

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

**CONCERNING THE APPOINTMENT OF AN
INTERIM PRESIDENT AT
GATEWAY COMMUNITY COLLEGE**

March 23, 2017

WHEREAS, there exists a current need to appoint an Interim President of Gateway Community College; and

WHEREAS, Connecticut State Colleges and Universities President Mark E. Ojakian, after due deliberation, has presented a recommendation on such appointment for the Board's consideration; now, therefore, be it

RESOLVED, that, consistent with the recommendation made by President Ojakian, the Board of Regents for Higher Education hereby appoints Dr. Paul Broadie as Interim President of Gateway Community College effective from July 1, 2017 and until such time as a permanent appointment is made by the Board; and be it further

RESOLVED, that, with gratitude, the Board hereby accepts Dr. Broadie's offer to perform the duties of Interim President of Gateway Community College for no additional compensation; and be it further

RESOLVED, that, for the duration of his appointment as Interim President of Gateway Community College, Dr. Broadie will continue to perform the duties of his position as President of Housatonic Community College; and be it further

RESOLVED, that Dr. Broadie will return to his position as President of Housatonic Community College upon the conclusion of his interim appointment.

A True Copy

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

Paul Broadie II, PhD

Orange, CT 06477

HIGHLIGHT OF QUALIFICATIONS

- Twenty-six years of progressively responsible higher education experience spanning three comprehensive community colleges, a SUNY four year college, and a comprehensive private college
- Proven track record in the introduction and expansion of programs, services, and innovative technology
- Demonstrated focus on the formation of partnerships with community agencies and businesses that advance the institutional mission and cultivate public / private partnerships
- Held key positions in Academic Affairs, Student Services, and Continuing and Professional Education
- Twelve years of experience providing multi-campus, multi-location leadership oversight
- Experience developing partnerships with area K – 12 schools, Colleges and Universities
- Successful implementation of enrollment management and retention strategies
- Demonstrated commitment to shared governance, professional development, and the empowerment of faculty & staff

PROFESSIONAL EXPERIENCE

President

April 2015 – Present

Housatonic Community College, 900 Lafayette Boulevard, Bridgeport, CT

Housatonic Community College is part of the Connecticut State College and University System. Located in Bridgeport CT the college serves more than 5,000 credit students offering transfer programs along with career-oriented degree and certificate program. The college also provides an array of workforce development, personal enrichment, and continuing education courses.

Key Accomplishments:

- Cultivated strong public private relationship focused on advancing the college and positively impacting the students we serve.
- Established strong partnerships with business leaders, community foundations, universities, and elected officials
- Spearheaded the review and revision of the Colleges mission statement and the creation an institutional vision and values statement
- Instituted the development of a comprehensive strategic planning process leading to four strategic priorities that incorporated guidance from businesses, the community, faculty, staff, and students.
- Partnered with an area health care provider to increase students access to health and wellness
- Collaborated with faculty and staff to obtain a Jobs for the Future (JFF) grant designed to develop middle skills pathways from Bridgeport High School to HCC in the STEM Fields
- Collaborated with all area university Presidents to discuss and develop collaboration, articulation, and partnership opportunities.
- Partnered with the SCSU President and key faculty and staff to develop program and solidifying a strong connection between our two institutions.
- Worked with faculty and Bridgeport Hospital leadership to assume their Surgical Technology and Sterile Processing programs
- Engaged faculty and staff in the establishment of the HCC Summer Science, Technology, Engineering, Art, Math (STEAM) Camp in partnership with a community-based organization
- Created the Student Success committee focused on student success and completion
- Created the Office of Career, Internships & Experiential Learning
- Empowered faculty and staff to develop innovative approaches to retention and enrollment leading to an

increase in full-time students and stable enrollment.

- Collaborated with financial aid leadership to identify and remove barriers to student retention, completion and success.
- Revitalized the Phi Theta Kappa Honor Society and placed a focus on college-wide completion initiatives.
- Instituted the Family Economic Security Program in collaboration with the Fairfield County Community Foundation to promote enrollment, retention and graduation of low income working individuals.
- Increased grant activities and restructured to ensure better grant compliance and expenditures; obtained the following grants: SNAP, FESP, Helmsley Yale University partnership, JFF Pathways, Service Learning VISTA, Open Educational Resources, and smaller local grants. Total 1.3 million in grants during a one year period
- Placed a focused on shared governance and increased the utilization of the shared governance committee structure to inform decisions and problem / solution exploration.
- Placed a focus on STEAM to provide a brand and identity for the college.
- Partnered with System Office to complete ten year Facility Master Plan.
- Introduce a student bus transportation program in collaboration with the Greater Bridgeport Transit
- Served as co-chair of the system-wide financial aid work group
- Collaborated with system office leadership and key HCC personnel on HCC facility construction and renovations

General Responsibilities:

- Provide leadership, vision, strategic direction for the institution
- Ensure the delivery and support of academic programs and student services that facilitate student growth, development and goal attainment.
- Seek and capitalize on opportunities that advance the college / CSCU system
- Support and encourage the professional growth and development of faculty, staff, and senior leadership
- Promote innovation and creativity that advances the college and the CSCU system
- Provide fiscal management and leadership that ensures the responsible shepherding of public and private resources entrusted to the college
- Support the faculty in ensuring the delivery of academic programs that promote personal and professional growth and meets the needs of students, business and industry.
- Seek private funding to support academic programs, innovative ideas, and student success in the face of declining resources
- Provide leadership for the development of pioneering enrollment, retention and completion strategies
- Develop strong seamless partnerships with K-12, colleges and universities
- Actively contribute to addressing the needs of the community and establish the college as a primary resource for educational and cultural enrichment
- Partner with the Foundation to cultivate donor relationships and funding opportunities
- Contribute to the success of the CSCU system, its students, and the communities served

Vice President for Student Services

August 2005 – April 2015

Orange County Community College, 115 South Street, Middletown, New York

SUNY Orange is a community college in Middletown, New York, with a branch campus in Newburgh, New York, and multiple satellite and instructional sites throughout the service region. SUNY Orange is a member of the State University of New York and offers transfer programs along with career-oriented degree and certificate programs. The College serves approximately 7,000 credit students, provides substantial opportunities for continuing education, has a total budget of \$59,000,000, and supports over 400 full-time employees (154 full-time faculty) and 700 part-time employees (293 adjunct faculty).

Key Accomplishments:

- Led the development of the SUNY Orange One Stop – Student Services Central
- Established a Student Services leadership team, a division list serve, and instituted division-wide meetings that have led to improvements in openness, teamwork, communication, participation and feedback

- Facilitated and lead the review and revision of the Student Services mission statement to ensure better alignment with the college's mission, visions, and values
- Spearheaded the development of the institutions first Student Services Master Plan
- Reorganized Student Services to better support enrollment management, retention, institutional collaboration, and student success
- Led the creation of the SUNY Orange Wellness Center
- Facilitated the development of student learning outcomes for Student Services
- Increased the utilization of technology and assessment tools throughout Student Services
- Created the SUNY Orange Behavior Intervention Team
- Partnered with the Commissioner of Mental Health to increase mental health services at the college
- Facilitated the refocusing and redesign of Career Services incorporating student internship development
- Enhanced new student orientation and created I-Connect week to reinforce orientation and support for all students
- Expanded support services on the Newburgh Campus
- Collaborated on plans and construction of an \$87 million branch campus in Newburgh, NY
- Collaborated with architects on the design of the Newburgh Campus and the Middletown One Stop
- Served on the grant writing team that successfully acquired 1.88 million in Title 3 funding to improve student services and academic advising
- Spearheaded the successful application for a \$300,000 federal suicide prevention grant
- Facilitated strong linkages with academic affairs, information technology, and institutional advancement
- Collaborated with the City of Newburgh through its Newburgh Rising 21st Century Community Learning Centers (21st CCLC) grant to develop and facilitate a program designed to assist high school students with transitioning seamlessly into the College
- Worked with three fellow SUNY community colleges, and partnered with the Eleanor Roosevelt Leadership Center in Hyde Park, to design and offer a leadership program for community college students
- Collaborated with the Vice President of Academic Affairs to institute joint Academic Affairs and Student Services leadership team meetings
- Commended during the March 2014 Middlestates Accreditation team visit for the development of innovative Student Services programming focused on retention, engagement, and completion

General Responsibilities:

- Oversee Student Services operations at all locations
- Responsible for providing clear, focused, and effective leadership for all areas of Student Services
- Introduce, facilitate, and support creativity and growth within Student Services
- Provide leadership, advocacy, and support that enables the Student Services area to fulfill its mission as it relates to the college's overall strategic goals and mission
- Facilitate the development of an atmosphere of trust, open communication, teamwork, ownership, and pride
- Provide ongoing assessment and evaluation of professional staff, student support mechanisms, staffing levels, service, and retention efforts
- Utilize creativity and technology to enhance communication, feedback, services, and responsiveness
- Coordinate the Orange County Sojourner Truth Awards Program
- Coordinate Convocation and Commencement ceremonies
- Collaborate with the Vice President of Academic Affairs, the Vice President of Institutional Advancement, and the Vice President of Administration in order to ensure the creation of an effective marketing and recruitment model as well as an enrollment management strategies that maximizes college and program enrollment, improves services, and promotes responsiveness to continuing and prospective students
- Foster an environment of advanced planning and ongoing assessment
- Oversee the college's student judicial matters
- Responsible for ongoing planning and fiscal management of the Student Services area
- Foster ongoing collaboration and communication with college faculty and staff
- Participate in the ongoing development of the Newburgh Branch Campus
- Represent the area of Student Services during the Presidents VP meeting, constituency leadership meetings, cabinet meetings, and through service on campus-based committees

- Oversee the College's Carl D. Perkins Career and Technical grant
- Work collaboratively with the Student Services team to develop initiatives and priorities
- Develop and implement procedures to assess Student Services programs and services
- Work collaboratively with all areas of the College on the development of enrollment management and retention strategies
- Evaluate and recommend revisions to college policies, programs, and procedures
- Participate in the promotion, retention, and tenure process
- Maintain a commitment to shared governance and collaborative decision making
- Create an atmosphere that values innovation and encourages technology usage
- Evaluate Student Services assessment data to make recommendations, advocate for resources, and support decisions
- Support the professional development of faculty and staff
- Establish partnerships with community constituents
- Creatively manage the Student Services budget
- Ensure compliance with federal and state regulations and policies
- Pursue grant opportunities that support the College's goals and strategic priorities
- Conduct presentations before the Board of Trustees and the Foundation's Executive Committee
- Represent the college in the community and at statewide meetings and annual conferences

Associate Vice President of Extension Centers

September 2002 – August 2005

Orange County Community College, 115 South Street, Middletown, New York

Key Accomplishments:

- Collaborated with Continuing Education and a community based agency to establish an off-campus ESL computerized instructional lab that generates FTE's and serves as an ESL admissions funnel
- Worked with Tech Prep to help facilitate the creation of a Newburgh based ESL technology lab, a Biology technology area, and a mentorship program for new Community College in the High School faculty
- Encouraged and actively facilitated the reorganization and refocusing of the Liberty Partnership Program resulting in a closer alignment with the college and a more academic focus
- Successfully worked with the Vice President of Institutional Advancement, Department Chairs, the Registrar, and the Port Jervis Superintendent to develop a plan that has enabled the Port Jervis Extension Center that was on the verge of closing to become a thriving academic environment with healthy enrollment
- Worked with the Community College in the High School coordinator to implement program improvements and develop open and productive relationships with high school administrators that lead to increased programming and a 15.3 % increase in enrollment
- Served on the College's Strategic Master Plan committee
- Served on the College's Academic Master Plan committee
- Served on City of Newburgh Master Plan committee
- Co-chaired of the ESL advisory group
- Served on Newburgh Campus establishment planning committee

General Responsibilities:

- Overall responsibility for the daily operation of the Newburgh Extension Center and the Warwick, Port Jervis, Monroe-Woodbury sites
- Supervised the site coordination at all off campus locations
- Oversaw the college's Community College in the High School program (11 Orange County High Schools)
- Developed long-range plans and budgetary needs
- Served as liaison to the building owners
- Coordinated the security and custodial services
- Served as the liaison to the departments of Continuing and Professional Education, Administrative Affairs, Academic Affairs, and Student Services
- Served as the liaison to elected officials, school district personnel, and community leaders
- Collaborated with the Vice President for Academic Affairs and Department Chairs to monitor activities

Paul Broadie, II

- pertaining to course development, assessment, and faculty advising
- Worked with various Student Services offices to monitor the level of services provided at the Centers.
- Cultivated, participated, and coordinated activities and events held at the centers.
- Supervised the Liberty Partnership and Tech Prep grant funded programs
- Provided administrative leadership and supervision for all Extension Center staff
- Facilitated outreach and collaboration with several community based organizations and businesses

Director, Ossining Extension Center
Westchester Community College, Valhalla, NY

January 2001 – September 2002

Westchester Community College is a two-year college in the State University of New York (SUNY) system. WCC serves campus and satellite centers throughout its service region. The College serves 24,000 students through credit and non-credit programs.

Administration

- Managed all areas of the facility and program administration
- Supervised all staff located at the center, including scheduling and ensuring coverage
- Served as liaison between the Ossining center and main campus, including academic deans, department chairs, business and registrar's offices, and Continuing Education.
- Coordinated the dissemination of faculty information, attendance, grade reports, and faculty evaluations.
- Developed and monitored the centers budget
- Handled facility related problems as necessary
- Developed and maintained the centers room assignment schedule
- Developed and maintained facility HVAC, maintenance, security, and cleaning contracts
- Served as liaison to the building owner
- Served as liaison for community leaders and school district officials
- Monitored course enrollments

Marketing and Program Development

- Developed and marketed non-credit classes for the general public, businesses, the healthcare industry, and other groups as appropriate
- Collaborated with the main campus liaison to plan and implement marketing initiatives for the center
- Coordinated faculty assignments for non-credit classes
- Ensured the use of sound educational methods to achieve program and course goals
- Hosted open house events
- Identified grant opportunities

Student Support

- Arranged for counseling and academic advising, placement testing, and other student related services
- Ensured that students were adequately informed about available services
- Utilized college computer system to register students and look up information

***Assistant Dean of Admissions /
Coordinator of Multi-Cultural Recruitment***
State University of New York at New Paltz, New Paltz, NY

February 2000 – January 2001

SUNY New Paltz is a part of the State University of New York system. The College enrolls 6,500 undergraduate and 1,100 graduate students.

- Reviewed freshman applications and interviewed prospective students
- Provided written and verbal communication to High School counselors, perspective students and their families on the admissions and financial aid process
- Coordinated MRP and EOP Open Houses
- Coordinated campus group visits
- Coordinated regional receptions in New York City

Paul Broadie, II

- Developed and implemented a marketing plan for the recruitment of students
- Developed brochures and marketing materials
- Oversaw phone-a-thons targeted at perspective students
- Increased enrollment of Multi-Cultural students by 31%, the highest in the history of the college
- Served as liaison to the Education Opportunity Program
- Served as liaison to the SUNY New York City Office of Student Recruitment
- Developed and implemented a freshman experience course and midterm evaluation system
- Monitored the academic progress of students
- Conducted general information sessions for prospective students, family members, and guidance counselors
- Supervised the New York City regional representative
- Provided budget projections and proposals to the Vice President of Enrollment Management

***Education Opportunity Program Counselor /
Academic Support Coordinator***

August 1997 –February 2000

State University of New York at New Paltz, New Paltz, NY

- Counseled students on academic, financial, career and personal issues
- Maintained accurate and comprehensive counseling records on all assigned students
- Monitored academic progress of students
- Ensured students received adequate support services
- Utilized Tap and Pell guidelines to analyze the caseload and identify any students that may have potential financial problems
- Consulted with financial aid and student accounts on issues regarding state and federal grants and loans
- Advised decertified students on alternative federal aid
- Explained and assisted students with filling out state and federal grant and loan applications
- Provided information on the financial aid verification process
- Utilized HESC winpath to check student financial aid status
- Supervised professional math tutors and peer tutors
- Provided guidance and on the job training for professional math tutors and peer tutors
- Recruited, hired, and trained professional math tutors and peer tutors
- Oversaw the daily operation of math study groups and administered math placement exams

Admissions Advisor

January 1997 – August 1997

State University of New York at New Paltz, New Paltz, NY

- Reviewed freshman applications and interviewed prospective students
- Provided written and verbal communication to High School counselors, perspective students and their families on the admissions and financial aid process
- Coordinated MRP and EOP bus trips to New Paltz Open Houses
- Researched and selected potential New Paltz scholarship recipients
- Served as liaison to the Art, Music, and Theatre Departments

Assistant Coordinator District 3 Extension Center

September 1992 – January 1997

Mercy College Dobbs Ferry, NY

Mercy College is a private college with over 11,000 students. The College has 4 campus locations and offers more than 90 undergraduate and graduate programs.

- Provided academic, financial, career, and personal counseling for over 150 students
- Recruited, counseled, and advised prospective students
- Worked with faculty to monitor student progress
- Developed and implemented a new marketing technique which resulted in an 82% increase in enrollment
- Monitored instructional delivery of courses and made recommendations
- Designed and implemented all academic activities and support services

Paul Broadie, II

- Advised students of all financial options and arranged payment plans
- Decided on course offerings and room assignments
- Conducted workshops, seminars, open houses, and administered placement tests
- Managed administrative staff
- Oversaw faculty at the site
- Served as Liaison to the main campus, the Registrar, Student Accounts, and all academic departments
- Developed and maintained the sites budget

Admissions Counselor

August 1990 - September 1992

Mercy College Dobbs Ferry, NY

- Recruited students, increased enrollment by 10%
- Provided academic advising for freshman students
- Researched new recruitment markets
- Performed telemarketing procedures to schedule private interviews and workshops in over 50 NYC schools
- Conducted personal interviews with potential students and their families

PART-TIME TEACHING EXPERIENCE

Key Issues in the Education of Underrepresented College Students

Fall 1997 – Spring 2001

SUNY New Paltz

New Paltz, New York

Principles of Management

Spring 2005

Orange County Community College

Middletown New York

EDUCATION

Colorado State University

Fort Collins, Colorado

Doctor of Philosophy: Educational Leadership and Human Resource Studies Awarded August 2014

Specialization: College and University Leadership

Grade Point Average: 4.0/4.0 Scale

Long Island University

Brooklyn, New York

Master in Business Administration (MBA) Awarded May 2000

Specialization: Marketing

Grade Point Average: 3.5/4.0 Scale

Mercy College

Dobbs Ferry, New York

Bachelor of Science in Business Administration Awarded May 1990

Specialization: Management

Summa Cum Laude Graduate

Grade Point Average: 3.8/4.0 Scale

ACCREDITATION/PROGRAM REVIEW EXPERIENCE

Middle States Commission on Higher Education
Member, Substantive Change Committee, April 2013 – March 2015

MAJOR PRESENTATIONS

- Co-presenter: *Connecting College, Community, and Commerce: Housatonic Community College*. Society for College and University Planning, Worcester, MA March, 2017.
- Keynote address: Professional Advisors Network for the Development Department at Fairfield County's Community Foundation, Stamford, CT, February 2016.
- Presenter: Connecticut Against Violence (CAV) 4th Annual Bridgeport Back-to-School Youth Summit (Youth Matters) "Preparing the Youth for a Better Tomorrow", Bridgeport CT, 2016.
- Keynote address: Minds in Motion Conference, Bridgeport CT, March 2016
- Keynote address: The WorkPlace, Inc. 2016 Awards Ceremony, Bridgeport CT, June 2016
- Keynote address: Greater Bridgeport Club of the National Association of Negro Businesses & Professional Women's Clubs, Inc., Bridgeport CT, June 2016
- Presenter: *Enrollment Management: The Future*. SUNY Orange, Middletown, NY, December 2010.
- Co-presenter: *Ethical Decision Making*. Shepherd University, WV, October 2011.
- Co-presenter: *SUNY Orange 2020 and Beyond*. SUNY Orange, Middletown, NY, May 2013.
- Co-presenter: *Promoting Civility in the College Setting*. SUNY Orange, Middletown, NY, April 2012.
- Co-presenter: *Hitting the Restart Button: Moving from Crisis to Long Term Planning*. Association of Community College Trustees (ACCT), Toronto, ON, 2010.
- Co-presenter: *Current issues Affecting Community Colleges: Keeping Trustees informed and engaged*. ACCT Webinar, June 2011

GRANT EXPERIENCE

Successfully worked with the Coordinator of Grants, faculty and staff to obtain the following grants:

- Housatonic Community College
 - SNAP, FESP, Helmsley Yale University partnership, JFF Pathways, Service Learning VISTA, Open Educational Resources, and smaller local grants. Total 1.3 million in grants during a one year period
- SUNY Orange
 - ESL Dyson grant, ESL Hinchey grant, Kaplan assessment grant, ESL /Biology Larkin grant, OASIS grant, Federal Suicide Prevention grant, Title III Strengthening Institutions grant, Federal Challenge grant, Career and Technical Education grant, 21st Century grant, Healthy Orange grant
- SUNY WCC
 - 1199 healthcare training grant, CNA training grant
- SUNY New Paltz
 - Para-professionals training grant

PROFESSIONAL ALLIANCES

Current Board Involvement

Paul Broadie, II

- Jobs for the Future Postsecondary Policy Leadership Trust
- Bridgeport Higher Education Alliance
- Bridgeport Public Education Fund
- Bridgeport Regional Business Council
- Phi Theta Kappa National Advisory Board
- United Way of Costal Fairfield County
- The WorkPlace Inc.
- Bridgeport Caribe Youth Leaders

Past Board Involvement

- Served on City of Newburgh Sustainable Master Plan committee
- Immediate Past Chairman, Greater Family Health Center Board of Trustees
- Member Newburgh Boys & Girls Club Board of Trustees
- INSPIRE Board Member of Trustees (Chair – Personnel & Compensation Committee)
- Member SUNY Orange College Association Board of Trustees
- Member SUNY Chief Student Affairs Officers Council
- Member SUNY Campus Safety Committee
- Member SUNY Community College Student Affairs Best Practices selection committee
- Volunteer – SUNY Student Chancellors Award Selection Committee

Professional Involvement

- Member National Association of Student Personnel Administrators
- Member American College Personnel Association

Honor Societies

- Member Delta-Mu-Delta National Business Honor Society
- Member Alpha Chi National Honor Society
- Member Psi Kappa Psi Honor Society

RECOGNITIONS

- Commitment to services and partnership recognition, BOYS, Inc. 2016
- Selected for State University of New York's Executive Leadership Institute 2008
- Member Who's Who Among Students in American Colleges and Universities
- EOP Counselor of the Year 1999
- Outstanding Club Advisor 2000
- Student of the Year 1990
- Employee of the Year 1992