculty, and staff, and the commitment and sense of purpose to see that vision through to fruition;
- An ability to bring campus constituencies to actionable consensus; the ability to energize and inspire students, faculty, staff, parents, alumni, board members, and external stakeholders;
- Fiscal and budget experience that combines both the understanding of public higher education finance and the realities of enrollment-driven budgets;

- A strategic understanding of the programmatic and demographic trends that impact enrollment and retention;
- An ability to make decisions that are data-driven and evidence-based;
- A deep understanding of and commitment to the principles of shared governance, including familiarity with a collective bargaining environment;
- A personal commitment to and record of success in advancing equity and diversity in all its forms;
- An understanding of the impact of innovative and developing technologies on higher education;
- A commitment to and enthusiasm for personal involvement in fund-seeking activities, engaging foundations, corporations, and individuals;
- Approachability and the desire for involvement in campus life and engagement with students, alumni, faculty, staff, and the community in which the College resides;
- The ability to serve as a strong advocate for RCC at the system, county, state, and federal levels; and
- Resilience and flexibility in the face of unexpected constraints; a proven ability to implement change and manage conflict.

APPLICATIONS, INQUIRIES AND NOMINATIONS

Presidential Selection Process

Interested candidates should review the Massachusetts Board of Higher Education Guidelines and Procedures for the Search, Selection, Appointment and Removal of State University and Community College Presidents. The application process will be confidential through the first round of interviews, which are currently scheduled to take place in early 2024. After the first round is concluded, the search committee will recommend to the Board of Trustees three to five finalists for consideration. Finalists will be invited to campus for a series of open meetings with various constituencies in Spring 2024. The Board of Higher Education and the Commissioner of Higher Education will have the opportunity to interview finalists as part of the campus visit process. Following the campus visits, the Board of Trustees will vote in open session to recommend to the Board of Higher Education the appointment of a single candidate as president.

The Board of Higher Education must approve the appointment, the salary, and all terms and conditions of employment for the president. Interested candidates should review the BHE's Guidelines and Procedures for the Search, Selection, Appointment and Removal of State University and Community College Presidents.

Acceptance of applications, inquiries, and nominations will begin immediately and continue until the position is filled. Confidential inquiries, nominations, referrals, and resumes with cover letters should be sent to:

Donna Cramer, Partner
Miguel Santiago, Senior Associate

Isaacson, Miller

<https://www.imsearch.com/open-searches/roxbury-community-college/president>

Roxbury Community College is an Affirmative Action/Equal Opportunity employer and does not discriminate on the basis of race, creed, religion, color, gender, sexual orientation, age, disability, genetic information, maternity leave, national origin, or gender identity in its education programs or employment pursuant to the following: Massachusetts General Laws, Chapters 151B and 151C; Title VI of The Civil Rights Act of 1964; Title IX of the Education Amendments of 1972; Section 504 of the Rehabilitation Act of 1973; The Americans with Disabilities Act, and regulations promulgated thereunder; Code of Federal Regulations: 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 the College's Affirmative Action Officer, Coordinator of Title IX, and/or the Section 504 Coordinator.