

February 19, 2026

Dear Members of the Search Committee,

I am writing to express my sincere interest in serving as the next President of Springfield Technical Community College. STCC's distinctive technical mission, its identity as a Hispanic Serving Institution, and its long-standing commitment to educational access and workforce excellence deeply resonate with both my professional experience and my personal journey. As the first woman in my family to complete education beyond a high school diploma, I understand how transformative a community college can be—not only for students, but for families and communities.

I began my career expanding access to knowledge and opportunity in the public library setting, and when I transitioned into community college leadership, I experienced instant alignment with the mission of transforming students' lives. Throughout my career in higher education, I have partnered closely with nursing, allied health, and career-technical faculty to expand program capacity, modernize labs, and strengthen workforce pipelines. STCC's technical and health program portfolio reflects the very programs I have championed and grown. That lived experience continues to shape my leadership philosophy—grounding my work in expanding student success with intention, equity, and joy.

As Vice President of Academic & Student Affairs at River Valley Community College, I provide executive leadership across academic affairs, student success, workforce development, accreditation, budgeting, and multi-campus operations within a public state system. During my tenure, I have led three institutional strategic planning cycles aligning resources to measurable student success outcomes; secured a \$500,000 Congressional appropriation to support program growth; and co-led master planning efforts that included facility divestment, renovation of allied health and science labs, and development of a long-term deferred maintenance strategy. I approach leadership as both strategic and relational—anchored in data, strengthened by collaboration, and sustained through trust.

Workforce alignment has been central to my career. At RVCC, I have led the expansion of healthcare and technical programs aligned with regional labor demand, including scaling Licensed Practical Nursing across six sites and launching accelerated healthcare pathways that now contribute nearly 300% more nurses annually to our region. I developed a pre-pathway Healthcare Applications Certificate that strengthened enrollment pipelines across allied health programs; and partnered with regional hospitals to create employee upskilling pathways and non-credit to credit crosswalks. These efforts were paired with early college expansion—growing participation by more than 90% over five years—to ensure that both traditional and adult learners see clear, attainable routes into high-demand fields.

STCC's HSI designation and focus on closing equity gaps are particularly meaningful to me. I have led a campus-wide equity audit of policies, communications, and facilities; and centralized accessibility and testing services, doubling student utilization within one year. I worked to expand holistic supports by launching campus food pantries, securing free teletherapy services, implementing a no-cost public transit program, and co-locating WIC, SNAP, and DHHS services on campus. As campus lead for the National Institute for Student Success and an Aspen Rising Presidents Fellow, I have advanced structural reforms grounded in evidence, strengthening pathway clarity and improving summer-to-fall retention through initiatives such as Summer's On Us, which increased fall retention by five percent. These efforts reflect my belief that student success is both an academic and institutional design responsibility.

I bring extensive experience working within unionized public higher education systems governed by open meeting law, public records requirements, and shared governance structures. I have served on multiple collective bargaining teams at the system level and regularly present at public board meetings where institutional performance, fiscal stewardship, and strategic priorities are subject to scrutiny. During the COVID-19 pandemic, I coordinated campus response efforts that resulted in no net enrollment loss and a 25% increase in summer enrollment—while simultaneously converting campus facilities into regional testing and vaccination sites. My approach in complex or highly visible moments is steady and transparent. I believe leadership requires decisiveness paired with humility, particularly when navigating differing perspectives or difficult choices.

Stewardship of resources and infrastructure has remained central to my executive portfolio. In a hybrid foundation model, I work directly with donors to secure programmatic support, including partnerships funding student parents and campus food insecurity initiatives. I have overseen multimillion-dollar renovations, implemented WCAG 2.1 compliance and multi-factor authentication, and commissioned faculty-directed HyFlex classroom upgrades to enhance the excellent work of our faculty. I view these decisions not simply as operational matters, but as expressions of institutional values—ensuring that investments advance equity, innovation, and long-term sustainability.

At the heart of my leadership is partnership. I work closely with legislators, trustees, employers, and community organizations to secure resources and advance shared goals. I believe a president must be both advocate and listener—representing the college externally while cultivating trust, transparency, and alignment internally.

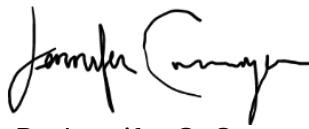
When I arrived at RVCC in 2018, the institution had experienced a period of leadership instability that had understandably affected morale and trust. The President and I made a deliberate commitment to relationship-building—prioritizing clarity in communication, visible presence, and consistent follow-through. We engaged in difficult conversations with honesty and accountability, strengthened shared governance processes, and rebuilt advisory and community partnerships that had grown distant.

This work required patience, steadiness, and resilience. It involved navigating criticism, addressing skepticism, and making thoughtful decisions that were not always easy but were always grounded in data and student-centered values. Over time, those efforts reshaped the institutional culture. Today, visitors frequently remark on RVCC's collegial, welcoming environment—one where people feel safe to exchange ideas, respectfully disagree, and work collectively toward meaningful change for students.

Springfield Technical Community College stands at a pivotal moment—supported by historic public investment, rooted in a proud technical tradition, and positioned within a dynamic regional economy. I am prepared to lead STCC with clarity of vision, disciplined stewardship, and a steadfast commitment to student success. I would be honored to partner with the College community to ensure that innovation, access, fiscal responsibility, and community engagement remain fully aligned with STCC's mission: supporting students as they transform their lives.

Thank you for your consideration. I would welcome the opportunity to continue the conversation and to learn more about how I might serve the STCC community.

Warm regards,

A handwritten signature in black ink, appearing to read "Jennifer Cournoyer". The signature is fluid and cursive, with the first name "Jennifer" written in a larger, more prominent script than the last name "Cournoyer".

Dr. Jennifer G. Cournoyer