<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>History</td>
</tr>
<tr>
<td></td>
<td>Who Was Massasoit?</td>
</tr>
<tr>
<td>4</td>
<td>College Mission</td>
</tr>
<tr>
<td></td>
<td>Statement of Values</td>
</tr>
<tr>
<td>5</td>
<td>Massasoit Today</td>
</tr>
<tr>
<td>6</td>
<td>Academics</td>
</tr>
<tr>
<td>7</td>
<td>Workforce Development</td>
</tr>
<tr>
<td></td>
<td>Massasoit Student Body</td>
</tr>
<tr>
<td>8</td>
<td>Athletics</td>
</tr>
<tr>
<td>9</td>
<td>The Board and the Department of Higher Education</td>
</tr>
<tr>
<td></td>
<td>Leadership Agenda for the President</td>
</tr>
<tr>
<td>10</td>
<td>Teaching and Learning</td>
</tr>
<tr>
<td></td>
<td>Strengthening Enrollment, Retention and Graduation</td>
</tr>
<tr>
<td></td>
<td>Provide Visible, Responsive, Transparent and Collaborative</td>
</tr>
<tr>
<td>11</td>
<td>Continue the Process of Updating Infrastructure</td>
</tr>
<tr>
<td></td>
<td>Value and Celebrate Diversity</td>
</tr>
<tr>
<td></td>
<td>Institutional Advancement</td>
</tr>
<tr>
<td></td>
<td>Required Qualifications</td>
</tr>
<tr>
<td>12</td>
<td>Preferred Characteristics</td>
</tr>
<tr>
<td></td>
<td>Professional Qualities</td>
</tr>
<tr>
<td>13</td>
<td>Application and Nomination Process</td>
</tr>
</tbody>
</table>
Massasoit Community College was founded in 1966, but its origin can be traced to a 1947 study by the State Board of Education which determined the need for a low tuition, state supported system. The study proposed that twelve community colleges be established, one of which would serve the Greater Brockton, South Shore area. In 1961, a proposal was brought before the Brockton School Committee, and after a feasibility study, announcement of such a college was made in 1965.

In September 1966, the College, consisting of 358 students and 22 faculty, held its first classes in the Charles M. Frolio School in North Abington, and in June, 1968, the first graduation was held for 137 students. Additional campuses were later established at the former Howard School in West Bridgewater and the Miramar School in Duxbury.

Groundbreaking for the first five buildings of the permanent Brockton campus occurred in 1969, and by 1972 the campus was officially opened. During this time, the College received its first accreditation from the New England Association of Schools and Colleges. By 1978, the five remaining buildings of the campus were completed.

Governance of higher education in Massachusetts underwent reorganization in 1980, replacing the Board of Regional Community Colleges and other state coordinating boards with the Board of Regents of Higher Education (now called "The Board of Higher Education). As part of the change, in 1981, the Massasoit Board of Trustees assumed local control of the College.

In 1985, the Blue Hills Technical Institute, itself in existence since 1966, formally merged with Massasoit Community College, and is now the Canton campus.

WHO WAS MASSASOIT?

Massasoit Community College is named for the Great Sachem (Great Chief) of the Wampanoag tribe at the time of the Pilgrims’ arrival.

Massasoit's story has been enhanced by legend, but the help he afforded the first settlers is beyond dispute. One version of the story of Massasoit begins in March of 1621 when an English speaking Indian named Samoset entered the town of Plymouth and greeted the settlers with the words, "Welcome, Englishmen!" Samoset, Massasoit's representative, prepared the way for the arrival of Massasoit, who proceeded to negotiate an agreement of non-aggression and mutual assistance with the English. This treaty has been called the first formal act of diplomacy in the history of New England.

Massasoit is a symbol of mediation between different cultures. He also signifies commitment to dialogue rather than war as a way of settling differences among people.
Massasoit Community College is a dynamic, diverse learning community that supports all students in their education, leading to a career, transfer to four-year institutions, and the pursuit of lifelong learning. Faculty and staff are committed to student success and strive to offer accessible and innovative programs with comprehensive support services to prepare students for membership in a global society.

STATEMENT OF VALUES

Commitment to Student Success
We are committed to engaging students as active learners by providing a range of curricular and extra-curricular opportunities to explore, develop, and achieve educational and personal goals.

Commitment to Access and Affordability
As an open-enrollment institution of higher education, we are committed to providing access to a relevant, affordable education that positions and supports students from all socio-economic backgrounds to achieve their academic and professional goals.

Commitment to Diversity and Inclusion
We strive to reflect the diversity of our community in our student body, faculty, staff, and trustees by creating an inclusive environment that ensures equitable treatment for all.

Commitment to Excellence
We are a catalyst for innovation, creativity, academic excellence, and the open exchange of ideas, fostering high expectations and inspiring students, faculty, and staff to reach their full potential.

Commitment to the Community, Civic Engagement, and Regional Economic Development
We value our role as both a leader and an integral part of the academic, civic, and economic fabric of the region we serve. We strive to generate and maintain reciprocal relationships with education, community, and business partners to develop programs that meet the needs of our students, the community, and the regional workforce.

Commitment to Sustainability
We value the three spheres of sustainability: environmental, social, and economic. We demonstrate our commitment by striving to reduce our ecological footprint; making sustainability integral to our decision-making; and preparing our students to address the critical environmental, social, and economic challenges of the 21st century.
Today Massasoit Community College offers associate degree programs in arts, sciences, and applied sciences, as well as one-year and short-term certificates for a range of occupations and interests. Corporate and job skills training courses, personal enrichment classes, theater and concert performances, and programs for high school students, younger children, and seniors are among the other offerings available to the residents of Southeastern Massachusetts.

The College has three locations with modern classroom facilities, laboratories, and computer centers: The Brockton campus is a 100-acre facility, with a number of modern academic buildings, a student center, library, children’s day care, two theaters, radio and TV studios, and a field house, which houses a swimming pool, basketball court, racquetball courts and weight room. The Conference Center at Massasoit is adjacent to this campus and is available for meetings and functions. The College’s Corporate & Community Education Division is also housed at the Center.

The Canton Campus is a multi-level facility on 18 acres in the Blue Hills area south of Boston. Specialized labs and art studios support the technical and visual arts programs on campus. The campus is home to the Milton Art Museum and the Akillian Gallery.

Middleborough Center, fully renovated with smart classrooms and a brand-new biology lab, opened in 2010. Several degree programs may be completed on site and a variety of courses are offered. The Center is home to the Emergency Medical Services Educational Suite, a space devoted to our EMT and Paramedic programs.
Massasoit offers Associate degree programs in 19 majors, including occupation-specific programs and liberal arts.

- Architectural Technology
- Business Administration
- Child Care Education & Administration
- Computer Information Systems
- Criminal Justice
- Culinary Arts
- Diesel Technology
- Electronic Technology
- Engineering
- Fire Science Technology
- Heating, Ventilation, & Air Conditioning
- Human Services
- Liberal Arts
- Nurse Education
- Radiologic Technology
- Respiratory Care
- Telecommunications Technology
- Veterinary Technology
- Visual Arts

Students have the option to select programs that facilitate transfer to a four-year college. Several programs also offer concentrations within the major. Courses are offered in a variety of formats in traditional day, evening, and weekend sessions. Distance education courses are offered completely online or as hybrid courses where some onsite attendance is required.

Certificate programs offered at Massasoit include Dental Assistant, Medical Assistant, Office Technologies (certified by the Department of Higher Education) and more than one dozen short-term certificates, including Biotechnology, Child Care, MRI, Microsoft Office Specialist, Networking, Paramedic, and Phlebotomy.

There are currently 127 full-time faculty and 479 part-time faculty providing an 18 to 1 student faculty ratio. There are 302 full-time administrators, professionals, and clerical and maintenance workers, and 274 part-time staff.
The Corporate & Community Education Division offers programs that meet the training, cultural, and personal enrichment needs of the College’s service areas through a wide variety of job skills training and community education courses. Over 4,000 students annually enroll in non-credit community education or workforce development courses. All occupation-specific programs have employer advisory committees to keep the programs relevant and up to industry standards, with frequent reviews and curriculum updates to keep pace with workforce needs. Certificate training programs include EMT, Event Planning, Home Health Aide, Home Inspection, Ophthalmic Assistant, Real Estate, Pharmacy Tech, and Veterinary Assistant. Non-credit courses are offered in the arts, business, computers, finance, education, fitness, hobbies, crafts, personal development, language, travel, sports, recreation, and dance. The Division also offers Adult Basic Education, ESOL, and HiSET/GED Preparation classes. Massasoit has Partnerships with more than 85 companies and agencies in the area, as well as corporate training programs tailored to assess and meet the individual needs of each organization.

Massasoit is one of the largest of the 15 community colleges within the Massachusetts Public Higher Education system. In fall 2016, there were 7,471 students (4,603 FTEs) enrolled for credit. Massasoit also hosts a very diverse student population.

- 56% of students are female
- 43% identify with an ethnic minority group
  - The three largest minority groups are Black non-Hispanic, Hispanic, Cape Verdean
- 48% of students are 21 years or younger; 23% are 30 years of age or older
- 58% are enrolled part-time
- 47% of credit students are enrolled in career programs
- 39% are enrolled in liberal arts programs
- 14% are non-degree students.

More than 90% of first-time, first-year fall students return for the spring semester. More than two-thirds of first-time freshmen are either still enrolled at Massasoit (61%) after one year or have transferred (8%) to another college within one year. The College’s course completion rate is 75.8%.
The Massasoit Community College Athletic Department provides students with the highest quality athletic, academic, and social experience. Our mission is to achieve competitive success in every program and develop and maintain an environment that promotes sportsmanship, teamwork, compliance, equity, and diversity. We strive to provide quality leadership and management to help our teams achieve a positive level of success.

- The men’s soccer program has been one of the region’s top programs, capturing its 25th New England Championship in 2015.
- The women’s soccer program advanced to the New England Finals for the third straight season in 2015.
- The men’s basketball program has won the MCCAC State Championship on four occasions, the last being in 2011.
- The women’s basketball program made history in 2013-14, winning the school’s first-ever New England Championship.
- The baseball program won an NJCAA National Title in 1993, 11 New England Championships and seven MCCAC State Titles. In 2015, head coach Tom Frizzell earned his 700th career victory with the Warriors.
- The golf program finished third at the NJCAA Region XXI Tournament in 2015, and sent one student-athlete to the NJCAA Nationals in Chautauqua, N.Y.
- In the first season of cross country at Massasoit, the Warriors sent two individuals to the 2015 NJCAA Nationals held at Westfield State University.
- The softball program competed in the 1990 and 1991 NJCAA National Tournaments and has captured four New England Championships, the most recently in 2013.
- The Massasoit track & field program took off in 2016 as nine student-athletes qualified for the NJCAA National Championship at Westfield State. In total, five student-athletes were awarded USTFCCCA All-American accolades.
Massasoit Community College is part of the Massachusetts system of public higher education, which is comprised of 15 community colleges, nine state universities, and the five-campus University of Massachusetts System. Tasked with defining the mission of and coordinating the Commonwealth’s system of public higher education, the Board of Higher Education (BHE) has a particular responsibility for the community colleges and state universities and broad oversight responsibility 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 appointments and sets presidential compensation. The Department of Higher Education is one of three education agencies in the Commonwealth, and the Executive Office of Education facilitates communication and coordination between and among those three education agencies.

Massasoit Community College

Massasoit Community College is part of the Massachusetts system of public higher education, which is comprised of 15 community colleges, nine state universities, and the five-campus University of Massachusetts System. Tasked with defining the mission of and coordinating the Commonwealth’s system of public higher education, the Board of Higher Education (BHE) has a particular responsibility for the community colleges and state universities and broad oversight responsibility 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 appointments and sets presidential compensation. The Department of Higher Education is one of three education agencies in the Commonwealth, and the Executive Office of Education facilitates communication and coordination between and among those three education agencies.

LEADERSHIP AGENDA FOR THE PRESIDENT

Massasoit Community College

Massasoit Community College has achieved significant goals throughout sixteen years of leadership by President Charles Wall. The College is known as a gem within its community. Massasoit’s next President will inherit a college on an upward trajectory, based on exciting new programs, community connections, expanded student services and a sound structure with engaged students as well as dedicated faculty, staff and administrators.

The BHE is responsible for establishing statewide goals for the community colleges and state universities. Currently these goals are embodied in the Department of Higher Education’s strategic framework that focuses on a broad array of initiatives, particularly those that promote college participation, student success, and closing achievement gaps. 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 BHE collects data tracking progress on these outcomes for each college, and shares these data with presidents and campus boards. The BHE has also launched a major initiative to achieve cost savings through heightened collaboration among the colleges and universities and asks the individual colleges to participate in these efforts.
Massasoit prides itself on providing life transformative teaching and learning experiences to its students. Many of the current faculty members are themselves products of the Massasoit teaching and learning environment. The next President will have the opportunity to lead campus constituents toward a vision that focuses on the mission of the college grounded in teaching and learning.

Massasoit has been innovative in its pursuit of new strategies to attract and retain students. This effort grows increasingly important as all institutions face the financial challenges that come with fluctuations in enrollment and retention. The next President of Massasoit must maintain student success as a priority, champion initiatives in support of this goal, and continue to strengthen the institution’s enrollment, retention and graduation rates among the institution’s diverse population of both traditional aged students and adult learners.

Massasoit Community College is a dynamic institution with significant stakeholders both on and off-campus. The incoming President will need to serve as a strong advocate for the institution and work with off-campus constituents to strengthen the College’s ties to the community, local businesses, political leaders, k-12 institutions, and potential donors. At the same time, the President will also guide Massasoit to the next stage of its development by leading campus constituents in an inclusive and transparent manner around the mission and values of the institution as delineated in a forward looking strategic plan.

The President will be expected to work collaboratively across the states’ public higher education system and improve the institution’s performance on each of the key statewide system goals identified by the Board and Department of Higher Education and the Massasoit Board of Trustees.
CONTINUE THE PROCESS OF UPDATING INFRASTRUCTURE

Although significant advances have been made in updating facilities, many of the campus’ existing structures are in need of renovation and refurbishment to both accommodate current modalities of teaching and learning and match the state of the art facilities in surrounding area high schools. The next president of Massasoit will need to work with on and off-campus constituents, state and local representatives and donors to complete the revitalization of the physical plant and create a learning environment that prepares students for transfer opportunities and the world of work.

VALUE AND CELEBRATE DIVERSITY

Massasoit Community College has an increasingly diverse population. Massasoit’s diversity is a stable strength of the institution. The next President will need to work to enhance an environment of inclusivity and appreciation of diversity through strategic planning, campus activities, academic curriculum and increased representation of diverse populations within faculty, staff and administrators.

INSTITUTIONAL ADVANCEMENT

There are a significant number of alumni who have benefited from the Massasoit experience. The College is also a major resource to area businesses. The next President must build upon these relationships to lay the foundation for major fundraising initiatives.

REQUIRED QUALIFICATIONS

Massasoit’s next President must possess the following minimum qualifications:

**Education**
An Earned Doctorate (including but not limited to a Ph.D, J.D. or Ed.D), coupled with substantial experience relevant to Massasoit’s mission and needs. In exceptional circumstances, an earned master’s degree, coupled with substantial experience relevant to Massasoit’s mission and needs may satisfy minimum educational requirements.

**Experience**
Substantial experience in a senior-management position in higher education, or outside higher education where such experience is deemed relevant to, and provides a basis for judging the candidate’s capacity to serve as a college or university president.
PREFERRED CHARACTERISTICS

Preference will be given to candidates with an earned doctorate. Additionally, he or she should have a demonstrated record of successful, progressively significant administrative responsibilities. The next President of Massasoit Community College should also demonstrate the following:

• A commitment to the mission, vision and values of the Community College
• Visionary leadership with effective change management
• Successful working relationships with boards of trustees, boards of higher education and other governing bodies
• A commitment to shared governance
• The ability to make tough decisions in a timely manner
• An appreciation of both the value of technology and the resources required to support its effective use, including the use of data driven decision making
• Outstanding interpersonal skills, including excellent, engaging oral and written communication skills
• The ability to motivate and build strong internal teams and external constituencies to support the College’s mission goals, vision and values
• Successful experiences with donor relations and fundraising for college advancement
• Experience connecting with the business community in support of economic and workforce development
• An appreciation of the effective use of social media
• A proven history and commitment to diversity and a culture of inclusiveness
• The capacity to connect with the campus community through his/her presence on the campus
• An understanding of the issues and challenges facing community colleges today
• An understanding of the challenges facing faculty today, with a commitment to faculty research and development

PROFESSIONAL QUALITIES

In addition to the qualifications and skills listed above, the President is also expected to possess the following personal qualities:

• Transparency
• Approachability
• Visibility
• Boldness
• Active listening
• Innovative thinking
• Creativity
• Collaborative
• Decisiveness
• Fairness
• Political acumen
• Informed strategic risk-taker
• Proactive mindset
• Versatility
The search is being assisted by Academic Search, Inc. and is being conducted in accordance with the MA Board of Higher Education’s guidelines on presidential searches, selections and appointements: [http://www.mass.edu/bhe/lib/documents/PresidentialSearchSelectionandRemovalGuidelines_formattedforpublicdistribution_June2013_000.pdf](http://www.mass.edu/bhe/lib/documents/PresidentialSearchSelectionandRemovalGuidelines_formattedforpublicdistribution_June2013_000.pdf). Candidates should review and familiarize themselves with the Board of Higher Education’s guidelines.

Candidates for the position should submit three separate documents: A cover letter that specifically addresses the leadership agenda, required and desired characteristics listed above; a current CV with email address and cellular telephone number; a reference list with the names, home and business telephone numbers, and email addresses of five professional references. In deference to the sensitivity of the positions presently held by many of those who will be nominated and considered, the search will be conducted in strict confidence until finalists are brought to campus.

Screening will continue until a President is chosen, but only applications received by November 8, 2017 can be assured full consideration. All materials should be submitted to Massasoitpresident@academic-search.com. Nominations, inquiries, and expressions of interest can be made with Senior Consultants Dr. Shirley Pippins (srp@academic-search.com), and Kate Nolde (kvn@academic-search.com) or by telephone at 202-332-4049.

Massasoit Community College is an affirmative action/equal opportunity employer and does not discriminate on the basis of race, color, national origin, sex, disability, religion, age, veteran status, genetic information, gender identity or sexual orientation in its programs and activities as required by Title IX of the Educational Amendments of 1972, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights Act of 1964, and other applicable statutes and college policies. The College prohibits sexual harassment, including sexual violence. Inquiries or complaints concerning discrimination, harassment, retaliation or sexual violence shall be referred to the Chief Diversity Officer, Executive Director of Affirmative Action and Title IX, Yolanda Dennis, Office of Diversity and Inclusion, 508-588-9100, x1309, Brockton Campus, Administration Building. Room 229, ydennis@massasoit.mass.edu, or the Director of Human Resources & Deputy Title IX Coordinator, Donna R. Boissel, 508-588-9100, x1505, Brockton Campus, Administration Building, Room 233, dboissel@massasoit.mass.edu, the Massachusetts Commission Against Discrimination, the Equal Employment Opportunities Commission or the United States Department of Education’s Office for Civil Rights. The Policy on Affirmative Action, Equal Opportunity & Diversity can be found at [www.massasoit.edu/EEO](http://www.massasoit.edu/EEO).
ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting Massasoit Community College in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit http://www.academic-search.com/.

Identifying leaders for higher education since 1976.

Committed to identifying and DEVELOPING LEADERSHIP, by providing the highest level of search to our clients and assisting in ENRICHING THE PIPELINE of potential leaders in higher education.