

# **Karen Hynick, Ed.D.**

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## **Executive Summary**

Executive level higher education leader with over 25 years of progressively higher-level leadership experience in the community college and secondary education sectors, including single campus, multi-campus, and system level experience, spanning three states. Expertise in strategic planning, data informed and collaborative decision-making, collective bargaining, shared governance, innovation, assessment, dual and concurrent enrollment, workforce education and institutional accreditation. Specializing in building buy in and trust in complex institutions and systems, through equity-mindedness, thoughtful and transparent engagement with constituencies. Proven ability to deliver high impact outcomes in fiscally challenging environments.

## **Education**

**Ed.D., Educational Administration, 2013**

**Bethel University, St. Paul, MN**

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

**M.Ed., Secondary Education, 1998**

**Worcester State College, Worcester, MA**

**B.A., History and Secondary Education, 1992**

**University of Massachusetts, Amherst, MA**

## **Professional Experience**

**Acting Provost, Vice President of Academic Affairs, Student Affairs, and Workforce Innovation**

**Connecticut State Community College (CT State)**

**5/2024- Present**

**New Britain, Connecticut**

**Institutional Profile:** Connecticut State Community College is a relatively new singly accredited statewide community college as July of 2023, resulting from the merger of 12 legacy public community colleges in Connecticut. The college serves over 65,000 students annually, majority- minority serving, offering over 300+ credit-based degrees and certificates, and 144+ non-credit programs. The college has 5,3000+ employees, 711 full time faculty, 1933 adjuncts, and 2,600+ staff. The college is the fourth largest community college that grants only two-year degrees in the country. Current retention rate is 69% and graduation rate is 24%.

**General Responsibilities:** Serves as an executive member of the CT State Cabinet and as the Chief Academic Officer, Chief Student Affairs Officer and Chief Workforce Officer for the college. Serves on the Connecticut State Colleges and Universities (CSCU) Provost Council. Oversee all programs and curriculum, academic operations, teaching and learning, institutional research and planning, dual enrollment, student affairs, and institutional regional accreditation. Brings policy and programming revisions through the Connecticut State Colleges and Universities Board of Regents (23 Members, 15 Voting) for approval. Regularly partners with executives at state level agencies including Connecticut State Department of Education and Office of Workforce Strategy.

## **Notable Accomplishments:**

- Strengthened culture and trust, through implementation and facilitation of collegewide summits to seek engagement and input for continuous improvement related to our strategic priorities with co-requisites Alignment with College Math and English (ACME), scheduling, shared governance, workforce development, and faculty advising.
- Led the development and launch of multi-campus program review and cycle for our 300+ degree programs.
- Stewarded the development of Connecticut's first public option for practical nursing and its replication at a second site, as the pilot for healthcare program replication across CT State, and new program development in Optics Fabrication Technology and Public Health.
- Led the redesign of the Four School Model, integrating credit and noncredit programming oversight to improve alignment and open portability for stackable curricular options and the planning for Workforce Pell integration.
- Collaborated with college shared governance leadership to redesign and streamline our curricular governance process to improve efficiency and responsiveness.
- Led the design and implementation of the college's dual and concurrent enrollment policy and procedures, becoming a model for the Connecticut State Colleges and Universities (CSCU) Board Policy on dual and concurrent enrollment. Resulting in a 30% increase in enrollment in spring of 2026 with dual enrolled students. Secured a 1 million dollar grant through CSDE for dual and concurrent enrollment expansion.
- Strengthened wraparound support services staffing and technology integrations with Office of Disability and Accessibility Services, Career Services, Mental Health and Wellness, and Student Engagement.
- Chaired the Online Advisory Taskforce providing guidance for the college's vision for our online presence, programming, and services for strategic planning. Established Artificial Intelligence in Academics Taskforce to guide dialogue on academic integrity and a focus on quality teaching in this new era.
- Cultivated the partnership resulting in a Memorandum of Agreement between CT State and Connecticut Technical Education Career System (CTECS) to expand early college options for students in technical high schools in Connecticut.

## **Chief Executive Officer- Campus CEO**

**Quinebaug Valley Community College (QVCC)**

7/2021- 6/2024

**Danielson and Willimantic, Connecticut**

**Institution Profile:** Quinebaug Valley Community College was a small, rural, multi-campus, independently accredited community college located in the northeastern corner of Connecticut with 1,200 credit and noncredit students with 56 degrees and certificates until July 1, 2023, when it officially merged with the 11 sister public community colleges of Connecticut to become Connecticut State Community College and Quinebaug Valley became a campus of the singly accredited Connecticut State Community College (CT State).

**General Responsibilities:** Served as the Chief Executive Officer with responsibility for overall management of the college hiring and budget, academic programming operations and student services. Served as the primary liaison with CT State, CSCU, and Quinebaug Valley Community College (QVCC) Foundation. Regularly partnered with Eastern Connecticut Workforce Investment Board (EWIB), Northeastern Connecticut Chamber of Commerce, and local school districts to expand programming and career opportunities for students.

## **Notable Accomplishments:**

- Fostered and facilitated the development of Quinebaug Valley Community College's Strategic Plan in 2022.
- Led Quinebaug Valley Community College's NECHE process resulting in a 10-year institutional reaccreditation in 2022.
- Served main liaison from QVCC to CT State, CSCU, QVCC Foundation on all college matters and was a thought partner during for the creation of CT State. Served as the Campus CEO Liaison to the

College President of CT State and the Executive Director of P-20 for CT State in addition to role as Campus CEO of QVCC.

- Acquired approval from NC-Sara to offer 10 newly approved online programs and launched new programs in cybersecurity.
- Fostered a climate focused on equity-mindedness and expanded professional development on cultural competencies through creating partnership with Race, Equity, and Justice Institute (REJI) and created the college's first equity audit. Enhanced collegewide professional development with Achieving the Dream.
- Secured a permanent location for Quinebaug Valley Community College legacy branch campus in Willimantic through a philanthropic building donation, first to the CSCU system in over 25 years.
- Led the facilities capital bond projects with the new Student Success Center at the Danielson campus and the Renovation of the Willimantic Center in preparation for the practical nursing program.
- Advanced alignment of curriculum and career pathways and updated the Memorandum of Agreement with co-located Quinebaug Middle College High School, yielding a 50% higher matriculation rate than the previous year and opened a revenue stream for the college
- Created CEO Leadership Advisory Council to foster collaboration, input, buy-in and build trust with faculty, staff, and administration and worked with Campus Governance leaders to add a campus governance structure for staff input and engagement.
- Updated college's Emergency Response Plan and COVID response and re-entry plans.
- Cultivated strong relationship with the QVCC Foundation, as the 3<sup>rd</sup> largest foundation for the CT State College, despite our campus size, increasing scholarship options and programming support annually.
- Acclimated the college community on the expansion of the PACT program (now known as the Mary Ann Handley Award or Free Community College).
- Built consortium-based partnerships with local school districts to expand dual and concurrent enrollment access to careers in health care and access to foreign languages.
- Grew enrollment positively, year-over-year, resulting in a total 18% increase in enrollment at Quinebaug Valley between 2021-2024.

#### **Vice President of Academic Affairs**

**North Shore Community College**

7/2014- 7/2021

**Danvers and Lynn, Massachusetts**

**Institutional Profile:** North Shore Community College is a singly accredited community college with multi campuses in Danvers and Lynn, Massachusetts and is part of the Massachusetts Community College System under the guidance of Massachusetts Department of Higher Education. In 2021, it served 7,500+ students in credit and non-credit coursework and was looking to gain Hispanic serving designation.

**General Responsibilities:** Served as the Chief Academic Officer and Chief Workforce Officer for the college. Had oversight of all academic programs, operations and services, Library, Tutoring and Academic Technologies. Reported to the President and served on the President's Cabinet, was a member of the Massachusetts Community College System Chief Academic Officer (CAO) Council.

#### **Notable Accomplishments:**

- Managed 32-million-dollar annual budget, oversee 132 full-time faculty, 485 adjunct faculty, and 65 professional full-time and part-time staff in a three-campus environment including 74 degrees and certificates and 34 noncredit workforce training programs.
- Strengthened the college's acquisition of grant and philanthropic resources to help fund innovation including a \$2,500,000 Title III grant to improve Guided and Career Pathways, \$2,000,000 donation to fund simulation education, a \$300,000 Performance Incentive Fund Grant for statewide PLA

consortium and \$600,000 Smith Family Foundation Grant for early college expansion, and several Capital Skills Grants to fund infrastructure including universal health lab, greenhouse, funeral services lab and CAD lab totaling over 2.5 million in awards.

- Redesigned the college's academic program review process for continuous improvement to align resources with strategic priorities and assure the quality of our academic programs to measure and assess student learning outcomes and alignment to labor market needs.
- Shepherded the development of 14 new degree and certificate programs, sunset of 13 degrees and certificates and the redesign of 56 degrees and certificates in alignment with labor market needs and Mass Transfer.
- Led the development of the creation of NSCC Early College in Lynn resulting in 92% of retained students' successful completion of coursework and 36% matriculation to the college upon graduation from high school.
- Collaborated with faculty and staff to develop Guided Pathways for improved transferability of courses and programs through curriculum redesign and updated marketing products.
- Strengthened math pathway curriculum, first year experience course development, multiple measures for placement, co-requisite for writing models leading to increased student success of developmental learners. Moved the college from 56% of entering students requiring developmental math to only 28% and higher rates of success in college level math courses; simultaneously greatly reducing the equity gap.
- Stewarded the creation of a supplemental instruction model of academic support named tutors-linked-to-courses yielding higher student retention and course completion.
- Bolstered the transformation to increase online, hybrid and videoconference courses. Moving online from 5% to 35% of course schedule, 1% hybrid to 26% of course schedule, and videoconference courses from 1% to 35% of course schedule.
- Strengthened the collaboration with Student Affairs to redesign our advising model to a Pathway Advising model. Oversaw the launch of EAB Navigate to improve academic planning and degree completion.
- Facilitated the college's self-study process for NECHE accreditation in 2019, chairing Academic Program and Educational Effectiveness standards leading to 10-year reaccreditation.
- Redesigned our suspension process to yield a 30% higher student retention and completion rate through a collaborative process with staff.
- Co-chaired the state committee on Dual and Concurrent Enrollment Advisory Board leading to policy reforms at the state level.
- Positioned college to be the state lead on My Massachusetts Experience Counts a statewide initiative to grow credit for prior learning across the Massachusetts Community College System through acquiring additional state resources and TAACCCT funding and Performance Incentive Funding (PIF) funding.
- Led professional development training for faculty and management staff on intercultural competencies and equity.
- Reorganized organizational structure within Academic Affairs to improve efficiency and save funding.
- Served on the MCCC state contract negotiation team as an administrative representative for state's collective bargaining agreement with the full-time faculty union.
- Served locally on shared governance committees including MACER, College Forum Steering Committee, Curriculum Committee and Academic Policy.
- Member of the Emergency Response Team facilitating collegewide management of crisis issues and pandemic planning.
- Established Gateway to College model with area school districts.
- Oversaw all non-credit workforce training and corporate solutions with roughly 3,000 students annually.

**Minnesota State Colleges and Universities (MnSCU now known as Minn State)**

**System Profile:** Minnesota State Colleges and Universities is the fifth largest higher education system in the country serving over 270,000 students annually across 2,800 academic programs. Fifty eight percent of all undergraduate students in Minnesota are enrolled in one of the Minnesota State Colleges and Universities institutions.

**General Responsibilities:** As System Director of P-20, had oversight of the strategic direction and implementation for the Board Policies related Assessment for Course Placement, Developmental Education, Dual and Concurrent Enrollment, Teacher Education, alignment with Ability to Benefit and Adult Education including oversight of the Fast Track Program. Chancellor's Fellowship role was added to the position in 2012 to lead and facilitate the development of the strategic plan for the system. Regularly partnered with state agency executives in the Minnesota Department of Education and the Department of Employment and Economic Development.

**Notable Accomplishments:**

- Appointed by the Chancellor and reporting to his Chief of Staff, facilitated a two yearlong process collaborating with strategic work groups comprised of students, faculty, staff, presidents, and trustees to develop the Strategic Plan for the System that was approved by the Board of Trustees for the Minnesota State Colleges and Universities (MnSCU) in 2014.
- Researched, provided analysis and presented on the current trends and projections for higher education as a sector.
- Led and facilitated meetings to capture the work groups' consensus and agreements, integrated feedback from over 108 listening sessions across the state, provided guidance and analysis and was the main author for both the drafts and final reports of *Charting the Future- A Strategic Plan for MnSCU*.
- Established a culture of trust and transparency among participants including leaders across the system's collective bargaining units, presidents, student leaders, and trustees.
- Lead staff member to the Chancellor for partnerships with secondary education and adult basic education, often working directly with Minnesota's Commissioner of Education and Chancellor. Supported 31 college and university presidents, 31 chief academic officers, chief student affairs officers, local superintendents, and local principals.
- Lead testifier for MnSCU to the Minnesota Legislature on the collaboration with Minnesota Department of Education to align assessment, develop targeted interventions for post-secondary readiness, expand early college credit, and require a career/ postsecondary planning beginning no later than 9th grade resulting in new legislative statutory changes that were approved in May of 2013. Lead testifier for the system officer for dual enrollment matters, developmental education and credit for prior learning also resulting updated legislative statutory changes in 2012 and 2014.
- Provided system leadership to 31 colleges and universities on postsecondary education options, NACEP accreditation, credit for prior learning, and assessment for course placement.
- Collaborated and led statewide regional trainings series on policy/ procedural language to expand credit for prior learning and "adult friendly" programs, early college, and adult basic education services throughout Minnesota.
- Provided guidance on procedural adaptations needed to assist campuses in scaling promising and research-based practices with developmental education and student success initiatives.
- Lead staff member to support the shared student learner outcomes workgroups in the overhaul of developmental education to provide uniformed outcomes to define college readiness.

**Minneapolis Community and Technical College**

**Institutional Profile:** Minneapolis Community and Technical College (now known as Minneapolis College) is a large singly accredited public community college with a downtown location. The college is a majority minority serving institution and is part of the Minnesota State Colleges and Universities System (MnSCU and now known as Minn State).

**General Responsibilities:** Served on the President's Leadership Council and reported to the Vice President of Academic Affairs. Position had oversight of a cross section of academic and student affairs departments areas included: Reading, First Year Experience, English Speakers of other Languages, Education, Child Development, K-12 Partnerships, Learning Center, Language Lab, Testing Center, and Perkins Grant. Supervised 10 departments, 3 directors, 6 department chairs, 60 faculty and 15 staff members. Oversight of a 5-million-dollar budget. Worked with faculty to bring academic program improvements to Board of Trustees process.

**Notable Accomplishments:**

- Launched the new First Year Experience Program expanding from 25 students to 2,000 annually in 4 years with a 20% higher retention rate for program participants.
- Collaborated with faculty and staff to design a supplemental instruction model for gateway college courses leading to an 18 % higher grade point average for program participants.
- Collaborated with program faculty to redesign curriculum for Culinary Arts, Child Development and Education pathways to meet industry and accreditation standards.
- Created a new program in Restaurant Management and developed ESL and Special Education Certificate pathways for Education majors.
- Designed a college readiness partnership initiative with Minneapolis Public Schools to include expansion of dual and concurrent enrollment by 30 percent and Jump Start to College with an 87 percent success rate.
- Co-chair of Developmental Education Committee, Computer Literacy Committee, and Fast Track to Power of You Committee.
- Expanded articulation agreements for programs within portfolio to Metropolitan State University, Augsburg College and Minnesota State University Moorhead and developed articulation agreement for developmental education classes with Minneapolis Public Schools.
- Collaborated with business leaders on Perkins Consortium and all technical advisory committees for each technical program.
- Coordinated programs' schedule to maximize enrollment with an average program saturation rate of 90%.
- Taught courses for the Education and First-Year Experience departments.

## **Aspiring Principal, Department Chair and Social Studies Teacher**

**Leominster High School**

1998- 2005

**Leominster, MA**

**School Profile:** Leominster High School is a comprehensive high school that includes a Center for Technical Innovations. It is majority-minority high school, serving 1,800+ students, located in urban Leominster, Massachusetts.

**General Responsibilities:** As department chair had responsibility for the curriculum oversight of the department, scheduling of courses, and performance evaluations of teachers. Taught numerous courses and was appointed into the Aspiring Principal Internship program to gain initial Massachusetts principal licensure.

### **Notable Accomplishments:**

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

## **Lead Teacher and Teacher**

**EDCO Collaborative and Justice Resource Institute**

1995- 1998

**Site Profile:** Contractors for the Department of Youth Services in Westboro, Grafton, and Taunton, Massachusetts. Each one provided the secondary education programs at these sites.

**General Responsibilities:** As lead teacher had oversight of the curriculum offerings and scheduling of courses. Supervised two teachers and taught courses to juveniles in these sites, aligned to the General Educational Development (GED).

### **Notable Accomplishments:**

- Taught incarcerated juvenile males curriculum leading to GED with a 90% pass rate.
- Developed a partnership with Bristol Community College to offer college credits to incarcerated students.
- Skilled at student-centric models of differentiation of instruction based on scaffolding assignments and authentic assessment.

## Adult Basic Education and Developmental Education Adjunct

Quinsigamond Community College

1995- 1997

Worcester, Massachusetts

**Institutional Profile:** Quinsigamond Community College is a large urban community college in Worcester, Massachusetts. It is a majority-minority serving institution and is part of the Massachusetts Community College System serving upwards of 9,000 students.

**General Responsibilities:** Taught a variety of courses in developmental and adult basic education programs focused on reading, writing and math, designed to improve college readiness and preparation for the GED.

### National and State Presentations

- *Opening Access for Adult Education Students through Dual Enrollment*, ABE Conference, October 2025.
- *Strengthening Student Outcomes by Building Early College in Connecticut*, CAPSS Executive Team, 2024.
- *Building Dual Enrollment and Dual Credit in Connecticut*, NeNACEP Conference, May 2023.
- *Building Early College in Connecticut*, ACCT Conference, February 2023.
- *NECHE Accreditation as a Catalyst for Equity*, NECHE Conference, December 2022.
- *Student Wellbeing and Student Success Post Pandemic*, AAC&U Presidents Trust Symposium, January 2022.
- *Lessons Learned Implementing a Two-Year Schedule*, Massachusetts Community Colleges Teaching, Learning and Student Development Conference, April 2018.
- *Innovative Programs and Services: Credit for Prior Learning*, Bellwether Conference, January 2018.
- *Early College Design: What is it and How is it Done?* Statewide Trustees Conference, 2016.
- *Charting the Future*, Minnesota State Colleges and Universities Board of Trustees, November 2012.
- *Building Pathways to Postsecondary*, Minnesota State Colleges and Universities Board of Trustees, November 2012.
- *Building Pathways to Postsecondary*, Minnesota Department of Education Career Pathways and Technical Education, September 2012.
- *Redesigning the Transition between Secondary and Postsecondary Education*, ABE Literacy Conference, August 2012.
- *Developing Shared Learner Outcomes*, Minnesota Association of Developmental Educators Conference, August 2012.
- *A Vision for Redesigning Grades 11-14*, Minnesota State Colleges and Universities Chief Academic Officers, Chief Student Affairs Officers and Deans Conference, May 2012.
- *Establishing a Statewide Rigorous Course Taking Process*, Minnesota P-20 Committee, December 2011.
- *Journey to Customized Intermediate Algebra Exam*, National College Testing Administrators Conference, December 2011.

### Honors and Awards

- College nominated as a finalist for the Bellwether Award for Innovative Programming, 2018.
- Minnesota ACE Network Woman of the Year, 2014 for Women Mentoring Women.

- Nominated for Chancellor's Fellow position, 2012.
- Nominated for MnSCU Executive Leadership Development- training for Presidential Positions, 2012.
- MnSCU Academic and Student Affairs Innovative Partnership Award for Jump Start to College, 2009.
- Spanish American Teacher of the Year ,1998.

## **Community Engagement**

- Ready CT Board member, 2024- present.
- Chair and Board member of QMC Governing Council, 2021-2024.
- Board member of Lynn Community Health Center, 2019- 2021.
- Co-captain of Team Red-American Diabetes Association, 2014-2021.
- Essex Technical Institute Strategic Plan Community Advisory Board Member, 2014-2021.
- NSCC Lynn Early College Steering Committee, 2014-2021.
- Co-chaired Community College Advisory Council for College Board, 2015-2018.
- Advisor to the Northside Achievement Zone, Minneapolis, 2012-2014.
- Board member of Achieve Minneapolis, 2007-2012.
- Consultant to the Metropolitan Private Colleges on ESL related issues, 2007-2009.

## **Statewide Committees and Taskforces:**

- CSCU Academic Integrity Committee, 2025- Present.
- CT State Management Negotiations Team with 4Cs, 2025- Present.
- CT State Management Negotiations Team with AFT, 2025- Present.
- CT State Management Negotiations Team with AFSCME, 2025- Present.
- CSCU Provosts Council, 2024- Present.
- CSCU Academic Council, 2024- Present.
- CT State Online Advisory Taskforce, 2025- Present.
- CT State Curriculum Congress, 2024- Present.
- CT State Dual and Concurrent Enrollment Taskforce, 2022- 2024.
- Connecticut State Community College's CEO/ Presidents Group, 2021- 2024.
- CT State Strategic Council, 2021- present.
- Massachusetts Chief Academic Officer Group, 2014-2021.
- Massachusetts Community College Management/ MCCC Negotiating Team, 2018-2021.
- Massachusetts Dual and Concurrent Enrollment Advisory Board, 2016-2018.
- Massachusetts Early College Parthenon Group, 2016-2018.
- Minnesota Department of Education Adult Diploma Taskforce, 2012-2014.
- Minnesota Department of Education Assessment Committee, 2011-2014.

- Minnesota Department of Education Career Pathways and Technical Education Committee, 2012-2014.
- Co-chair of the Minnesota P-20 subcommittee on college readiness, 2008.
- Member of the MnSCU Fast TRAC Alignment Committee, 2008.
- MnSCU Assessment for Course Placement Committee, 2006-2014.
- MnSCU ASA Policy Committee, 2011-2014.
- MnSCU Diversity Committee, 2011-2014.

### **National Trainings**

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

