

March 9, 2015

Dear Search Committee:

I am writing to express my genuine interest in the position of President of Southwest Tennessee Community College. I am impressed by your strategic plan and its focus on access, student success, quality, and resourcefulness. I believe that my strategic planning, and successful collaboration and team-building experiences will benefit Southwest Tennessee Community College and the citizens of Shelby and Fayette Counties and the surrounding Mid-South region.

As my resume indicates, I hold a doctoral degree from the University of Missouri-Columbia in Educational Leadership and Policy Analysis. My career includes serving as a full-time faculty member and administrator in two diverse, multi-campus districts. I currently serve as Vice-President of Academic Affairs at St. Louis Community College-Forest Park (STLCC-Forest Park), where I oversee the planning, development, implementation and assessment of general transfer studies and more than 30 career and technical programs. I also manage a \$23 million academic affairs budget and a \$200,000 student technical fee budget, supervise three academic divisions which encompasses 136 full-time and approximately 300 adjunct faculty, and oversee instructional resources, the academic support center, the African-American Male Initiative (similar to Project M.O.S.T), and academic programming at the satellite William J. Harrison Education Center. I previously served six years as Associate Dean of Instruction at Metropolitan Community College-Penn Valley(MCC-Penn Valley), where I oversaw seven career and technical programs, and supervised the marketing, community relations and public information, special events, and athletic departments, and oversaw P-16 initiatives.

In addition to the aforementioned responsibilities, in both positions, I also led strategic planning efforts. At MCC-Penn Valley, I served as chair of the campus strategic planning committee, and as the campus representative on the district's strategic planning council. My responsibilities included monitoring the progress of campus goals and providing regular updates to both the campus and district executive leadership teams. Currently, I am responsible for aligning all campus initiatives with the STLCC district strategic plan and ensuring that financial and human resources, facilities, and technology needs are integrated into the plan. The process of developing the academic strategic plan is collaborative in nature and includes input from all academic divisions and support areas.

My history of focusing on open communication, teamwork and participatory leadership is compatible with the Southwest Tennessee Community College values. I place great emphasis on collaboration and inclusion and value partnering with internal and external constituents to reach district goals. Like Southwest Tennessee Community College, STLCC is committed to student success and the completion agenda. However, an institutional barrier to student success has been the long-standing tensions between department chairs, career and technical program coordinators, and advisors regarding the accuracy of advising. To address this matter, I collaborated with the Center for Teaching and Learning to develop an on-going series of conversation circles. The informal

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meetings are designed to improve communication, foster collegiality, and clarify expectations. As a result, we are making strides towards dismantling the academic and student affairs silos that are counterproductive and detrimental to student success.

I have also brought academic and student affairs together to collaborate with local K-12 partners in St. Louis and Kansas City to develop Early College Academies. Without the teamwork of faculty and staff, as well as district office personnel, we would not have made progress in our college readiness initiatives.

Another example of my commitment to collaboration is when I engaged the faculty in brainstorming ideas to address our enrollment decline and state performance funding metrics. In the spirit of the Complete College Tennessee Act of 2010, in 2012, the Missouri Coordinating Board for Higher Education adopted a model that allocates some state funds to higher education institutions based on performance. In 2013-2014, STLCC failed to meet three of our five state performance metrics. During a recent faculty in-service, I met with faculty to discuss the performance metrics and to seek their involvement in developing ways to improve our performance. During the meeting, faculty also was divided into workgroups to discuss various ways to improve our performance. As a result of that conversation, in April, the campus is hosting our inaugural Faculty Seminar on Teaching Best Practices. Based on feedback, faculty expressed an appreciation for being included in the problem-solving process and for having an opportunity to take to scale successful teaching practices.

A final example of collaboration is my work with the academic divisions to produce the academic affairs annual report that is shared with the campus, the district, and is placed on the campus webpage for the benefit of the community. The input from the faculty, department chairs and division deans is invaluable. Moreover, the annual report provides an opportunity for the campus to collectively monitor data, and address strengths and weaknesses, in order to provide quality academic programming and support services. Through collaborations with faculty and staff, I have demonstrated a commitment to shared governance and academic freedom. Moreover, as an inclusive leader, I value the experiences and expertise of all employees and share the Southwest Tennessee Community College commitment to valuing “the uniqueness and worth of each individual.”

In addition to faculty and staff, I also value student participation and involvement. For more than 20 years, I have remained committed to actively engaging students both in and out of the classroom. In fact, my dissertation title was “A pedagogy of freedom: Using hip hop in the classroom to engage African-American students.” I am particularly passionate about serving the needs of underserved students and communities. While serving as coordinator of Minority Student Retention at Kennesaw State University, I was responsible for developing programs and services to retain African and African-American students. During discussions with students, I learned that key barriers to retention were the lack of financial resources and career goal-setting. I worked closely with Alumni Affairs and two financially successful alumni who donated funds to develop the Wilkes/Burnett Scholarship and the Black Alumni Society (BAS). More than 15 years

later, the BAS continues to offer scholarships and career guidance to KSU's minority student populations. I believe that access to a quality, affordable education is critical to the economic survival and development of communities. As such, I have dedicated my career to working exclusively at urban colleges and believe fervently in the potential of all people.

My belief in human potential is extended to my work with the STLCC Workforce Solutions Group (WSG). A signature program at STLCC-Forest Park is our partnership with the largest healthcare provider in the St. Louis region. In an effort to provide career advancement opportunities for its lower-waged employees, the healthcare organization partnered with the campus to offer nursing and allied health programs in the workplace. Last year, the first cohort graduated six nursing students. Though the numbers were small, the town-gown partnership paved the way for six families to improve their earning potential and quality of life. More recently, STLCC-Forest Park, in partnership with the WSG, began offering a five-week non-credit truck driving program that will prepare students for a career in the commercial driving industry. Another workforce partnership is developing in light of the Ferguson crisis impacting our area. I, along with other college officials, have led efforts to collaborate with St. Louis city officials to develop a STLCC regional police academy. The aim of the academy will be to standardize training for law enforcement officers and increase officer diversity. We are also in talks with St. Louis County fire officials to develop a similar program with the same purpose. While the examples above are in the early stages of conversation or partnership, they are examples of my experiences with efforts to attract non-traditional student populations and to strategically position a college as a leader in addressing social, economic and workforce development needs.

Collaborating with internal and external partners to reach shared strategic goals is critical to student and community success. As I detailed above, my professional experiences are aligned with the mission, vision, and values of Southwest Tennessee Community College. I would be honored to partner with the campus community to serve the needs of the citizens of Shelby and Fayette Counties and the surrounding Mid-South region.

I welcome the opportunity to meet with you to discuss my qualifications in further detail. Thank you for your time and consideration.

Sincerely,

Tracy D. Hall, Ed.D

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EDUCATIONAL BACKGROUND

2007 Ed.D The University of Missouri-Columbia
1992 MA Wichita (KS) State University
1990 B.A. The University of Missouri-St. Louis

ADMINISTRATIVE and TEACHING EXPERIENCE

January 2011-Present: Vice President, Academic Affairs, St. Louis Community College-Forest Park, St. Louis, MO

St. Louis Community College is one of the largest community colleges in Missouri with 4 campuses, 2 satellite centers, a Corporate College and Center for Workforce Innovation. Through credit, workforce development and continuing education courses, STLCC serves 80,000 credit and noncredit students annually. The STLCC-Forest Park campus is considered the city campus, and serves approximately 7000 students annually. Signature programs include nursing, allied health, and hospitality studies.

Responsibilities include:

- Planning, developing, implementing and assessing general transfer studies and more than 30 career and technical programs.
- Overseeing a \$23 million academic affairs budget and a \$200,000 Student Technical Fee budget.
- Administering academic support services and library and instructional resources.
- Overseeing the African-American Male Initiative.
- Collaborating with Workforce Development to create stackable credentials.
- Supervising 3 deans, 4 managers, and 2 support staff.
- Oversight of 136 full-time and approximately 300 adjunct faculty.
- Overseeing the academic planning and development of the William J. Harrison Education Center, a satellite location serving approximately 300 students each semester.
- Serving as Acting President during the President's absence.

Significant accomplishments include:

- Implemented key changes in the dean and chairperson leadership that resulted in increased emphasis on program review and the curriculum development and assessment processes.
- Increased transparency by developing consistent interpretation of academic processes and procedures, such as developing a syllabus checklist and class make guidelines.
- Increased the focus on program accountability through the development and distribution of academic affairs annual reports.
- Initiated inaugural partnership with the St. Louis Public Schools to provide early college experiences which resulted in 15 students graduating from high school with 18 college credit hours during the first year.
- Centralized all academic support services in one location to provide easy access for students.

August, 2004-December 2010: Associate Dean, Metropolitan Community College-Penn Valley, Kansas City, MO

Metropolitan Community College is a five campus college located throughout the Kansas City metropolitan area. Annually, MCC enrolls close to 50,000 credit and noncredit students. The College also has a strong workforce development presence. The MCC-Penn Valley campus is located in the midtown area and is the most diverse campus in the district, with signature nursing and allied health programs.

Responsibilities included:

- Managed seven (7) career and technical programs, marketing, community relations and public information, room reservations and special events, P-16 initiatives and athletics.
- Led the campus strategic planning efforts; strategic planning representative at the district level.
- Facilitated articulation agreements with secondary, four-year and minority-serving institutions.
- Conducted annual career and technical program reviews.
- Oversaw P-16 initiatives to insure focus on student learning outcomes and assure curriculum alignment.

Significant Accomplishments included:

- Led the initiative to partner with Kansas City public schools to offer the Early College Academy which resulted in 16 students graduating with both a high school diploma and an associate's degree during the first year.
- Developed a reallocation plan that resulted in more strategic and organized office and department space utilization.
- Planned and implemented a violence prevention community event that involved collaborations with internal and external partners, resulting in national attention.

- Led efforts to create an alumni organization which resulted in the campus hosting its first alumni banquet planning and implementing lunchtime conversations with key community leaders to address student retention issues.

August, 1999-August 2004 Instructor: Metropolitan Community College-Penn Valley, Kansas City, MO

Responsibilities included:

- Taught Speech, Mass Communication and Intercultural Communication courses.
- Served as program coordinator of Mass Communication.
- Managed the Intercultural Center.
- Served on various campus committees, including serving as a faculty benefits committee representative.

Significant accomplishments included:

- Collaborated with colleagues to develop an Intercultural Communication course
- Created the Hispanic Student Association.
- Partnered with the Kansas City Mayor's Ethnic Enrichment Commission to plan and implement the annual campus International Festival.
- Increased partnerships with local media outlets to provide internship opportunities for students.

October, 1997-July, 1999, Minority Student Retention Services Coordinator: Kennesaw (GA) State University

Kennesaw State University (KSU), located northwest of Atlanta, is the 3rd largest university in Georgia with more than 24,000 students representing 132 countries. KSU was originally established as a junior college. Its nursing program is the largest of its kind in the state of Georgia.

Responsibilities included:

- Planned and implemented academic and student affairs programming.
- Served as advisor to various student organizations.
- Attended statewide retention conferences.
- Taught First Year Experience Course.
- Managed \$50,000 departmental budget.

Significant accomplishments included:

- Partnered with distinguished alumni to create the Black Alumni Society which continues to provide academic scholarships to minority students.

- Created the Accolade Brunch, a pre-graduation event that celebrated the achievements of minority graduates.
- Collaborated with student affairs colleagues to create the Odyssey Peer Mentoring Program for minority, International, and nontraditional students as well as for students with disabilities.

August, 1993-May, 1997, Instructor: St. Louis Community College-Meramec, St. Louis, MO

The STLCC-Meramec campus is located in southwestern St. Louis County. Signature programs include horticulture, occupational therapy assistant, and information reporting technology.

Responsibilities included:

- Taught Speech and Intercultural Communication courses.
- Served on various campus committees.

Significant accomplishments included:

- Collaborated with local media outlets to plan and implement a forum on the portrayal of African Americans in the local media.

SELECTED COMMUNITY COLLEGE ACTIVITIES

- Higher Learning Commission Assessment Team, 2013-present
- Forest Park Emergency Response Team, 2012-present
- Collective Bargaining Negotiations Team 2012
- Forest Park Academic Council, 2011-present
- District and Campus Curriculum Committees, 2011-present
- Chair, Strategic Planning Committee, 2004-2010
- District Strategic Planning Committee, 2004-2010
- CTE Program Assessment Committee, 2004-2010
- Instructional Dean's Council, 2004-2010
- Workforce Development Task Force, 2004-2010
- Presidential Search Committee, 2003
- Faculty Benefits Committee Representative, 2002-2004
- Faculty Advisor, various student clubs, 1999-2004
- African-American History and Culture Committee, 1993-1997
- African-American Faculty and Staff Association, 1997-1999

PUBLICATION

- Engagement of African-American college students through the use of hip hop pedagogy, *International Journal of Pedagogies and Learning*, 2013 8(2)

CONFERENCE PRESENTATIONS

- Theory to Practice: Business Leaders and Student Success, American Association of Community Colleges Annual Convention, April, 2014
- Collaboration Works: Building a Culture of Completion, American Association of Community Colleges Annual Convention, April, 2012
- Urban Student Success and Inclusive Decision Making, American Association of Community Colleges Annual Convention, April, 2011
- Using Hip Hop in the Classroom to Engage Students of Color, American Association of Community Colleges Annual Convention, April, 2009.
- Using Hip Hop in the Classroom to Engage Students, Missouri Community College Association Annual Conference, November, 2008.

LEADERSHIP PROGRAMS

- The Thomas Lakin Institute for Mentored Leadership
- American Association of Community College's Future Leader's Institute
- National Council on Black American Affairs Mid-Level Management Institute
- Kaleidoscope Women's Leadership Conference

SELECTED MEMBERSHIPS

- Higher Learning Commission Peer Review Corp
- American Association of Women in Community Colleges
- Missouri Community College Association
- National Council of Instructional Administrators
- National Council on Black American Affairs
- Greater St. Louis United Way Charmaine Chapman Leadership Society
- Urban League of Greater St. Louis Education Committee
- St. Louis Higher Education Collaborative