

December 8, 2020

Dear Search Committee Members:

Thank you for considering my candidacy for the position of Campus Chief Executive Officer (CEO) at Tunxis Community College. I am a self-motivated and seasoned senior administrator with over twenty years of experience in higher education, including fifteen years of dedication and success within the Connecticut State Colleges and Universities (CSCU) system. I believe that my background, skill set, and executive leadership experience at the community college level meets the needs of the position you seek to fill.

During the past eighteen months I have had the honor of serving as the Interim Campus CEO at Tunxis Community College. As the college's chief executive, I implement strategies designed to successfully maintain institutional operations while simultaneously striving for continuous improvement. As campus leader, I oversee and am accountable for departmental budgets, personnel, enrollment, academic programming, workforce development, and critical student services. I work closely and collaborate frequently with high ranking CSCU officials, the North-West region's president, Campus CEO colleagues throughout the system, as well as with the talented faculty and staff at Tunxis. I lead, motivate, and mentor a diverse senior management team. My leadership team shares my vision on the transformational changes necessary to secure a sustainable future for the college.

Since my appointment in 2019, I have made it an institutional priority to improve the quality of education and student success by aligning Tunxis with several CSCU strategies. These strategies include the Achieving the Dream (ATD) campaign, Transfer and Articulation Policy (TAP), Guided Pathways (GP), and the Pledge to Advance Connecticut (PACT) program. In an effort to improve the institution's financial standing and improve upon efficiencies, I have partnered with colleges within the North-West region as part of a shared services initiative. These include the allocation of human and capital resources across multiple campuses in the interest of streamlining administrative processes and reducing college expenditures. In addition, Tunxis recently proposed an "A to B" articulation agreement with Central Connecticut State University (CCSU) which is set to launch a full "AS to BS" business management program on our campus. The college also piloted the option for cross-campus enrollment whereby Tunxis students were able to experience course offerings at our sister institutions while increasing regional enrollment and capturing revenue that would otherwise have likely been lost.

My leadership style is one that promotes transparency, communication, collaboration, and innovation. Having previously served in the roles of professor, director, and dean, I have found that the success of any campus leader is contingent upon their ability to listen and respond to the needs of those they serve. As a former union member, I am sensitive to and keenly aware of both the benefits and challenges associated with a highly unionized environment. My experience with collective bargaining units inspired me to conduct a "listening tour" shortly after my appointment as CEO in the interest of engaging with the campus community. Several themes emerged as a result of those interactions, including the need to improve communication and staff morale. Since then, I have increased the frequency of All-College meetings to share timely news and updates, scheduled open office hours to promote more informal conversations with employees, and established an Extended Cabinet consisting of department chairs and directors to represent a broad cross-section of academic and student affairs employees at Tunxis. The Extended Cabinet has played an integral role in engaging campus stakeholders to identify, analyze, and improve upon complex and potentially antiquated processes in hopes of improving the overall student experience in a creative and cost-effective manner.

Tunxis Community College is actively participating in the Achieving The Dream (ATD) campaign. The campaign seeks to provide opportunities and level the playing field for underrepresented students.

ATD engages faculty and staff volunteers in examining holistic student practices and encourages the piloting of initiatives and programming meant to address institutional barriers that contribute to equity gaps. Addressing these institutional barriers has become an important component of the college's updated strategic plan. This document guides managerial decisions that serve to improve student satisfaction and outcomes, in addition to preparing the institution for future accreditation and consolidation efforts. In conjunction with the strategic plan, I have overseen the creation of the Office of Equity and Inclusion (OEI). The OEI is a pilot program conceived to examine best practices and leverage professional development opportunities in an effort to create a diverse and equitable campus culture. Upon its success, Tunxis will seek to expand the OEI's mission both regionally and system wide.

My role as Campus CEO is to serve as a spokesperson, advocate, and liaison to the Tunxis Foundation. Throughout the year I help raise funds through various events that add value and support the college's ongoing fundraising efforts and community outreach. A highlight of these efforts included the 2019 Economic Breakfast & Networking Event. This singular event not only boasted the highest attendance of any foundation event to date, but also raised over \$34,000 for Tunxis student scholarships and programs. Since 2019, the Foundation has raised over \$189,000 and awarded scholarships and emergency funding to nearly 200 students. As Tunxis celebrates its 50th Anniversary, I continue to cultivate relationships with legislators, local chambers of commerce, public school administrators and superintendents, as well as business and industry leaders to further solidify the college's role within its community.

As interim CEO, I have successfully led an institution while transforming how it operates. Effective leadership requires the ability to adapt and adjust when faced with adversity, find creative solutions, and demonstrate flexibility during periods of transition. As is the case with many colleges and universities, the global COVID-19 pandemic has presented my team and I with unprecedented challenges. We were tasked with quickly transitioning our students, faculty, and staff to a fully online operation while also maintaining the safety, integrity, and excellence of our teaching and learning environment. In response to these and other challenges, I helped coordinate the college's reopening plans, managed the distribution of computers and other vital equipment necessary for students and employees to transition to a primarily virtual environment, oversaw the dissemination of personal protective equipment (PPE) to local health care providers, and partnered with the Tunxis Foundation to establish a COVID-19 emergency fund to support our students and community. Public higher education leaders are facing significant ongoing uncertainty due to the current public health crisis and in many respects, its ultimate toll remains an unknown. It is a moment that demands dynamic leadership to not only weather the crisis, but to ensure that institutions can emerge, recover, and eventually flourish in a post-pandemic world.

I remain optimistic and excited about my role as CEO at Tunxis and if permanently appointed, will continue to strive to be a leader that ensures the college continues to build upon its reputation as an institution that is exceptional, accessible, and a pillar of its community. Thank you in advance for considering my application. I would very much appreciate the opportunity to speak with you personally to discuss my candidacy further.

Sincerely,

Darryl Reome, Ed.D.

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EXECUTIVE PROFILE

- 21 years of higher education administration work experience
- Strategic planner, providing input on budgetary, enrollment, academic & student programming, & related services that ensure students have a high-quality educational experience
- Proven inclusive leadership & adeptness at working successfully in a diverse, unionized workforce & shared governance environment
- Committed to inclusive excellence, equity, & diversity by implementing well-designed & enhanced institutional changes to support ongoing efforts to improve student access, success, & outcomes

Achievement in student affairs & academic affairs:

- **STUDENT AFFAIRS:** Enrollment planning & management; student recruitment & outreach; communication plans & marketing strategies; academic advising & counseling/mental health services; placement testing, tutoring & disability support services; assessment & student retention initiatives; event planning, including new student orientation & degree attainment programs.
- **ACADEMIC AFFAIRS:** Academic program development, assessment & review; course schedule management; course instruction experience.
- Success with hiring, leading & managing faculty, staff & student employees; developing, staffing & managing student centered programs; ability to gather, analyze & use data to develop, assess & improve programs.
- Well-rounded negotiation skills in unionized work environments; the ability to manage multiple projects, identify & research trends, utilize student data, & establish priorities & cost-effective remedies that advance institutional goals that better serve diverse populations of students.

EDUCATION

JOHNSON & WALES UNIVERSITY Providence, RI

Doctor of Education, Educational Leadership: Higher Education

**Doctoral Dissertation: First-Generation College Student Success:
Exploring Experiences That Promote Community College Degree Attainment**

CENTRAL CONNECTICUT STATE UNIVERSITY New Britain, CT

Master of Science, Educational Leadership

SACRED HEART UNIVERSITY Fairfield, CT

Bachelor of Science, Psychology

HIGHER EDUCATION ADMINISTRATION EXPERIENCE

TUNXIS COMMUNITY COLLEGE Farmington, CT

Interim Campus CEO

2019 to Present

- Reporting to the North-West region president, serve as the lead campus administrator, entrusted with the overall management of the institution.
- On-site operational leader, providing critical focus & guidance on developing & implementing strategic plans, college policy, & supporting the educational mission & vision of Tunxis Community College & Connecticut State Colleges & Universities (CSCU) system.
- Supervise & lead campus Deans of Academic Affairs, Student Affairs, as well as several other administrators, that make up a diverse & multi-functional management team.
- Proven ability to recruit & retain well-performing professionals, empower them to succeed, & develop their talents & expertise.
- Serve as a donor liaison by fostering partnerships with Tunxis Foundation & donors; help engage elected officials & local community leaders, state agencies & stakeholders.
- Collaborative leader that incorporates organizational, analytical, & decision-making skills with strong change management, project management, & team-building skills.
- Experience with managing complex organizational structures, project planning, budgeting, & leading transformational change.
- Proven inclusive leadership & adeptness at working successfully in a diverse, unionized workforce & shared governance environment within the Connecticut State Colleges & Universities (CSCU).

Interim Dean of Student Affairs

2018-2019

- Member of the President's Cabinet;
- Managed several essential student centered departments, resources & staff from: Academic Success & Tutoring Center (including Disability Services), Academic Advising & Counseling Center, Campus Security, OASIS Center & student Veterans' services, Student Activities & Student Government Association; & evening & weekend administrators;
- Responsible for the oversight of the Student Code of Conduct & Academic Dishonesty violations, including: plagiarism, probation, suspension, & expulsion.
- Planned, assessed & evaluated student services, including: first-year programming, new student orientation & retention & degree completion efforts.
- Successfully managed departmental budgeting, planning & fiscal management responsibilities;
- Served as Chair, Dean of Student Affairs Council;
- Member, Behavioral Intervention Team; Co-Chair, Crisis Management Team & Center For Teaching (CFT).

NORTHWESTERN CONNECTICUT COMMUNITY COLLEGE Winsted, CT**Associate Dean of Student Affairs & Enrollment Management**

2017-2018

- Reported to the college president & served on senior cabinet; manage the effective operations of the college's student affairs offices, including: office of admissions, financial aid services, registrar's office, the center for student development (advising & counseling, disability services, career & retention services) & student activities;
- Partnered with dean of academic affairs on student success initiatives;
- Lead the development & implementation of a comprehensive student enrollment management & communication plan; collaborated with marketing & public relations staff to develop & deliver valuable communication, student centered initiatives & marketing strategies (mobile, online, print & social media);
- Collaborated with student activities & student senate; served on the scholarship, orientation & commencement committees.

TUNXIS COMMUNITY COLLEGE Farmington, CT**Acting Dean of Academic Affairs**

2015-2016

- Promoted to chief academic officer by college president to guide the college's academic affairs, operations & budget;
- Supervised department chairs & program coordinators; helped manage: 70+ full-time & 275+ adjunct faculty, library services, & media & instructional technology (MIT) staff;
- Guided college faculty & staff initiatives; directed development of new degree & certificate programs, faculty's additional responsibilities (AR) reports/proposals & performance evaluations; served on the college's academic affairs committee.
- Helped ensure the quality & standards of academic programs, including: assessment, accreditation & compliance with Board policy; alignment with transfer & workforce requirements & articulation agreements;
- Led the planning, development & implementation to enhance high school & community educational partnerships (dual & concurrent enrollment) & the college career pathways (CCP) offerings; represented the college's credit academic programs, assessment, & initiatives to the Board of Regents (BOR) for Higher Education & external constituencies at dean of academic affairs council meetings.

Director of Advising, Counseling & Student Retention

2014-2017

- Supervised six (6) staff members, including: academic advisors, counselors, retention specialists, career services & transfer coordinator;
- Successfully designed, coordinated, & implemented retention services & programs, including: student success week, new student orientation, & the early alert referral system (EARS), an online retention tool which helps faculty identify & assist academically at-risk students;
- Created a student ambassador program with the college's student Veterans & Phi Theta Kappa (PTK) honors students;
- Collaborated with admissions, records & financial aid; develop ongoing online, social media, & printed marketing campaigns to highlight advising/registration & degree completion initiatives;
- Managed faculty advisor assignments (in Banner) & other related advisor training & workshops;
- Managed the planning, scheduling & execution of all new, continuing & readmit student advising & registration activities;
- Co-chaired the college's enrollment management task force & master advising committee; served on the center for teaching (CFT) committee.

MIDDLESEX COMMUNITY COLLEGE Middletown, CT**Acting Director of Admissions**

2005-2014

(original appointment: Assistant Director of Admissions; later promoted to Associate Director of Admissions; performed both positions: 2013-2014)

Director of Academic Advising

2013-2014

- Led the successful enrollment management efforts at the college by increasing new, continuing & readmit student enrollment for several consecutive years; performed outreach, academic advisement & the registration of students;
- Supervised, trained & evaluated several admissions staff & student workers;
- Led the promotion & marketing of the college's academic programs, online offerings & student services/resources;
- Served as a primary designated school official (PDSO) & managed international student admission & SEVIS related matters, including: I-20 applications, transfer, change of status, & OPT/CPT requests;
- Managed the advisement, interview, & selection processes of the selective academic programs: Radiologic Technology & Veterinary Technology; assisted the VA coordinator with student veterans' affairs;
- Generated & analyzed academic programs, enrollment & related statistical data & reports; helped coordinate & manage student files & records.
- Managed & updated web content, print materials & social media items; developed & managed departmental budget & related grant funds;
- Served on the college's enrollment task force, foundation scholarship committee, new student orientation planning team, college affairs committee, student success team, & the college's leadership team; served on student disciplinary hearings & chaired on an annual basis,
the Connecting Kids to College (college awareness) campaign with Portland Middle School & High School.

THE HARTT SCHOOL OF MUSIC (UNIVERSITY OF HARTFORD) West Hartford, CT**Hartt School Evaluator (Registrar) & Academic Advisor**

2005

- Served as the primary resource for Hartt curriculum & accreditation matters.
- Collaborated with faculty, department chairs & the director of undergraduate studies on special projects, including: promotional literature & college catalog content.
- Spearheaded all undergraduate & graduate student academic advising inquiries & troubleshooting, including: dismissal warnings & academic probation.
- Advised first-year, transfer & international students regarding degree & graduation requirements; conducted transfer credit evaluations; compiled student/academic program data.
- Supervised several academic division coordinators; co-managed Hartt student orientations each semester; successfully planned & managed Hartt's commencement activities.
- Maintained & evaluated academic records; conducted degree audits & advising workshops; trained faculty on related topics.

SIMMONS UNIVERSITY (formerly Simmons College) Boston, MA**Assistant Director of Admission & Transfer Admission Coordinator**

2001-2004

- Increased new & transfer student applications (& deposits) from assigned territories: Connecticut, Westchester County, New York & the Midwest.
- Successfully planned & implemented several unique international, minority & student athlete recruitment initiatives.
- Supervised, trained & mentored admissions staff & student workers.
- Evaluated several-hundred domestic & international applications throughout the year; served on the admission selection committee & the college's nursing admission selection committee.
- Selected, trained & supervised students participating in student enrollment & retention initiatives, including: the transfer student liaison program & senior student interviewer program.
- Coordinated & executed several on-campus events for new students, including all transfer student orientation events/programs & the annual transfer student open house event.
- Co-developed various print & electronic marketing campaigns, including: view books, college website, & other mailings; created transfer articulation agreements with several Boston area colleges & universities.

PINE MANOR COLLEGE Chestnut Hill, MA**Assistant Director of Undergraduate Admission**

2000-2001

- Successfully planned & conducted several weeks of local, regional, & national recruiting activities throughout the Northeast, including: Boston public schools, Upstate New York, Long Island & Westchester County.
- Conducted student interviews & information sessions; review of applications for admissions & portfolios.
- Developed & executed several recruitment events & programs: the student-to-student telecounseling program, "On the Spot" decision days, open house & overnight programs, & the "kids 2 college" initiative & Upward Bound/Outward Bound programs with several Boston public schools.

UNIVERSITY OF RHODE ISLAND Kingston, RI**Admissions Officer (seasonal appointment)**

1999

- Primary recruiter of first-year students in Connecticut & Westchester County, New York during a (seasonal) 10-week recruitment effort.
- Successfully increased overall inquiries, applications & deposits from students in my assigned territories.

COURSE INSTRUCTION & RELATED EXPERIENCE

TUNXIS COMMUNITY COLLEGE Farmington, CT

Adjunct Professor, Humanities Department

2015-2017

- Designed & delivered course content for **COM 173: Public Speaking** course.
- Provided instruction to thirty-five (35) students each semester.
- Responsible for evaluating all written, oral & online assignments; provide ongoing academic advisement, feedback & support for all students.

Adjunct Professor, Academic Strategies Department

2014-2017

- Designed, maintained & implemented course syllabus & delivered course content for **First-Year Experience** (FYE) course for fall & spring semesters.
- Provide instruction to twenty-five (25) students each semester.

MIDDLESEX COMMUNITY COLLEGE Middletown, CT

Adjunct Professor, Social Sciences Department

2013-2014

- Designed & delivered course content for **PSY 201: Life Span Development** course for fall & spring semesters.
- Provided instruction to thirty-five (35) students each semester.

TRINITY COLLEGE Hartford, CT

Assistant Director of Annual Giving, Development Office

2004-2005

- Successfully directed fundraising efforts & management of volunteers for classes 1920-1959.
- Conducted several field visits a month to alumni; assisted with all on-campus donor & volunteer programming & events.
- Co-developed the annual fund calendar; designed strategies for all annual giving solicitation efforts, including budgeting, mailings, phone call campaigns, volunteer & staff solicitations; utilization of PeopleSoft database on a daily basis.

PROFESSIONAL MEMBERSHIPS, DEVELOPMENT, COMMITTEES & AWARDS

- Recipient, **Phi Theta Kappa (PTK) Paragon Award for new presidents** (April 2020)
- Participant, **NEACRAO's Summer Professional Development Workshop: Interaction Communication Styles - Enabling High-Performing Teams & Relationships** (August 2018)
- Participant, **Connecticut State Colleges & Universities (CSCU) Guided Pathways Task Force "Recruitment Architecture" subgroup** (2018-2020)
- Attendee, **The Social Media Marketing Conference Training Seminar**, Hartford, Connecticut (January 2018)
- Coordinator & participant, **PERSIST: A Comprehensive Guide for Success in Higher Education** (October 2017)
- Attendee, **The Schwab Institute for Academic Leadership - Civility on Campus: The Academic Leader's Role in Fostering a Collegial Environment** (March 2017)
- Attendee, **The Future of Higher Education**, Presented by the Connecticut forum, Hartford, Connecticut (December 2016)
- Participant, **Connecticut State Colleges & Universities (CSCU) enrollment focus group & retention focus group**, Hartford, Connecticut (November 2016)
- Participant, Academic Impression's: **A System-Wide Approach to Advising for Retention** conference, Anaheim, California (June 2015)
- Presenter, theme-based paper presentation at the **Northeast Educational Research Association's** (NERA) 44th annual conference, Rocky Hill, CT (October 2013)
- Summer Fellow, Vanderbilt University's **Peabody College Professional Institute for Senior Academic & Enrollment Services Professionals**, Nashville, Tennessee (July 2012)
- Recipient, **The Governor's Service Award** (August 2008)