

Dr. Steven Minkler
Waterbury, CT 06708

January 14, 2020

Campus CEO Search Committee
Connecticut State Colleges & Universities System
61 Woodland Street
Hartford, CT 06105
submitted online via ACES application portal

Dear Members of the Campus CEO Search Committee:

I am delighted to present my application for the position of Campus CEO at Middlesex Community College. This letter and the attached CV outline how my educational background, professional experience, and demonstrated leadership competencies make me an outstanding candidate for this position at a critical time in the history of Middlesex Community College and its sister institutions.

The Board of Regents is overseeing a plan to forge a singly accredited community college from twelve existing colleges by the year 2023. It is imperative that the Board form a cohesive executive team composed of a College President, Regional Presidents, and Campus CEOs. This team must work collaboratively to ensure each campus is a solid institution in its local community, a strong partner within its region (in this case, Capital-East), and an essential component of the One College organization. Signature programs and assets of each campus must be strengthened in order to support students locally, regionally, and state-wide.

Middlesex is lucky to have a core of incredibly rich assets and signature programs. Among them are an outstanding, dedicated faculty; a state-of-the-art Learning Commons and Center for New Media (which should be the media production center of the One College); a vibrant online education program with a blossoming partnership with Charter Oak State College; rapidly growing programs in Health Careers and STEM fields; a nationally-recognized Center for Prison Education run jointly with Wesleyan University; strong community partnerships which provide students with experiential learning opportunities in professional settings; and close ties with local high schools and senior institutions.

► **My candidacy presents the Board of Regents with an opportunity to hire a Campus CEO with proven success in the position, demonstrated leadership competencies, deep roots in the CSCU System, and a vision for Middlesex's future.**

CSCU President Mark Ojakian appointed me Interim Campus CEO at Middlesex in May 2017, with substantial support from the campus and the community. At the time, I was the college's Dean of Academic Affairs, a post I held since January 2012. For the next 26 months, I fulfilled both roles concurrently. (A staff member coined a unique title for me which caught on quickly – "PresiDean.")

In eight years at Middlesex, serving in two executive leadership capacities, I have overseen a wide array of initiatives that have resulted in:

- Creating new academic programs to attract students who might otherwise not attend MxCC;
- Generating substantial enrollment increases in Health Careers, STEM, and Humanities/Creative Arts fields; and in fully online credit courses;
- Securing \$13 million in federal, state, and local grants;
- Realizing over \$2.5 million in budget savings the past three years;
- Constructing a state-of-the-art Center for New Media and Learning Commons;
- Revitalizing and expanding the Non-Credit Division to offset declines in credit enrollment and revenue;
- Implementing BOR initiatives in General Education reform, Guided Pathways, Areas of Study, and Transfer Pathway Programs;
- Launching a nationally-recognized Center for Prison Education in collaboration with Wesleyan University with both private donations and “Second Chance Pell” funding;
- Expanding MxCC’s relationship with Wesleyan to include free courses for Honors students and collaborative video/film production projects;
- Moving the college’s Meriden Center from costly leased space to free space in a city high school (in exchange for offering free classes to qualified high school students and employees);
- Negotiating agreements to locate lab- and clinical-based academic programs at Middlesex Hospital, Pieper Memorial Veterinary Hospital, and Vinal and Wilcox Technical High Schools;
- Increasing the number of professionally accredited degree programs from two to five;
- Strengthening relationships with baccalaureate institutions such as Charter Oak, the four Connecticut State Universities, Quinnipiac University, the University of Hartford, Wesleyan, and Yale.

As Campus CEO, I provide leadership and vision to an institution whose mission begins, “Students are the center of Middlesex Community College.” I am making major strides toward focusing the entire college on a unified approach to student access and success – putting students at the center – through my publicly-stated philosophy of “Working Together as One Team.” My purpose is to help create an environment that stimulates inspiring teaching, fuels a passion for learning, and creates a place where all of us have the chance to excel. I have created momentum on campus, and our work is just beginning.

Throughout my time at Middlesex – and in 32 years in the CSCU System – I have successfully employed a leadership style that values interpersonal relationships, transparency, social-emotional intelligence, excellent communication skills, and mutual accountability. I model a work ethic which demonstrates beyond question that I am dedicated to the success of the college, its employees, and its students. I am honored to report I have earned the trust and respect of most everyone on campus.

Part of my work as CEO is the ongoing effort to ensure the college is a safe, warm, and open community – a place where everyone feels a sense of inclusion and respect. I strive to be a role model through my personal behavior as well as the work I do as co-facilitator of “Courageous Conversations,” as a member of a team that developed the college’s first Civility Statement, and as leader/supporter of efforts to diversify our employees and students. I am part of the college’s Achieving the Dream core team, which is leveraging ATD as a resource to fuel our work on equity issues and accelerate the college’s strategic plan.

I have made great strides in reconnecting Middlesex with the communities it serves. I am on the Board of Directors of the Middlesex County Chamber of Commerce. I have expanded the partnerships we enjoy with Wesleyan University. And I have repaired fractured relationships with local school districts and businesses who had “written off” Middlesex as a viable partner.

I have dedicated my professional life to the students and institutions in the CSCU system. I have worked at three of Connecticut's community colleges. Each has a distinct character and organizational culture: Capital, with its urban flair, downtown "vertical campus," and richly diverse students and staff; Northwestern, located in a predominantly white, post-industrial small town on the edge of rural Connecticut; and, Middlesex, with its verdant college campus serving a mostly suburban population encompassing two medium-sized cities and the relatively affluent river valley and shoreline.

At all three institutions, I quickly established positive and collaborative relationships with senior administrators, faculty, staff, and students throughout the college. I became familiar with academic programs outside my past experience while being an effective advocate for all of them. I successfully implemented major curriculum changes. I have been an effective supervisor, developed and evaluated academic programs, administered operating and capital budgets, and participated in NEASC/NECHE and professional accreditation processes.

I have seen and embraced many changes during my career in the colleges – among them, the digital technology revolution, the community-technical college merger, moving Capital Community College from 61 Woodland Street to downtown Hartford, adding and closing academic programs, the CCC-CSU merger, and now "Students First." I have built a solid reputation as someone who is creative, trustworthy, and collaborative; who is a critical thinker with excellent communication skills; and who knows how to develop positive, collaborative, and lasting relationships. I have a record that clearly demonstrates my "ability to collaborate broadly across all levels of the organization to achieve results" within the CSCU system and with our external partners.

A senior faculty member and I recently met for coffee. During our conversation, he said I was one of the few people he could recall in his career who truly leads by example. He cited my work ethic, ability to make informed decisions, and willingness to do what I ask of others.

I am not perfect. I am often constrained by a busy schedule and competing demands for my time. Nevertheless, I have a solid record of creating positive and collaborative relationships with employees and students at the three colleges where I've worked, and across the CSCU system.

As I reflect on my desire to become a campus CEO or college president, I am reminded of the journey that brought me here.

I began my community college career in 1987. I was hired as an audio-visual specialist at Greater Hartford (now Capital) Community College. Fresh out of college, I was unsure what direction my career would take. My immediate goal was to find a job where I could utilize my talents in the field of communication. I found that job – and so much more. I joined a lively, wonderfully diverse academic community that embraced me fully, and wanted all that I had to offer. The students and faculty, and my supervisors, challenged me to explore abilities I didn't know I had. Mentors encouraged me to accept new opportunities, and continue my own education through the doctoral degree. Over time, my "skill set" grew to include much more than what my education prepared me for. I developed the maturity, expertise, and social intelligence to lead diverse groups in a wide variety of situations. And unexpectedly, I made lifelong colleagues and friends at each college where I've worked.

In hindsight, my experiences parallel those of our students. They often bring raw talent, uncertainty, and an expectation that college is a place for them to discover their passion. In exchange, we offer a nurturing environment where students find faculty who are dedicated to being teachers first, student services professionals who are focused on academic and career success, administrators who defend the community college open door, and an affordable, outstanding educational experience.

In short, community colleges transform lives. As an employee at three of them, they've transformed mine.

Thank you very much for taking the time to read this letter and review my application portfolio. I hope to have the opportunity to meet with you about the opportunity to continue my work as Campus CEO at Middlesex Community College.

Sincerely,

A handwritten signature in black ink that reads "Steven Minkler". The signature is written in a cursive style with a large, stylized "S" and "M".

Dr. Steven Minkler

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Executive Summary

Accomplished and results-driven leader with over 30 years of progressive experience in higher education. Proven administrator with documented success leading people and programs, particularly through fluid and dynamic times. Experienced collaborator with keen ability to mobilize teams and effect strategic change. Adept at developing community partnerships and engaging support for higher education. Deeply committed to student access and success and developing sustainable strategies to improve student outcomes. Core competencies include:

- Strategic Planning
 - Fiscal Stewardship
 - Facilities Management
 - Organizational Leadership
 - Resource Development
 - Enrollment Management
 - Academic Program Management
 - Community Partnerships
 - Faculty/Staff Development
-

Professional Experience

Middlesex Community College • Middletown, CT

Interim Campus Chief Executive Officer

May 2017 – Present

Dean of Academic Affairs (Chief Academic Officer)

January 2012 – July 2019

Leader, supervisor, and member of an executive team who manages 350 full- and part-time unionized employees, \$24 million budget (plus grants), annualized unduplicated headcount of 5,000 students (credit and non-credit), and 70+ academic programs offered at a main campus in Middletown plus a satellite location in Meriden, off-campus manufacturing centers at two technical high schools, two correctional institutions, online, and at numerous dual-enrollment, clinical, and internships sites. Accomplishments include:

Academics and Enrollment

- Developed new degree and credit-bearing certificate programs, and substantially revised others, to achieve enrollment increases of 105% in Health Careers, 78% in STEM, 17% in Humanities & Creative Arts, and 10% in Manufacturing.
- Implemented and strongly promoted the CSCU Transfer Pathway programs (subjects with guaranteed transfer to the regional state universities). In three years, enrollment grew from 49 to 511 students – 21% of the college’s overall headcount in Fall 2019, and fifth largest in the CSCU system.
- Increased the number of students enrolled in a specific discipline by 21% through establishing a Director of Academic Advising position, improving training for faculty advisors, categorizing academic programs by Areas of Study, and leveraging the Guided Pathways approach. This also reduced the number of “non-degree” students by 48% and those in General Studies by 44%.
- Increased enrollment in fully online credit courses by 26%, totaling 1,390 seats in Fall 2019 – the third highest among the twelve community colleges.
- Graduated five of the largest classes in the college’s 53-year history, peaking at 507 degree and certificate completions in the 2015-16 academic year.

- Facilitated numerous program-level articulation agreements with public and private universities.
- Supported faculty members' initiative to launch a 13-month accelerated online degree option for students in Business, Criminal Justice, and General Studies.
- Improved the retention rate in first-time, full-time cohorts from 53% (Fall 2015) to 59% (Fall 2017).
- Improved the "150% time" graduation rates of first-time degree/certificate-seeking students of color between the 2013 and 2015 cohorts: African-American, 7% to 13%; Hispanic, 17% to 19%.
- Rode the wave of peak enrollment in Connecticut (2014-15), and guiding the college into a "soft landing" to enrollment levels closer to the 30-year average and sustainable with current resources.
- Integrated non-credit programs and staff within the Academic Division. Partnered with the Director of Non-Credit Programs to increase revenue by \$300,000 in two years (FY18 to 20) by creating new programs directly linked to employer demand and which typically lead to professional certification.
- Worked closely with the English and Math departments to implement curriculum changes in developmental courses as mandated by Connecticut Public Act 12-40.
- Completed 27 academic program reviews when the college had previously lagged considerably, in order to comply with Board of Regents policy and regional accreditation expectations.
- Oversaw initial professional accreditation of degree programs in Early Childhood Education, Health Information Management, and Veterinary Technology; and, continued accreditation for the Ophthalmic Design & Dispensing and Radiologic Technology programs.
- Created a cohort-based Honors Program to attract first-time, full-time students who place into college-level English and Math and who aspire to continue toward their bachelor's degree after graduating from MxCC. Students have transferred to Azusa Pacific University, Boston University, the four Connecticut State Universities, Muhlenberg College, UConn, Wesleyan, and Yale.
- Extended the college's relationship with Wesleyan University, a highly-selective private liberal arts college also located in Middletown. New collaborations include:
 - The Center for Prison Education, a nationally-recognized partnership that in 2018 and 2019 awarded 31 incarcerated students in two prisons an MxCC associate degree in General Studies. CPE is funded by philanthropic donations and "Second Chance Pell" funds awarded to MxCC as one of 67 colleges and universities approved in 2016 by the U.S. Department of Education to pilot reinstating federal financial aid to college students in prison.
 - MxCC Honors Program students taking one class on the Wesleyan campus free of charge.
 - MxCC Center for New Media staff and students providing video production services to Wesleyan free of charge.
 - Combining MxCC and Wesleyan acting and film production classes, hosting them on the MxCC campus, and sharing costs and revenue.
- Launched a General Education assessment project and placed it under the Curriculum Committee with faculty leadership. The project is utilizing the online Aqua assessment tool.

Fiscal Stewardship and Resource Development

- Secured \$13 million in federal, state, and private grants to enhance STEAM programs; recruit and retain students; hire additional tutors; strengthen dual-enrollment programs in the high schools; expand access to higher education through Gear Up, Bridge to College, and free courses to SNAP recipients; support the food pantry and garden; and, build a state-of-the-art Center for New Media.
- Implemented over \$2 million in facility improvements, including renovated science labs, "21st Century Classroom" high-tech spaces, English and Math labs, and a "Learning Commons" to physically and administratively integrate the library, distance education, and tutoring services.
- Reduced expenditures \$2.5 million over three years by seeking and implementing ideas from employees through activities such as "Budget Brainstorm Bashes," serving as both Interim Campus Chief Executive Officer and Dean of Academic Affairs for 26 months, restructuring the

management team, creating a unified Division of Academic & Student Affairs, relocating the college's satellite location in Meriden from a leased facility to rent-free space in a city high school, and installing a solar photovoltaic array and LED lighting.

- Serve as an ex-officio member of the MxCC Foundation (separate 501c3 fundraising organization). Led strategic planning exercises consonant with those of the college. In two years (FY17 to 19), increased net assets by 14% (\$100,000) and student scholarship grants by 55% (\$47,000).

Public Presence, Strategic Planning, and Campus Engagement

- Serve as a public spokesperson in the media, at events on campus and in the community, within professional organizations, and as host of a college-produced weekly radio show/podcast.
- Develop and maintain relationships with legislators, workforce boards, school district officials, business leaders, nonprofit agencies, and higher education colleagues.
- Actualizing a five-year strategic plan (2017-22) by engaging employees through small, focused teams guided by Stanford University's "Design Thinking" problem-solving approach and SWOT analyses.
- Leveraging the main campus's location in central Connecticut, its facilities and ample parking, to be an event venue for community partners, legislators, the Governor's Office, and the CSCU System.

Fostering a Culture of Collaboration, Compassion, and Inclusion

- Published the college's first Civility Statement and accompanying video.
- Launched a faculty-led Center for Civic Engagement to support community-based learning.
- Established "The Magic Food Bus," a pantry operating for parts of the year in a colorful, renovated school bus, to offer food, school supplies, toiletries, and pet care items to students and employees in need. The Veterans Memorial Natural Garden, cultivated by campus volunteers, was added in 2019.
- Developed and co-host a monthly "Courageous Conversations" series to offer an affirming space for community discussions on topics related to diversity, equity, and inclusion.
- Support, sponsor, and participate in student activities, such as those offered by the Phi Theta Kappa honor society, Film Club, Creative Writing Club, Student Senate, Veterinary Technology Club, and SPEAK (Students Promoting Equality, Acceptance, and Knowledge), a student organization designed to support students and employees from the LGBTQ+ community.
- Engaging the college in work fueled by participation in *Achieving the Dream* to address equity gaps in student performance and campus culture.
- Leading efforts to embrace an increasingly diverse student body which is now 63% white, 19% Hispanic, 9% African-American, and 58% female.

Human Resources & Professional Development

- Oversee the selection, supervision, and evaluation of all personnel consistent with policies, statutes, and collective bargaining agreements. Serve as the appointing authority for the college.
- Ensure a commitment to the professional development of all employees, especially in the areas of continuous improvement in teaching and learning, enrollment management and retention efforts, supervision and administration, and the pursuit of further formal education.
- Encourage on-campus professional development activities such as peer training, "technology trails," keynote speakers, experiential workshops, and fully supporting the CSCU Center for Teaching.
- Designed "MxCC 101," a half-year, seminar-style, extended orientation for new employees.
- Led extensive open discussions, surveys, and listening sessions on the topic of campus morale. Established (or revived) employee recognition awards, "good news" broadcast emails, summer barbeque, and social gatherings.

Northwestern Connecticut Community College • Winsted, CT **July 2008 – December 2011**
Academic Division Director of Business, Science, Health & Technology

Oversaw academic offerings in STEM fields including allied health, business, computer systems technology, mathematics, medical assisting, physical education, science, therapeutic recreation, and veterinary technology.

- Supervised 35 part-time and 15 full-time faculty members and four laboratory aides. Recommended employment of part-time faculty and staff in the Division. Evaluated employees in accordance with policy, procedures, and collective bargaining agreements.
- Administered the Division's faculty load, adjunct faculty budget and contracts, operating budget, off-campus instructional locations, and specialized laboratory facilities.
- Maintained articulation agreements and collaborative relationships with high schools and universities.
- Developed semester course schedules that balanced enrollment demand, students' need to complete program requirements, full-time faculty expertise, adjunct faculty availability, budget, and the collective bargaining agreement.
- Secured \$120,000 in Health & Education Initiatives Grants to support summer Nursing careers exploration workshops and extended math, science, and allied health tutoring services.
- Served as program advisor of the Therapeutic Recreation degree and certificate programs, with duties such as student recruiting, academic advising, securing contracts for clinical field work sites, and acting as supervising instructor for field work students.
- Participated in numerous community outreach and recruiting activities.

Capital Community College • Hartford, CT
Director of Academic Media Technology
Audio-Visual Media Specialist

August 1994 – June 2008
October 1987 – July 1994

Led a comprehensive communications center that was fully integrated with the teaching and learning activities of an urban, culturally diverse community college. Built a team of six full-time staff, nine adjunct instructors, and one full-time faculty member. The department provided an array of media production services and an associate degree program that were noted for excellence by the 2006 NEASC Accreditation visiting team.

Associate Degree Program in Communication Media

- Developed an associate degree program in response to student and employer demand. Wrote individual course outlines and syllabi, established program and course-level learning outcomes, and implemented a program assessment process.
- Crafted articulation agreements with universities and high schools, hosted an advisory panel of media professionals and university professors, established student internships, promoted course offerings, recruited and advised students, and ensured instructional quality control and curricular integrity.
- Created *Capital Student News*, a hybrid academic activity and student club. CSN presented college and community news in a monthly 30-minute webcast/cable access TV show, weekly five-minute "NewsBreaks" shown on campus TV monitors, and blog.

Multimedia Production, Distribution, and Classroom Technology

- Collaborated with the faculty to conceive, develop, write, produce, and distribute original instructional materials for use in various media formats.
- Managed a \$2 million media center with 1,700-square foot broadcast-quality studio, editing suites, field production services, streaming media network, traditional black-and-white photography darkroom, student computer media labs, and on-campus video bulletin board system.

- Cultivated partnerships with Hartford-based artists, musicians, businesses, communication professionals, and state agencies to produce media materials for their use. These projects offered students production experience with actual clients, and generated fee income dedicated to student equipment. One partnership, *El Show de Analeb*, is still in production (www.analebshow.com).
- Created and produced 75 hours of regularly-scheduled cable television programs over a six-year period (1997-2003) showcasing academic programs, students, alumni, lectures, musical performances, and college events in a fast-paced magazine format.
- Planned, supervised, and completed over \$2 million in instructional media equipment upgrades installed in 90 classrooms, labs, and public spaces in the college's new campus, and oversaw ongoing maintenance and upgrades.
- Provided lighting and sound support for musical, theatrical, film, and live speaking events.

Online Learning

- Supervised the Director of Educational Technology, and collaborated to provide pedagogical and technological support to faculty and students engaged in web-enhanced and fully online courses.
- Administered the Blackboard course management system, implemented policies and procedures, and advised the Academic Dean and department heads on instructional quality and enrollment trends.

Acting Assistant to the Academic Dean

July 2006 – December 2006

Temporary assignment while the incumbent was on sabbatical leave, in lieu of my Media Director duties.

- Supervised the administration of faculty load, adjunct faculty contracts, and the adjunct faculty budget. Assisted Department Chairs with hiring interim faculty and staff.
- Participated in hosting the NEASC accreditation team's visit to the college in October 2006. Assisted the Deans and President with writing official responses to their findings.
- Administered the \$158,000 Perkins Postsecondary Grant and supervised the Tech Prep Coordinator.

New Campus Technical Consultant

February 2000 – June 2002

(additional assignment of 9 hours per week)

Worked with the President and Dean of Administration to oversee the college's relocation to a renovated, historic building in downtown Hartford. The new campus opened in August 2002.

- Attended weekly construction administration meetings with project coordinators from the contractors, architects, engineers, and State Department of Public Works. I was often the only college representative and was charged with rendering key decisions.
- Gathered and disseminated information among college staff that were critical to making decisions leading to the final layout of instructional spaces and the entire technology infrastructure.
- Developed a two-year, \$7.5 million capital bond budget that replaced most instructional equipment and the entire telecom infrastructure at the College.
- Arranged for demonstrations of proposed furniture and equipment, and set up a prototype state-of-the-art classroom in our old campus prior to implementing it campus-wide.
- Acted as a project spokesperson by making presentations to community groups, and gave tours (both "in person" and through video segments) of the building under construction to college employees and business organizations.

Teaching Experience (listed alphabetically)

Capital Community College • Hartford, CT

1990 – 2006

- Spring 1990; Spring 1996 – Fall 2006: *Introduction to Communication Media, Introduction to Visual Communication, Introduction to Mass Communication, Internship I, and Basic Video Production.*
- July 1995: *Project Horizon Computer/Media Camp*. Three-week course for pre-teens stressing library, computer graphics, and TV production skills. As a final project, the students produced a version of the game show *Jeopardy!* (52.5 hours, noncredit).
- Spring 1995: *Broadcasting & Television Production*. Career-oriented training program jointly offered by the college and the Connecticut Department of Veterans Affairs (36 hours, noncredit).

Charter Oak State College, New Britain, CT

1999 – 2010

Occasional faculty evaluator in Communication. Reviewed Prior Learning Portfolios compiled by students seeking academic credit for college-level learning gained through experience in settings such as corporate training centers, union apprenticeships, independent study, or employment in the field.

Middlesex Community College • Middletown, CT

2013 – 2017

Honors Seminar I: Leadership, Honors Seminar II, Honors Capstone Project, Introduction to Mass Communication (online).

Northwestern Connecticut Community College • Winsted, CT

2008 – 2013

Field Work in Recreation Leadership, Introduction to Mass Communication (online), *Pre-Algebra*.

University of Hartford • West Hartford, CT

1991-92, 1999, 2009 – present

- 2009 – present: Occasional, volunteer member of doctoral dissertation advisory committees.
- Fall 1999: *Rhetoric, Language and Culture* (Freshman composition course).
- Fall 1992 and Fall 1991: *Basic Television Production*.

Volunteer Civic Organizations (listed alphabetically)

Chase Collegiate School • Waterbury, CT 2007 – 2017

- Board of Trustees (9/12 – 10/17)
 - Vice Chair and Executive Committee member (9/14 – 10/17)
 - Head of School Search Committee (11/12 – 11/13)
 - Head of School Support Team (9/14 – 10/17); conducted the performance evaluation of the Head of School (spring 2016).
- Advancement Committee – parent member (9/10 – 6/12)
 - Annual Fund Committee (9/07 – 6/13)
 - Annual Fund Chair (9/11 – 6/13)

Chase Collegiate School Foundation • Waterbury, CT 2017 – 2019

As Board Chair, oversaw conversion of an \$11 million school-based endowment into a standalone nonprofit organization with a mission to award student scholarships and faculty professional development grants.

Green Street Teaching & Learning Center, Advisory Board • Middletown, CT 2015 – 2018

Middlesex Area Interagency Council • Middletown, CT 2013 – 2016

Middlesex County Chamber of Commerce • Middletown, CT 2017 – present

- Member, Board of Directors (8/18 – present).

St. John's Episcopal Church • Waterbury, CT 1994 – present

- Music Coordinator (September 2015 – present). Oversee a corps of volunteer and professional musicians who provide a dynamic, innovative music program that includes traditional pipe organ, adult choir, piano, guitar, occasional vocal and instrumental guest soloists, and jazz ensemble.
- Occasional pianist/organist (1994 – present).
- Producer and performer, *A Cool Yule* annual jazz Christmas concert (2002 – present). Over the years, attendees have contributed thousands of pounds of non-perishable items to benefit clients of a local soup kitchen and food bank.
- Finance & Executive Council (2007-10 and 2018 – present).
- Musician/Choir Director Search Committee chair (2015).
- Rector Search Committee co-chair (2010-12).
- Vestry member (1994-97), Senior Warden (1997-2000), Treasurer (2001-05).

Education

Doctor of Educational Leadership (Ed.D.) • University of Hartford, West Hartford, CT 2008

Dissertation: *Connecting Teaching Styles and Student Learning Styles in Community College Online Courses*

Master of Arts in Communication • University of Hartford 2000

Thesis: *Gender, Communication, and the Connecticut General Assembly*

Bachelor of Arts in Communication, Magna Cum Laude • University of Hartford 1986

Participated in London Semester study abroad program, Spring 1986.