

# Courtney W. Schoolmaster

---

December 17, 2023

Monroe Community College  
1000 East Henrietta Road  
Rochester, NY 14623

Dear Search Committee:

I love my job. Not many people have the luxury of making this statement, but I am one of them. Over the last twelve years, South Louisiana Community College has provided me with a multitude of opportunities to support my passion and expand my experiences. Experience that aligns with the qualifications posted for Monroe Community College's Associate Vice President of Academic Affairs recently posted on your website. I have the expertise and experience that Monroe Community College is seeking, and I hope you will provide me the opportunity to become a member of the team.

With over twenty years in education, twelve years at the community college level, I have served in a multitude of roles. Roles that have well prepared me for this position. I have extensive teaching experience in the field of composition and literature. I have taught across a variety of platforms, including dual enrollment, hybrid, online, face-to-face, and virtual. I continue to teach at least one class a year. Teaching one class allows me to stay abreast of the training and support faculty and students need for success. While serving as chair, I developed and expanded the curriculum within the Department of English. As chair, I was responsible for hiring, credentialing, scheduling, observations, and assessments. I was also responsible for the development of our co-requisite English model. I am delighted to report we have reduced time to graduation and increased completion for students enrolled in these courses.

As Assistant Dean of Instruction, I expanded my skills set with curriculum management into the development of guided pathways. I developed the college's instructional committee, a body of department chairs, and select deans that standardize and establish policies and procedures across the college. I was also responsible for developing our faculty lecture series. The lecture series provides professional development opportunities on campus and allows faculty to develop their work for presentation at a local, state, or national conference.

My role as the Associate Dean of Academic Affairs/Assistant Vice Chancellor of Academic Affairs has prepared me for your Associate Vice President position. This position was a newly created position for our college that has continued to develop over time. In this position, I am responsible for all things Academic Affairs. It is an endless list of duties that include curriculum development and approvals at all levels (internal and external), faculty contracts, course scheduling, space utilization, budgeting, course fees, faculty advising, faculty contracts, and reporting and compliance of academic initiatives, to name a few. I have overseen the college's development of a book strategic plan and the development of open education resource opportunities on our campus in conjunction with the faculty. We have since added inclusive access to our textbook repertoire. I revamped the college's process for course fees to reduce spending and ensure cost efficiency for students. I am responsible for overseeing the revision of policies and the execution of all degree plans and the publication of the college catalog. I also manage all special projects undertaken by the college related to academics including the oversight of our academic software Starfish, Degree Works, Ad Astra Platinum Analytics and Maxient. My office is also responsible for our twice-yearly graduation. My experience in this role aligns well to your Associate Vice President position.

I am responsible for the onboarding of adjunct and full-time faculty and oversee trainings to support faculty development. Over the last two years, I have worked with faculty senate to standardized onboarding and create job aides to assist with faculty training and support. Additionally, I serve as a liaison for faculty to assist with concerns and barriers impacting faculty and student success. Specifically, my work with the department chair instructional committee has helped to create an inclusive and equitable environment for our faculty.

My work with the divisional deans has allowed us to expand curriculum offerings to include cybersecurity, cloud computing, LPN to RN, and a bridge program for international paramedic students. I oversee the college's articulation agreements and work closely with the Office of Institutional Effectiveness to ensure the division of academic affairs meets all system and state requirements. Additionally, I oversee the Office of Dual Enrollment and have developed new pathways for dual students to achieve industry-based credentials while in high school. My office will launch a new "Connect Academy" for dual enrollment students in the fall of 2024, that will provide opportunity for two and four year bound students to earn a credential before leaving high school and prepare them to transfer with a year of college course work completed.

I am well versed in accreditation standards and currently oversee the design and execution of a college-wide assessment plan including reporting processes and accreditation standards. A design that recently helped my college get off probationary status at SACS-COC. Additionally, I help chair the college's strategic planning committee and the retention and completion council. Working closely with our executive director of Strategic Enrollment Management, we have been able to expand access to limited seating programs and develop a three-year college academic blueprint to meet industry and student programmatic needs.

In addition to my work with our four divisional deans, I am also responsible, with our director of student success, for our Advising 2.0 program. The Advising 2.0 program bridges the gap between faculty advisors and staff advisors. Our initiative in coordination with our orientation session has allowed us to schedule students sooner, increase our retention rate, and reduce unnecessary credits. By incorporating activities like a centralized advising email that advisors may use to seek assistance and developing job aides like the advising handbook, we have reduced faculty fatigue and student complaints.

I have strong leadership skills and work well with others. I serve as the liaison for all four divisional deans to the student services offices and human resources as well as represent the Vice Chancellor on Academic and Student Affairs at the system level when needed. My work with the student affairs (Admissions, Financial Aid, and Student Accounts) as well as my oversight of the Registrar's Office has given me experience across all aspects of the college. A close working relationship between academic and student affairs is a benefit to our students, our faculty, our staff, and our college.

Recently, I stepped up to fill an unexpected early retirement gap by serving as the interim Vice Chancellor of Academic and Student Affairs. This expansion of my duties has added additional depth to my academic and student affairs knowledge and challenged me to build and promote a climate that is based on civility and community. Overseeing nine campuses across eight parishes while working under a limited budget and in unprecedented times has challenged me to find new ways to engage staff and ensure equality and inclusion across the college. The development of a campus unification initiative as well as a communication plan has assisted me in closing the gaps across campuses and has reinvigorated our faculty and staff.

I have a broad background in community college administration, something I must thank South Louisiana for providing. I know that the opportunities given to me here were an acknowledgment of my work ethic and the reality of higher education. I am truly grateful for all of them. I am, however, ready to take the next leap. My mission is to serve the students, the faculty, my colleagues, and my college in the best way possible. I hope that Monroe is the next opportunity for me. My experience and passion will fit well with the Associate Vice President role.

Thank you for your consideration. I look forward to the opportunity to speak with you. Please feel free to contact me at 269.762.0406 or [cschoolma@gmail.com](mailto:cschoolma@gmail.com)

Sincerely,

*CW Schoolmaster*

Courtney W. Schoolmaster