

January 20, 2020,

To Whom It May Concern,

It is with great enthusiasm that I submit this letter of interest for the position of Chief Executive Officer at Capital Community College. I have been serving in the role of interim CEO at Capital since July 1, 2018. During this period, I have developed deep and meaningful relationships with faculty, staff, students, and community stakeholders. I would relish the opportunity to continue the work that we have undertaken during these past 18 months in the role of permanent CEO. I believe that I have demonstrated the ability to excel in the position and will share various examples that will serve as a testament to this belief as I address the position requirements and leadership competencies described in the job announcement. I possess all of the minimum criteria to be considered including a doctorate in higher education administration and over 14 years of administrative experience in a community college setting.

Preferred Leadership Competencies:

1. Demonstrates a deep commitment to student access and success.

Throughout my career in higher education, I have been a student access and success “champion”. In recent years, I have been particularly engaged in strategies that support the guided pathways concept. In general, guided pathways are designed to support how students come “to” a college, move “through” an institution, and ultimately move “from” that institution into the world of work or a career. My efforts at CCC to support the “to” domain include work to improve relationships with K-12 partners. In this vein I have met with the superintendents of Hartford (on multiple occasions), East Hartford, and most recently, Wethersfield identifying opportunities to increase seamless pathways to Capital from their systems. We are in the midst of a major initiative with Hartford Public Schools based on historic trend data and seeking opportunities to increase dual enrollment through the high school partnership program and College Career Pathways. Over the past two years, Hartford Public Schools has hired three new principals at its large comprehensive high schools - Weaver, Buckeley and Hartford Public. We’ve met with the principals recently, seeking to forge stronger pipelines and to facilitate greater mutual understanding of curriculum and college readiness. Also in support of the “to” domain, we launched a summer bridge program last summer that was paid for through grant and philanthropic dollars. Students took classes in the morning and were assigned to a job in the afternoon to earn much needed income through a partner-ship with Our Piece of the Pie (OPP) and Capital Workforce Partners. Innovation that supports the “through” part of the domain is evidenced by my role in establishing a new advising center at CCC and moving and repurposing existing staff from other roles to staff it. Some suggest that advising is the second most significant activity contributing to student success in community colleges, second only to instruction. I have extensive experience in academic advising pedagogy and have been recognized for my work by the National Academic Advising Association (NACADA). While we still have a way to go with the full deployment of our advising model, the modifications made to date are yielding dividends and faculty, staff and most importantly students,

have acknowledged the gains made in this area. Finally, for the “from” portion of the domain, I have worked to support our system TAP Program and efforts to improve our career services function. We have increased employer engagement and launched a new model for career services that melds non-credit and credit student support in our LEAD Center (Leadership Excellence, Achievement and Development). Based on feedback from employers, we conducted one of our most successful career fairs in recent years this past spring and have effectively implemented the College Career Network online system to connect students with employment opportunities.

2. Experienced administrator in a college or system.

I have served as an administrator in the CSCU system (Manchester Community College, CSCU System Office, and Capital Community College) for the past 14 years. During this tenure, I have been fortunate to serve in a wide variety of roles including associate dean of academic affairs, dean of student affairs, acting dean of academic affairs (on two separate occasions while concurrently fulfilling the role of dean of student affairs), executive director of the Student Success Center, and most recently, CEO. My deep understanding of academic and student affairs has enabled me to garner support from faculty and staff in a “one college” approach which removes silos and fosters a sense of collegiality across divisions, thus fully leveraging talent and expertise within the institution. In 2014, I was afforded the opportunity to spend a year working at the CSCU System Office as the founding executive director of the CT Student Success System. During this time, I worked with members of the system and campus leadership to identify strategies that had the potential to improve student outcomes, at scale, across our system. It was during this period that I coordinated our system’s first Guided Pathways Summit at Gateway Community College. Six years later, Guided Pathways has taken hold as a foundational concept in our Students First Initiative. For the past 18 months, I have served in the role of CEO at CCC, one of the members of the pilot group of CEOs. At the onset of assuming this role, a number of individuals expressed concern that campus CEOs would not be as effective as campus Presidents in part due to the title and ability to recruit qualified talent into the role. I have heard from a number of faculty, staff, and community leaders that I have performed admirably in the role, advancing the status of our institution in our system and community, in large part, due to my extensive experience as a community college administrator and that no negligible diminished influence or effectiveness has been observed.

3. Strong working knowledge and depth of understanding of most areas in a college or university, specifically of the factors that affect net revenues.

Budgeting and finance are a strength. I have a degree in economics and prior to working in the college setting, I worked in banking at Merrill Lynch Financial Data Services in the mutual funds and money markets unit. I continue to stay abreast of economic trends and have served on the board of directors of Windsor Federal Savings for the past five years, enlightening me on needs of our business community and economic trends impacting Connecticut businesses and families. Enrollment management and analysis of the impact of enrollment on tuition revenue (a key factor in individual college operating accounts) is a strength and I launched Strategic Enrollment Management Committees (SEMCs) at both Manchester Community College and Capital Community College. I have worked on all aspects of the

college budget process and am adept at developing cost saving measures to reduce operating expenses. During my time at CCC, I've had two separate occasions during which I've "filled in" when deans have left the organization or have been on leave. During the first occasion, I filled the role of CEO and dean of administration and on another occasion I assisted with coverage in the area of Continuing Education. These are examples of my ability to expand administrative responsibility and I have done so on many occasions in multiple institutions. I have been a key contributor in the preparation of final college budgets for the past 14 years. Many of these budgets were created during times of fiscal crisis and I have developed the ability to assess which cuts can be made with the least adverse impact on students, a valuable skill during periods of continued diminishing state funding and enrollment revenue.

4. Outstanding and proven leadership and interpersonal capabilities; ability to collaborate broadly across all levels of the organization to achieve results.

I am a student of leadership theory and work to continuously improve my leadership ability. Throughout my professional career, I have consistently served in leadership capacities in both internal college structures and external community organizations. I have received awards for my contributions to the field of higher education and have consistently worked to hone my oral and written communication skills. At Capital, I have facilitated engaged college convocations, legislative breakfasts, and student success forums. I send a regular communication to the college community entitled, "The CEO Check In", high-lighting college activities, accolades and community outreach. Members of the college community have shared that they feel, "in the know" as a result of the quantity and quality of communication and have commented that they have a deeper sense of connectedness, collegiality and institutional pride. I recognize that Capital's CEO is a public figure and I have leveraged social media to advance public awareness of CCC activity. I have immersed myself in the life of the city and recognize the importance of participating in various community events on behalf of the college. Local groups have invited me to keynote events and to participate on panels and I volunteer willingly. It's important for the college to be visible and my outreach efforts have benefited CCC in the form of philanthropic and advocacy support. I participate as an ex-officio on many of CCC's college and governance committees and have created college groups to foster awareness. These include an Administrative Council, a diverse group of college leaders (administration, department chairs, union leadership, student government, directors, etc.) who meet on a monthly basis, and, the Student Success Work Group, a cross divisional committee responsible for the coordination of CCC's Achieving The Dream Initiative.

5. Self-motivated team player with the ability to handle multiple work-streams and ad-hoc tasks simultaneously.

I am highly motivated to do my best and give my all for the benefit of our students - this is my primary motivation. I have learned to manage competing priorities and recognize that as Chief Executive Officer certain regulatory items and contract items require my attention and the approval of the highest level of institutional authority. In other instances, I have worked to "unpack" processes to determine if select decisions can be moved to those closest to the information and process, resulting in expedited decisions and an increase in efficiency. Since I have arrived at the college, I have modified the reporting structure

and now have community development and marketing functions reporting directly to the CEO. I have effectively managed the addition of the two direct reports without compromising time and attention allocated for my other direct and indirect reports (academic and student affairs, continuing education, human resources, campus operations, equity, diversity and inclusion). Our system is in the midst of implementing our Students First Initiative and I serve on a number of committees including the Community College Implementation Committee, the Alignment and Completion of Math and English (ACME), the Guided Pathways Recruitment Architecture Committee in addition to the Council of Presidents/CEOs and our newly formed Capital East CEO Group.

6. Critical thinker, ability to understand complex processes and willing to ask tough questions and challenge status quo.

In my opinion, CEOs who attempt solely to maintain the status quo and are resistant to change in this rapidly evolving and dynamic environment will have difficulty being successful. The nature of the work of the chief executive in 2020 requires the ability to be agile and to critically analyze and synthesize information. In my opinion, a CEO who is familiar with CCC's current Key Performance Indicator (KPI) data should feel a sense of urgency to identify and deploy evidence and research based practices to improve outcomes. Futures are at stake and our students are entitled to our best. We are responding at CCC and a current example of our responsiveness is our new Equity, Diversity, and Inclusion (EDI) Student Center. We recently received a grant from the Hartford Foundation for Public Giving to hire a consultant to work with us on our EDI Center with hopes of receiving an implementation grant following the planning phase. The focus of the EDI Center is to "take on" issues that impede students' ability to be successful linked to equity gaps. Our EDI Center had a successful launch program this past October, headlined by Harvard social policy researcher, Anna Stansbury.

7. Experienced in a highly involved union setting.

I have extensive experience in a union setting as both member and manager. For the first ten years of my career at Manchester Community College, I was an active member of the Congress Union serving on a number of collective bargaining committees (promotion, tenure, sabbatical etc.). For the past 14 years, as a manager, I have worked effectively with union leadership, ensuring that stipulations of the contract are adhered to and developing a reputation as a manager who is fair and who works to foster a workplace where individuals are positioned to grow professionally and find career fulfillment. Capital Community College is a merged campus and I have become knowledgeable of the intricacies of the three unions on campus - AFT, Congress, and AFSCME.

8. Knowledge and understanding of institutional policies and procedures and the regulatory environment within which they operate.

My knowledge of CSCU policies is a strength. During my 24 years in the system, I have been intimately involved in developing and modifying current BOR policy through my service on various groups including the Counseling Council, Dean of Student Affairs Council, and President/CEO Council. I have extensive

experience with college accreditation processes and have served as a NECHE evaluator on four different institutional visits over the past 10 years. I have served as NEASC/NECHE standard lead on multiple occasions at MCC and more recently coordinated CCC's two-year follow-up report that was submitted and approved in November 2018. I both attend and have been asked to present at NECHE annual and regional meetings. I recently selected CCC's two new NECHE liaisons who will lead our five-year report efforts for our 2021 submission. I understand the intricacies of affirmative action policy and recently worked with CCC on its 2019 report which passed favorably with no citations. As dean of student affairs and enrollment management at MCC, I was the direct supervisor of the director of financial aid and developed a deep understanding of federal financial aid regulations and understand the stewardship responsibility of managing the award of federal funds.

9. Deep understanding of the strategic needs of the community.

I am a long standing member of the community within which Capital Community College exists and I have leveraged my relationships with community leaders for the benefit of the institution. I feel as comfortable in Hartford corporate board rooms as I do in Hartford churches, synagogues, mosques or seated in one of Hartford's many theaters or art galleries. In the name of the college, I serve on the boards of Capital Workforce Partners, FoodShare and the Urban League. We recently have coined the slogans "DestinationCapital" and "The City is Our Campus" and community based organizations have reached out to partner with us in support of initiatives that uplift our community and address the equity gaps that plague the city. I have been instrumental in forging many of these partnerships and the following is a list of selected community based programs we have hosted over the past 18 months:

Equity Summit, Hartford Chamber of Commerce, 12/5/19

Delta Academy, Delta Sigma Theta Sorority, 2018-20, ongoing

CT Community Health Ambassadors Collaborative, 11/19/19

A Time to Talk Dignity – Re-Entry Forum, CT Collaborative on Poverty, Criminal Justice, and Race, 11/6/19

Hartford and Bloomfield Public Schools Mentoring Forum, BSL Education Foundation, 10/19/19

Behavioral Health and Emotional Wellness in the Black Community, Hartford Health Care, 10/2/19

MetroHartford Alliance, Lunch and Learn Icebreaker, 6/26/19

Hartford Community-Prosecutor Forum, 5/29/19

CT Learn and Works Breakfast Symposium, CT Dept. of Labor, 4/26/19

Black and Latino Male Forum, CSCU, 4/25/19

Youth Summit, Hartford Communities that Care and the Parent University, 12/8/18

10. Knowledge and understanding of current educational trends, issues and challenges for community colleges.

In the role of CEO, I feel a sense of obligation to maintain currency in the trends, issues, and challenges facing community colleges. I currently serve on as a commissioner on the American Association of Community Colleges Commission on Student Success. Prior to this commission, I served on AACC's Commission on Diversity, Inclusion and Equity for four years, representing the National Council on Black

American Affairs (NCBAA), an affiliate council of AACC. I am a member of the New England Board of Higher Education (NEBHE) Tuition Break program and was recently appointed to the board of Campus Compact, an organization that focuses on service learning and that administers the Americorps Vista Program. I've been involved with the launching of two food pantries in our system MCC and CCC, and serve on the board of FoodShare. I recently presented on food security issues impacting community college students at the fall 2019 Campus Compact Convening. As mentioned previously, I was the founding executive director of our state's Kresge Funded Student Success Center, and continue to maintain contacts at the Columbia Community College Resources Center (CCRC) and Jobs for the Future, key thought leaders in the Guided Pathways movement. I have worked to reinvigorate CCC's commitment to the Achieving the Dream Initiative (we were formerly a leader college) and lead by example with my commitment to recent Scale of Adoption and Institutional Capacity Assessment Tool (ICAT) projects. I recognize that many barriers to student success are non-cognitive in nature and I have worked to secure resources and strategies to ameliorate these obstacles. We recently received a federal grant from Child Care Access Means Parents in School (CCAMPIS) Program that will allow us to expand free childcare services to students taking afternoon and early evening classes; we were also selected to participate in a pilot study that will provide childcare services to students enrolled on our SNAP programs. We are reaching out to support prison involved populations and recently housed a regional summit on re-entry and will be working with the City of Hartford Re-Entry Center to provide education services to members of this group. I am currently working with the Capital East Regional President to explore a partnership with a mental and behavioral health organization to provide mental health services to the five institutions in our region.

11. Ability to raise funds from private, state, and national sources and to articulate to external audiences the value of supporting higher education institutions.

In an environment of diminishing state appropriation funding and reduced revenue from enrollment due to increased competition, an economy with ample employment opportunities, and declining numbers of high school graduates, the need for a CEO to identify and secure funding from alternate sources is essential. During my time at CCC, I have been fully engaged in our various successful grant pursuits. In most instances, these grants have been used to provide funding for staff, equipment or capacity building professional development. Selected grants include:

Connecticut Health & Educational Facilities Authority (CHEFA) Grants

Radiological Technology Equipment, 2018, \$75,000

Sim Lab Equipment Equipment, 2019, \$58,000

CT Office of Higher Education Promoting Academically Successful Students (PASS)

Student Success Grant, 2018-19, \$75,000

Student Success Grant, 2019-20, \$75,000

Hartford Foundation for Public Giving CCC Equity Center, planning grant, 2019, \$31,000

Hartford Foundation for Public Giving Summer IT program for middle school students, \$6,000

Stanley D. and Hinda N. Fisher Fund (HFPG Donor Advised Fund) Textbooks for High School Partnership Students, \$10,000

National Science Foundation, STEM Consortium - curriculum development, \$183,654

Kresge BOOST Grant, \$600,000 over three years

We have targeted two sizable federal grants and will be submitting grants applications this spring - Title V, Hispanic Serving Institution grant, \$3 million over 5 years and TRIO, Student Support Services (SSS), \$1.5 million over 5 years. I was one of the leads on a successful SSS grant at MCC which allowed us to expand our summer bridge program, TRIO STARS program. I've enlisted the same grant consultant to support CCC's efforts. I have been intimately involved with building the fund raising capacity of our CCC Foundation. Efforts in this area include the recruitment of new board members, annual fund solicitation, and participation in fundraising events. I was intimately involved in our inaugural CCC Golf Classic this spring and we had a solid first year with funding raised to cover operating costs of our summer bridge program. Feedback from the Changing Lives Gala, our signature fundraising event was positive and we raised more funds than we have in past years. We had record numbers faculty and staff participating, a sign of positive morale and engagement. The CCC Foundation hired a consultant, Harvest Development, to conduct a capacity study and is currently developing a plan to implement the report's strategic recommendations. The plan calls for high levels of CEO participation. In November, we received notice that we were one of six community colleges (\$3.7 million awarded to participants) in the nation to be selected by the Kresge Foundation to participate in the Boosting Opportunities for Social and Economically Mobility (BOOST) program. This grant will provide funding and technical assistance in the creation of a Family Center between Capital and Catholic Charities Archdiocese of Hartford.

12. Exceptional communication and interpersonal skills along with the ability to interact effectively with academic leadership, faculty, community leadership, and funding agencies.

I recognize the need for CEOs to be able to communicate effectively to a myriad of constituent groups. Select groups include students and their families, faculty and staff, community leaders, corporate entities, donors, and legislators. Communication strategy needs to be nuanced and modulated to the corresponding audience. I have worked diligently to develop this skill and have become adept at matching the appropriate message to the appropriate audience. Since I have been at CCC, I have promoted the institution on local radio (WQTQ 89.9, WZMH 93.7, WTIC 1080) and television (Stan Simpson Show and NBC Live). I had an op-ed piece on the value of community colleges published in the Hartford Courant in July 2019. I was also interviewed for two podcasts for the Hartford Foundation for Public Giving's, Disinvested Series. CCC had a successful legislative breakfast last spring and has another scheduled for January 30, 2020. I am frequently asked by our system directors of public relations and legislative affairs to speak on behalf of various new initiatives (PACT and ASPIRE) and have testified on behalf of our of system before the legislature's Higher Education Committee.

13. Adept at gaining agreement on necessary change and motivating and overseeing change management.

There is a quote: "Culture eats innovation for lunch." I am aware that when seeking lasting and institutional change college culture is key. Since I have been at CCC, I have worked to foster a culture in

which management, faculty, and staff work together to focus on the improvement of student outcomes. Our work groups use a collaborative process to identify best thinking to address the challenges we face. I communicate system updates in a timely fashion and attend our college academic senate meetings regularly. During my time at CCC, I have had the opportunity to hire college leaders, including three members of the cabinet that have had a profound impact on college culture and redefined the role of administration at CCC. I interview all full time employees and share with finalists our institutional values and priorities. Last year, I launched an employee of the month program and ensure that I honor and “hold high” exemplary employee performance in campus emails and social media posts.

14. Expressed values consistent with the mission of the system and high ethical standards.

Over my 24-year career in the CSCU system, I have worked to develop a reputation as an individual of high moral character, hard-working, a team player, and most importantly, committed to student success. My grandfather was a sharecropper from Opelika, Alabama who moved his family of 11 children to New Haven, CT in 1938 to pursue the American Dream. He did not have a high school education but ensured his children did. My father was the beneficiary of this move and graduated from Hillhouse High School and later Southern Connecticut State University. He eventually completed a Ph.D. in education at Michigan State University and became a college administrator - our family business. Education is a value in my family and I truly understand its liberating power. I am motivated by our mission which is built on a foundation emphasizing access, affordability and success. During my tenure, I have observed the pivot from a primary emphasis on access to a more recent emphasis on progress and completion. I have committed my life’s work to providing quality education to our students and would relish the opportunity to fulfill my personal and professional objective in the role of Chief Executive Officer of Capital Community College.

I thank you for taking the time to review my application and I look forward to the opportunity to further discuss my qualifications and candidacy for this position.

Regards,

G. Duncan Harris, Ed. D.

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- ▶ Twenty-four years of community college experience within the Connecticut Community College system. Fourteen at the management level
- ▶ Expertise in enrollment management, student retention and success strategies
- ▶ Effective communicator and problem solver
- ▶ Teaching experience
- ▶ Substantive experience in faculty and staff professional development
- ▶ Extensive work with community based organizations, civic boards, and commissions
- ▶ Life-long commitment and success in the promotion of diversity, inclusion and equity
- ▶ Accomplished grant team leader and writer. Over \$2 million dollars in grants received for innovative student success initiatives
- ▶ Deep understanding and experience working with NECHE standards and the accreditation process
- ▶ Demonstrated understanding and commitment to the mission of the community college

HIGHER EDUCATION EXPERIENCE

Capital Community College Hartford, CT

July 2018 - current Chief Executive Officer (Interim Two-Year Appointment)

Responsible for the executive oversight of campus internal and external operations. Select specific areas of responsibility include: NECHE accreditation assurance, budget and finance management (annual budget 32 million), establishment of strategic direction of the institution, supervision of the executive cabinet (four deans and the director of human resources), hiring of all full time faculty and staff, affirmative action compliance, state and federal grant acquisition and reporting, security and safety, shared governance, and contract compliance (three separate unions). Capital Community College has 350 full and part time faculty and staff members (217 FTE) and 3102 credit students (1653 FTE). Significant community engagement and collaboration with K-12 and higher education partners, corporations and non-profit stakeholders in the Greater Hartford Region. Ex-officio member of the Capital Community College Foundation, the 501c3 philanthropic arm of the college. Represent the interests of the institution on statewide and national boards and initiatives.

Manchester Community College Manchester, CT

(multiple appointments)

Aug 2009- July 2018 Dean, Student Affairs Division (Chief Student Affairs Officer, Direct report to President)

Member of the college management team responsible for providing innovative leadership within the Division of Student Affairs. Duties include strategic planning, supervision and budgetary management of the Enrollment Management, Student Life, Student Operations and Counseling and Career Services areas. Offices within the division include: Admissions, Registrar, Financial Aid, Testing, Student Retention Services, Student Activities, Minority Student Programs, Cafeteria, Bookstore, Academic Advising, Veteran Services, Transfer Advising, Services for Students with Special Needs, Career Services, and the Child Development Center. Responsibilities include development and implementation of the strategic plan, hiring and evaluation of staff, development and implementation of the divisional assessment plan, and administration of student disciplinary policies and procedures. Represent the college on system-wide committees,

the Great Path Academy governing board, and various other community boards and advisory committees.

Aug 2015 – Jan 2016
Jan 2013 – July 2013

Dean of Academic Affairs, Academic Affairs Division (Chief Academic Officer)

Interim appointment (two occasions) while the College searched for a permanent dean of academic affairs, I served in this role in addition to my role as dean of student affairs. Responsible for providing academic leadership for academic affairs division comprised of 120 full time faculty and 350 part-time faculty from the following divisions: Math, Science, and Health Careers (MSHC), Social Science and Hospitality (SSH), Business, Engineering and Technology (BET) and Liberal Arts and Humanities (LAH). Additional oversight for the following academic support areas: the library, educational technology and distance learning, cooperative programs, and transitional programs. Stewardship of the academic affairs division budget (17+ million). College official responsible for coordination and reporting for significant state and federal grants. Represent the College's academic position on statewide academic planning and program development councils and taskforces.

Sept 2014 – July 2015

Executive Director, CSCU Student Success Center, Connecticut Board of Regents (Interim Appointment),

The CSCU SSC is one of fifteen Student Success Centers (SSC) funded nationally by the Kresge Foundation designed to serve as a vehicle to organize a state's community colleges around common action to accelerate efforts to improve student persistence and completion. In this role, I launched Connecticut's SSC which included developing and implementing strategic, operational, budgetary, and professional development plans in support of the the state's 12 community colleges.

2006 – Aug 2009

Associate Dean, Academic Affairs Division

Member of the college management team responsible for providing innovative leadership for the academic support areas of the Academic Affairs Division. Duties include budgetary management and supervision of the directors of the Library, College Career Pathways and Cooperative Education Programs, Educational Technology and Distance Learning, Academic Support Center, and Media Departments. Coordination of the adjunct hiring and review process, curriculum compliance, and academic technology planning for the division. Facilitated the physical move of the Academic Support Center to its new location and transition to the Academic Affairs Division. Represented the interests of the college on various system and community boards and committees.

2001 - 2006

Counselor/Coordinator of Academic Advising, Counseling Center

Responsible for coordinating the college's academic advising program. Duties included training of faculty and staff volunteer advisors, creation and maintenance of advising materials, development of an advising website, participation in statewide and national advising organizations, tracking of student advising data, chairing of the college Academic Advising Council, management of the advising budget, and supervision of Counseling Center interns. Additional responsibilities included one-on-one meetings with students to discuss personal, academic, career, and transfer issues.

2000 - 2001

Interim Director, Center for Student Development

Responsible for providing administrative leadership for the Center for Student Development which includes the College Learning Center, the Counseling Center, the Office of Minority Student Programs and the Adults in Transition Program. Responsible for managing the budget, representing the interests of the Center within the Division and College, evaluation of staff, reviewing and tracking yearly objectives, and participation on college-wide committees and special projects.

1996 – 2000 Test Administrator, College Learning Center

Responsible for coordination of the college's assessment testing program and support of programs conducted within the College Learning Center. Developed and implemented the college's computerized assessment testing program. Conducted workshops aimed at student retention and skill acquisition. Key player in the development of the Summer Training and Academic Retention Service (STARS) and Academic Success Program (ASP). Facilitated workshops on computer literacy. Participated in various successful grant writing projects. Created and maintained the College Learning Center website. Acquired advanced knowledge of the BANNER student record system. Supervision of computer lab specialists and student workers.

**University of Connecticut
Storrs, CT**

(1 year grant funded appointment)

1995 – 1996 Counselor, Student Support Services
Center for Academic Programs (CAP)

Responsible for the counseling and academic guidance of first semester students participating in the Center for Academic Programs (CAP) Student Support Services (TRIO). Provided academic advising to students matriculated in the nursing, business, and education programs. Other responsibilities included the supervision of a staff of approximately 30 tutors. Worked with the Office of Admissions to facilitate campus visits from Connecticut high schools. Worked as a mentor with the UConnects Program, a program designed to provide support for students at risk of academic dismissal.

TEACHING EXPERIENCE

- 2013 – 2014 Adjunct Faculty Appointment – The Learning College (Online)
Community College Leadership Doctoral Program
Morgan State University
Baltimore, MD
- 2002 - 2014 Adjunct Faculty Appointment – Effective Speaking
Communications Department
Manchester Community College
Manchester, Connecticut
- 2011 - 2012 Adjunct Faculty Appointment – First Year Experience for College Success
First Year Experience Department
Manchester Community College
Manchester, Connecticut

PROFESSIONAL ACTIVITIES

- 2000 – 2006 Group Facilitator
Non-Violence Alliance
Middletown, Connecticut
Facilitated group sessions on domestic violence prevention in this pre-trial intervention program. Reported group members' progress to the Connecticut Superior Court, Family Services Unit.
- 1996 – 1997 Consultant
Connecticut Association of Equal Opportunity Programs (CAEOP)
New Britain, Connecticut

Commissioned by CAEOP, under a grant from the Nellie Mae Fund, to track and report the college application status of approximately 100 students that had participated in the Upward Bound Programs of Trinity College and the University of Bridgeport.

PROFESSIONAL ORGANIZATIONS (Past and Present)

National Council on Black American Affairs
National Academic Advising Association
National Association of Student Personnel Administrators
Hartford Consortium for Higher Education
Connecticut Association Latinos in Higher Education (CALAHE)
Connecticut Community College Counselors Association

PROFESSIONAL - OFFICES HELD & CONTRIBUTIONS

2019 - present	Campus Compact, Board of Directors
2019 - present	Capital Workforce Partners, Board of Directors
2019 - present	Hartford Consortium for Higher Education, Board Member
2019 - present	American Association of Community Colleges - Student Success Commission, Commissioner
2019 - present	Students First, Community College Implementation Committee (CCIC), Member
2018 - present	Students First, ACME Committee, Member
2018 - present	Students First, Guided Pathways, Recruitment Architecture Committee, Member
2018 - present	CSCU Council of Presidents, Member
2015 – present	New England Board of Higher Education (NEBHE), Regional Student Program Advisory Committee, Representative
2012 – present	National Council on Black American Affairs, Board Member (President, 2014-2017)
2012 – 2018	American Association of Community Colleges - Diversity, Inclusion & Equity Commission, Commissioner
2007 – 2016	Central Connecticut State University, Student Development in Higher Education Masters Program, Advisory Board Member
2014 – 2015	Complete College America, State of Connecticut Liaison
2002 – 2014	Great Path Academy Middle College High School, Board Member
2013 – 2014	CT Community College Dean of Students Council, Convener
2011 – present	National Council on Black Academic Affairs (NCBAA) Northeast Region, Board Member (2008-2011, President)
2006 – 2012	East Hartford Chamber of Commerce, Board Member

OTHER ACTIVITIES

2019 - present	Urban League of Greater Hartford, Board of Directors Hartford, CT
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- 2018 – present FoodShare, Board of Directors
Bloomfield, CT
- 2015- present Windsor Federal Savings, Board of Directors
(Advisory Board Member, 2013-2015)
Windsor, CT
- 2011 – present Community Health Resources, Board Member
(Board Chair 2013-15)
Windsor, Connecticut
- 2005 – present BSL Education Foundation, Alpha Phi Alpha, Board Member
Hartford, Connecticut

SELECT AWARDS & HONORS

- 2020 Greater Hartford Interdenominational Ministerial Alliance Drum Major for Change Award
- 2019 CONNTAC EOC Distinguished Leadership Award
- 2015 Central Connecticut State University, School of Education and Professional Studies,
Distinguished Counselor Award
- 2014 CT 100 Men of Color Award Recipient
- 2012 Community College Professional Award, NASPA Region I
- 2010 State of Connecticut African American Affairs Commission, Man of the Year
- 2008 Connecticut Higher Education Community Service Special Award
- 2004 Advising Excellence Award, Region I, National Academic Advising Association

EDUCATION

- Ed. D. Higher Education Leadership, Nova Southeastern University
Dissertation: *“Cognitive and Non-Cognitive Factors Impacting the Academic Success of African American Males Enrolled in a Northeastern Community College”*
- M.S. Student Development in Higher Education, Central Connecticut State University
- B.A. Economics, University of Connecticut
- Certificate Institute for Management and Leadership in Education, Harvard University