April 18, 2024

Dear Hiring Committee:

I am writing to express my enthusiasm and interest in the Provost and Vice President of Academic and Student Affairs at Monroe Community College position. As I carefully reviewed the position profile, I could not help but draw parallels between the outlined ideal characteristics and my own qualifications and experiences, which uniquely position me to contribute significantly to the college's success.

Throughout my career, I have consistently embodied transformative leadership, skillfully guiding teams to bring to life the institutional vision and values. Proficient in collaborative problemsolving, I excel in fostering unity amid ambiguity and disruption, leaving a positive impact across both campus and community landscapes. In the realm of financial stewardship, I am a fervent advocate for transparent, fair, and equitable decision-making processes, ensuring the responsible allocation of resources. Moreover, my adeptness in fundraising and relationship cultivation has resulted in substantial increases in donations, grants, and strategic resources, thereby fortifying the institutional capabilities and providing a solid foundation for growth. As a staunch supporter of educational equity, diversity, and inclusion, I have actively cultivated inclusive environments and strengthened community partnerships, contributing to a more vibrant and supportive academic community.

In the sphere of student-centered leadership, I leverage cutting-edge technologies to propel student achievement forward. Central to my approach is the prioritization of student voices in decision-making processes, ensuring their perspectives resonate throughout the institution. My commitment to transparent communication and strategic marketing endeavors consistently enhances avenues for institutional investments, always with the paramount goal of advancing student interests at the forefront of our initiatives. This holistic and forward-thinking approach has not only strengthened the institution's standing but has also fostered an environment where all members feel valued and empowered to contribute to our shared success.

Professionally, I serve North Shore Community College (NSCC) as the Provost for Student and Academic Success, formally two distinct divisions, Academic Affairs and Student Affairs, where I am responsible for fostering an educational environment that promotes academic excellence, holistic student support and engagement, designed to yield equitable student outcomes. Prior to joining NSCC, I worked with my current president at Northern Essex Community College (NECC) as the Vice President of Student Affairs. I had the privilege to lead the student affairs division with a charge of creating an integrated student experience by reengineering our enrollment services by making our services unavoidable while addressing our student retention strategies and enhancing our student support services. Working at NSCC and NECC has given me the opportunity to learn more about the important role institutional governance plays in

helping shape our values, policies and decision-making process. I have enjoyed working with two Unions and its representatives and have learned the important role Unions have in our governance and how they enhance the decisions made that impact not only our employees but also our students.

Prior to working at NECC, I worked at College of the Dessert Foundation where I served as the Director of Alumni Engagement. In addition, I had the honor to work at Valencia College for over five years as the Manager of Student Services and Director of Alumni Engagement and Annual Giving at the Valencia Foundation. I proudly dedicated two years of my professional career in development and fundraising. I am privileged to have the experience of working within two community colleges with a robust development team whose focus was to seek financial support that helped each institution deliver on its mission.

At the University of Central Florida (UCF), I built a reputation centered around student advocacy, collaboration and courage for taking on challenging projects that required a high level of attention to detail, excellence in execution and creativity. At UCF, I implemented two successful federal TRIO programs, Upward Bound and Student Support Services (PRIME STEM), created the first year advising major exploration program which served over 6500 students and their parents, coordinated the college-wide institutional math and chemistry placement tests in partnership with math and chemistry faculty, and led the implementation of the Florida Teachers Certification Exams in partnership with Pearson and the College of Education. Additionally, I had the opportunity to teach students at UCF and found the experience to be eye opening and rewarding. The faculty student relationship is unique and, although I was the instructor, I found that I too learned from the students in my classes.

My professional experience has given me a deep understanding of the role of change in higher education. To remain effective and provide the best experience for our students, I realize the importance of staying well informed to help our institution advance and remain competitive to better serve our constituents. As a leader, I have been able to enhance the student experience, create environments that promote an understanding of the value of continuous quality improvement, empower staff to achieve the highest standards of excellence, and build relationships across campus that add value to the campus life experience.

Personally, I am a proud graduate of a community college—Valencia (Community) College. As a first generation, low income, immigrant, college student, I was fortunate to take advantage of various programs offered by Valencia College such as Upward Bound, Dual Enrollment, Career Pathways, Bridges to Success, while serving as a work-study student in the Ethnically Diverse Student Services office and student leader. These programs gave a developmental education student, like me, the opportunity to be brilliant, think that a college education is possible, and that regardless of my circumstances, I was able to learn. After successfully completing my Associate of Arts Degree, I continued to pursue my newfound dream of a college education by transferring to the University of Florida (UF) and UCF where I earned my bachelors, master's and doctorate degrees. My academic success at UF and UCF would not have been possible if it were not for the holistic support I received during my years at my local community college. Through my academic journey, I developed a passion for addressing issues of social injustice, inequality and access. My concern for breaking barriers of access into higher education for underserved and underrepresented populations led me to pursue an Education Doctorate in Higher Education and Policy Studies. My research interest was sparked by the political climate surrounding developmental education and my experience as a developmental education student in Valencia. Like many community college graduates, I credit my years at Valencia as the catalyst for my academic and professional accomplishments.

I am confident that my academic endeavors, professional, and personal experience will be an asset to Monroe Community College. I possess a thorough understanding of the needs of the students who are served by community colleges but most importantly, I have the knowledge and skills necessary to address those needs through individual and group interventions, collaborations, institutional strategies, and campus and community advocacy.

I look forward to further discussing my academic and professional experiences with you and how I can help make a difference within Monroe Community College. Thank you for your time and consideration.

Cordially,

Jennifer V. Mezquita, Ed.D.

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PROFESSIONAL CHARACTERISTICS

Dynamic leader with a learner-centered mission-driven philosophy and extensive higher education experience. Passionate about cultivating positive learning and working environments that lead to a higher sense of engagement and belonging. Known for developing sustainable collaborative partnerships designed to enhance the quality of students' learning and faculty and staff development; excellence driven and committed to continuous quality improvement practices. Ability to work in a dynamic fast-paced work environment coupled with flexibility, creativity, calculated risk-taking, innovative thinking, and capacity to capitalize on teachable moments, nonhierarchical approach to leading and influencing, with high tolerance for ambiguity.

EDUCATION

2016	Ed.D.	University of Central Florida	Higher Education & Policy Studies
2008	M.A.	University of Central Florida	Educational Leadership
2004	B.S.	University of Florida	Food and Resource Economics
2002	A.A.	Valencia College	Associates of Arts

PROFESSIONAL WORK EXPERIENCE

North Shore Community College06/22 - PresentDanvers, MANorth Shore Community College is a public, non-profit, Hispanic Serving two-year institution of highereducation. Operating from campuses in Lynn and Danvers and instructional sites at other locations, NSCCserves over 5,000 credit students from 26 cities.

Provost, Student and Academic Success (Academic and Student Affairs)

Serve as the chief academic and student affairs officer, reporting to the President and serving on the Cabinet, to provide leadership and direction to the division of Student and Academic Success.

- Provided leadership, vision, supervision, evaluation, mentoring and coaching to all unit deans, directors and managers who oversee the functions, programs, services and activities related to Registrar, Academic Affairs (Health Professions, Human Services, Liberal Studies, STEM and Business), Enrollment Services (Admission, One-Stop Enrollment Center, Financial Aid, Veterans Affairs, Student Accounts, Here to Help), Postsecondary Transitions (Early College, Frederick Douglas Collegiate Academy, Adult Learning Center, Upward Bound, Talent Search), and Academic and Student Development (Academic Advising, Career Services, Wellness and Accessibility Services, TRIO Student Support Services, SUCCESS Fund Initiatives, Library Services, Tutoring Center, Community Standards, Center for Alternative Testing, Student Engagement)—Over 350 employees
- Ensure compliance with accreditation standards and work towards continuous academic improvement
- Lead the co-creation of a vision for the student experience that leads to consistently excellent and equitable student life outcomes by all those who serve students at NSCC
- Responsible for supporting the development of a strategic plan, organizational structure, leadership team, policies and practices, and the team of faculty and staff who will implement the vision
- Ensure students receive an academic experience that prepares them for, and propels them to, their post college goals; rich and meaningful co- and extra-curricular experiences; seamless and integrated support

for their learning and non-academic needs; and a friendly, simple, efficient process for conducting all the administrative steps necessary: application, admission, academic advising, career planning, program choice, course registration, financial aid and services

- Build systematic collaboration with community-based organizations and other partners to support the non-academic needs of students, such as food and housing security, child-care, financial support, and mental and physical health
- Develop a work and study environment for faculty, staff, and students that is welcoming, creative, collaborative, and fun and promotes inquiry, professional growth, equity, and innovation
- Lead a coherent approach to enrollment, staffing, and the academic program portfolio that is both ambitious and realistic about local demographic and economic trends
- Manage an 18-million-dollar budget comprised of federal, state and Foundation funds
- Support the philanthropic initiatives of the College Foundation by meeting with donors
- Make steady progress towards a faculty, staff, and administration in academic and student affairs that reflects the diversity of our student body
- Work collaboratively with two union representatives on matters of collective bargaining, contract negotiations, promotions, reclassifications, and employee grievances
- Serve as the institutional leader and organization contact for HACU and Excelencia in Education
- Serve on the President's Leadership Cabinet and as the President designee

Northern Essex Community College09/19 – 05/22Haverhill, MAServing over 5,000 credit students, Northern Essex Community College is a multi-campus two-yearinstitution proud to have been named the first federally designated Hispanic Serving Institution (HSI) in
New England.

Vice President of Student Affairs01/21 - 05/22Assistant Vice President of Student Affairs09/19 - 01/21As a member of the college's executive team, I am responsible for leading all aspects of Student Affairs

- including PK12 Partnerships, Enrollment Services, Student Development and Registrar functions.
- Provided leadership, vision, supervision, evaluation, mentoring and coaching to all unit deans, directors and managers who oversee the functions, programs, services and activities related to PK12 Partnerships (Early College, Promise Program, 5th Year and International Studies), Enrollment Services (Recruitment and Admissions, Academic Placement and Testing Center, Welcome Express, Advising, Financial Aid, Student Financial Services, New Student Orientation, Center for Accessibility Services and Resources, Death and Hard of Hearing Services), Student Development & Dean of Students (Academic Coaching, PACE-TRIO Student Support Services Program, SOAR Program: SUCCESS Fund Program, Tutoring Center, Counseling and Psychological Services, Student Life, Student Government, Community Standards, International Student Services, Veterans & Military Services), Registrar, Business Systems, and College Compliance—over 112 employees
- Responsible for the management, reporting and implementation of over \$10 million in COVID-19 aid/HEERF Funding to support students with educational expenses during the pandemic
- Developed and implemented strategic goals, manage a \$3 million budget
- Accountable for the college's enrollment management goal and execution of strategies to meet them—in fall 2021 our enrollment headcount goal was met at 1% increase, after a consecutive 7-year decline
- Ensured institutional policies and practices provide fair and equitable treatment of all students
- Led the student COVID-19 vaccination requirement implementation and reporting
- Co-led, with the Vice President of Academic Affairs, the Integrated Student Experience strategic initiative for student onboarding, support, and extracurricular aspects of the student experience and integrate activities of Academic and Student Affairs units
- Served as deputy Title IX coordinator-decision maker and assist with student investigations, as needed
- Responsible for making the final decision on student appeals pertaining to disciplinary sanctions
- Promoted a positive student experience by maintaining high visibility on campus and effective lines of communication with students by serving as a strong advocate for student needs and engagement

- Initiated cooperative relationships with appropriate higher education, K-12 school, and community constituencies and act as liaison to the academic divisions to improve student success
- Ensured that all programs and services in Student Affairs comply with relevant state and federal laws, and college policies while supervising the director of compliance
- Provided oversight of Student Activities Fees and fiscal management of student accounts, federal, state, and institutional aid programs
- Worked collaboratively with two union representatives on matters of collective bargaining, contract negotiations, promotions, reclassifications, and employee grievances
- Served on the statewide impact bargaining committee representing all the 15 community colleges Chief Student Affairs Officers

College of the Desert Foundation09/18 - 08/2019Palm Desert, CA

College of the Desert (COD) is one of the fastest growing multi-campus community colleges in California and is known for offering Coachella Valley high school graduates with two full years of free tuition and fees. The COD Foundation provides philanthropic funding to support the college's mission.

Director, Alumni Engagement

In this senior leadership position, I assisted with providing the strategic vision, planning and leadership for the College of the Desert Foundation while creating an alumni engagement program.

- Created and implemented an alumni engagement program that support the college's mission and goals
- Partnered with Academic and Student Affairs Divisions to connect with students prior to graduation
- Assisted with managing a \$3.5 million operational budget
- Developed a process by which alumni records were accurately captured. Increased alumni record count from 600 records to over 50,500 records in 6 months with three data transfers per year
- Established and enhanced relationships with a wide range of alumni locally, regionally, and nationally
- Created and implemented the content for emails, print media, alumni website, and social media
- Collaborated with the Career and Workforce Solutions Center to provide career networking programs
- Maintained regular communication with alumni through a variety of electronic and paper media
- Created and maintained a strategic marketing and communications production calendar of task-related to meet deadlines for an Alumni magazine, broadcast email campaigns, the creation of an e-newsletter, and other related projects, aligned with the college's strategic communication plan
- Implemented an alumni engagement program to include the collection of data to analyze the effectiveness of program to maximize the involvement of alumni in the life of the college, over 1800 were reengaged in a period of 9 months
- Coordinated alumni communication in print, on the alumni website and through social media in alignment with the college's branding standards in partnership with the Office of Institutional Advancement
- Provided quarterly reports of alumni engagement to the Alumni Association Auxiliary Board
- Served on the Student Affairs Leadership Team, Commencement Task Force and Foundation Board

Valencia College Foundation01/17 - 9/18Orlando, FL

The Valencia College Foundation provides the college with financial support not met through state aid or student tuition income. The Valencia Foundation has one of the largest community college endowments with over \$85 million.

Director, Alumni Engagement and Annual Giving

In this senior leadership position, I was responsible for directing the marketing, annual giving, and alumni engagement programs of the Foundation.

- Created brand identity and loyalty activities, career networking programs, affinity products and services, and transition programs to connect the student experience to the alumni experience
- Managed a \$183,000 annual budget

- Oversaw the production of communication vehicles such as the alumni magazine, electronic newsletter and social media platforms Facebook, LinkedIn, Instagram, Twitter and Valencia Alumni Connect
- Recruited 60 volunteers and implemented an alumni association board of directors
- Planned career networking events for students, alumni, and friends to advance their careers
- Organized transition programs such as alumni panels, etiquette dinners, Grad Finale, and transition fairs
- Created programs to engage students and alumni—Connect2Launch, Career Catalyst, Financial Fitness
- Designed special events for the college's 50th anniversary and alumni's 40th anniversary
- Created an annual plan to solicit unrestricted operating support through The Valencia Fund
- Developed all marketing materials associated with annual giving and the comprehensive campaign
- Designed and implemented performance indicators to evaluate the success of annual giving initiatives which resulted in a 5% new donor increase of our annual giving program.
- Responsible for the direct mail, e-solicitation, and face to face solicitation for The Valencia Fund
- Oversaw the production of the annual report of gifts following the end of each foundation-giving year
- Conducted research to identify affinity constituents among faculty, staff, and alumni
- Coordinated with the advancement services staff to implement a continuous improvement program for the Foundation's Raiser's Edge database system and the Foundation's website
- Supervised the coordinator of alumni engagement and annual giving

Valencia College

05/13 - 1/17

Orlando, FL

The inaugural Aspen Prize for Community College Excellence winner, Valencia College is a multi-campus public state college serving over 74,000 credit and non-credit students in two central Florida counties.

Manager, Student Services

In this campus leadership role, I was responsible for the entire student enrollment process in the college's busiest student services department—The Answer Center, serving over 25,600 students.

- Hired, trained, and supervised a team of 13 professionals who advised students concerning admissions requirements, registration, financial aid, orientation, graduation, and transfer procedures
- Managed the daily operations of the Answer Center which served as the one-stop center for student services with a total of 2,500 7,300 student visits per month: over 55,000 student visits per year
- Served as a designated FL residency updater for residencies, reclassifications, DACA and VET waiver
- Implemented two software queuing systems (Who's Next and QLess) to enhance students' experience and improved the Answer Center student wait time from 3 4 hours down to 1 hour or less
- Served in college wide committees and campus president leadership meetings
- Analyzed student systems and relational databases to resolve systemic problems and concerns related to the overall enrollment process
- Partnered with all student services departments and academic departments to provide students with timely policies and procedures to secure enrollment and retention
- Coordinated campus student services managers on enrollment processes and system improvements
- Assumed responsibility for students resolving discipline problems suspensions issues, 4th attempt process and academic probation; served on student conduct hearing to determine proper sanctions
- Facilitated the implementation of the college wide performance development plan/staff appraisal to include collegewide training sessions for faculty and staff
- Served as a responsible employee for Title IX on the west campus

University of Central Florida

04/08 - 05/13

Orlando, FL

The University of Central Florida is a thriving preeminent multi-campus research university located in metropolitan Orlando, FL. With more than 72,000 students, UCF is one of the largest universities in the United States.

Promoted to: Assistant Director, University Testing Center

A leadership position responsible for staff supervision and the successful implementation of our collegewide math and chemistry placement tests and the Florida Teachers Certification Exams.

- Directed, supervised, and administered the UCF Math Placement Test to over 7,500 students yearly
- Wrote grants to support department services; secured three grants totaling over \$62,000
- Developed and allocated staff and monetary resources to support the delivery of tests and assessments
- Supervised a total of 10 staff members (1 staff assistant, 2 test proctors, 7 student workers)
- Executed the Math and Chemistry Placement Test program including correspondence with students and advisors, in collaboration with the UCF campus-community, liaison with Math and Chemistry Department and Pearson, establishing policy and procedure for MPT program
- Worked collaboratively with the math and chemistry faculty to administer the math and chemistry placement test successfully to all incoming students
- Served on the Orientation Planning Committee to plan and train 16 first-time in college student orientations and 17 transfer orientations; presented to parents and students about academic policies
- Managed and assisted with the implementation of new and current standardized testing and assessment services including CLEP, Critical Thinking Test, FLPE, FTCE, GPE, Kryterion tests, Math Placement Test, PERT, R/N Predictor, Test of Essential Academic Skills (TEAS), and TOEFL iBT
- Directed the development of policies governing testing programs in accordance with legislation, statutes, and guidelines established by the State of Florida, University, and other testing-related agencies; Ensured that testing and assessment materials were maintained in accordance with State of Florida statutes concerning test security and integrity
- Conducted training workshops for University Testing Center staff and faculty to inform them of testing policies and procedures, the administration of examinations as related to enrollment, and retention
- Created procedural developments, performance appraisals, job descriptions, training workshops, standard office procedure manual, and other items as necessary
- Certified test administrator and proctor for TOEFL, Kryterion, FTCE, TEAS, CLEP, Accuplacer, GPE, FLPE, and the institutional Math and Chemistry Placement Test

Coordinator of Advising Services, PRIME STEM Project, TRIO Program09/10 - 05/12First staff hired to implement the Student Support Services (STEM) Program as stipulated in the grant andfederal guidelines. Created the foundation for which the program still stands today.

Coordinator of Academic Services, First Year Advising and Exploration07/09 - 09/10Created a successful major exploration program for over 6500 freshmen, using an appreciative advising
theoretical framework, that served students from orientation to the end of their first year at the university.

Program Assistant, Upward Bound Program, TRIO Program06/08 - 07/09First staff hired to implement, recruit, and coordinate the summer program of the Upward Bound Program.One of two full-time staff members

TEACHING AND RESEARCH EXPERIENCE

Teaching Experience

University of Central Florida

College of Interdisciplinary Studies

Foundations of Leadership, LDR 2001

• This course is the introductory study into the foundations of leadership, including leadership theories and related principles and practices.

05/12 - 05/13

08/08 - 12/11

Orlando, FL

Intermediate Leadership, LDR 2002

• This course is the intermediate study of leadership practices related to translating a leadership vision into organizational effectiveness. Builds on the theories in the prerequisite Foundations of Leadership course.

College of Education

Strategies for Success in College: Freshman Seminar, SLS 1501

• This course assists student transition to the University by developing important academic, life, and study skills that promote student success and persistence through first year and beyond.

Dissertation Research

Mezquita, J.V. (2016). A Content Analysis of Developmental Education in the Community College from *The Chronicle of Higher Education (2010 - 2015)*. https://stars.library.ucf.edu/cgi/viewcontent.cgi?article=6248&context=etd

Faculty Chair: Rosa Cintron, Ph.D.

COLLEGE SERVICE

Northern Essex Community College

- Member, NECC Strategic Planning Committee, 2021 2022
- Member, Statewide MCCC Union Day Contract Impact Bargaining, 2021 2022
- Mentor, NECC Leadership Academy, 2019 2022
- Mentor, NASPA Women in Student Affairs, 2019 2022
- Mentor, UCF College of Community Innovation and Education, 2019 2021
- Volunteer, Family Services of the Merrimack Valley, 2019 2021

Valencia College

- Mentor, Take Stock in Children, 2017 2018
- Member, Student Conduct Hearing Committee, 2013 2018
- Member, Direct Connect 2.0 Strategic Planning Committee, 2015 2018
- Ambassador, HR Recognition Initiative, 2015 2017
- Member, LSAMP Committee, 2014 2016
- Trainer, HR Professional Development Program Implementation Team, 2014 2016
- Member, Summer in STEM Initiative Committee, 2014 2016
- Member, Student Activity Fee Budget (6 million) Development Committee, 2016
- Member, LifeMap Student Affairs Staff Certification Taskforce Committee, 2014

University of Central Florida

- Member, UCF Orientation Planning Committee, 2012 2013
- MVP Facilitator, Mentor in Violence Prevention, 2011 2013
- Member, UCF Diversity and Inclusiveness, Committee, 2009 2013
- Board Member, NASPA—Latino/a Knowledge Community Region III, 2011 2013
- Member, SDES Multicultural Environment Committee, 2012 2013
- Member, First Generation College Program Committee, 2009 2011

- Member, National Association for Multicultural Education, Nominating Committee, 2009 2010
- Chair, NASPA—Women in Student Affairs, Knowledge Community, 2008 2009
- Board Member, Student Conduct, 2008 2013

PROFESSIONAL DEVELOPMENT

- The College Excellence Program 2024-2025, Aspen Rising Presidents Fellows
- NASPA New AVPSA and VPSA Institute
- Harvard Business School and Lawrence Partnership Executive Leadership Program *Leaders Engaged and Activated to Drive System-Wide Change*
- National Council for Behavioral Health, Mental Health First Aid Certification
- Safe Zone, Ally Training
- Valencia College Prototype
- Seeking Educational Equity and Diversity (SEED)
- Student Development and Enrollment Services Diversity Certificate
- Leadership & Teamwork Excellence Series
- Supervisory Skills & Emerging Leaders Series
- Mentors in Violence Prevention Facilitator Training

PROFESSIONAL ASSOCIATIONS

- Secretary, Massachusetts Community College Senior Student Affair Officer, 2020 Present
- Member, National Association of Student Personnel Administrators (NASPA), 2008 Present
- Member, Council for Advancement and Support of Education (CASE), 2017 2019
- Member, Association of Fundraising Professionals (AFP), 2017 2019
- *Member*, Association of Florida Colleges, 2013 2018
- President, Association of Valencia Women, President 2016 2017
- Board Member, Florida Developmental Education Association (FDEA), 2015 2017

AWARDS

 National Institute for Staff and Organizational Development (NISOD) 2016 Excellence Award Recipient. "Congratulations to 2016 NISOD Award Recipients." *The Grove.* 2016. <u>http://thegrove.valenciacollege.edu/congratulations-to-2016-nisod-award-recipients/</u>

SKILLS AND ATTRIBUTES

- Languages: Native Spanish speaker
- **Database Proficiency**: Raiser's Edge, BANNER, PeopleSoft, Salesforce, QLess, Blumen, Navigate, Who's Next, and Microsoft Office Suite.

PRESS & MEDIA

- 1. "The College Excellence Program 2024-2025 Aspen Rising Presidents Fellows." *Aspen Institute*. 2024. <u>https://highered.aspeninstitute.org/meet-the-rising-presidents-fellows/</u>
- 2. "North Shore Community College sees enrollment uptick." *Item Live*. 2023. https://itemlive.com/2023/09/29/north-shore-community-college-sees-enrollment-uptick/
- 3. "NSCC students eligible for \$3K scholarships to Salem State." *The Salem News*. 2023. <u>https://www.salemnews.com/news/nscc-students-eligible-for-3k-scholarships-to-salem-state/article_25cbf505-7704-51de-a39b-30222bbcb36b.html</u>
- 4. "Inflation, COVID continue to hurt community college enrollment." *The Boston Globe*. 2022. <u>https://www.bostonglobe.com/2022/12/27/metro/inflation-covid-continue-hurt-community-college-enrollment/</u>
- 5. "Economics should not be a barrier: Community colleges use federal funds to attract, retain students." *The Boston Globe*. 2021. <u>https://www.bostonglobe.com/2021/10/01/metro/economics-should-not-be-barrier-community-colleges-use-federal-funds-attract-retain-students/</u>
- 6. "Heart-Pounding' Conversations: Professors Are Being Trained to Spot Signs of Mental-Health Distress." *The Chronicle of Higher Education*. 2021. <u>https://www.chronicle.com/article/heart-pounding-conversations-professors-are-being-trained-to-spot-signs-of-mental-health-distress</u>
- 7. "NECC helps students with CARES money." *The Eagle Tribune*. 2021. https://www.eagletribune.com/news/haverhill/necc-helps-students-with-cares-actmoney/article_29a51bc0-ca88-56d0-b3f0-5218e864f055.html
- 8. "Senadora Warren visita colegio comunitario." *Telemundo Nueva Inglaterra*. 2021. <u>https://www.telemundonuevainglaterra.com/noticias/local/senadora-warren-visita-colegio-comunitario/2122053/</u>
- 9. "Owning Greatness, Part 1." *Merrimack Magazine*. 2020. https://www.mvmag.net/2020/09/06/jennifer-mezquita/
- 10. "New Assistant Vice President Tells Her Story." *Northern Essex Community College*, 2019. https://www.necc.mass.edu/newsroom/2019/10/08/new-assistant-vice-president-tells-her-story/
- 11. "Jennifer Mezquita Appointed as Valencia Foundation Director, Alumni Engagement and Annual Giving." *The Grove.* 2017. <u>http://thegrove.valenciacollege.edu/jennifer-mezquita-appointed-as-valencia-foundation-director/</u>
- 12. "The Seven Characteristics That Set Great Leaders Apart." *The Grove*. 2016. <u>http://thegrove.valenciacollege.edu/the-seven-characteristics-that-set-great-leaders-apart-part-four-develop-your-team/</u>
- 13. "West Campus Answer Center Embodies Valencia's Values." *The Grove 2016*. <u>http://thegrove.valenciacollege.edu/west-campus-answer-center-embodies-valencias-values/</u>
- 14. "Valencia College Featured Colleague." *The Grove*. 2016. <u>http://thegrove.valenciacollege.edu/featured-colleague-jennifer-mezquita/</u>