

**Jane McBride Gates, Ph.D.**  
**Provost & Senior Vice President for Academic and Student**  
**Affairs**  
**Connecticut State Colleges and Universities**  
**Hartford, Connecticut 06105**  
**(860) 723-0058**

# Jane McBride Gates

## CONTACT INFORMATION

### Work Address

Connecticut State Colleges and Universities  
Provost and Senior Vice President for Academic & Student Affairs  
61 Woodland Street  
Hartford, CT 06105

## EDUCATION

### Doctor of Philosophy Degree

- Southern Illinois University, Carbondale, Illinois, Department of Political Science, Degree Areas: Public Policy, Organizational Behavior, Chinese Politics

### Master of Public Administration

- University of Arkansas, Fayetteville, Arkansas , Department of Political Science, Degree Area: Public Administration

### Bachelor of Arts Degree

- Arkansas State University, Jonesboro, Arkansas , Department of Political Science, Degree Area: Political Science

### Additional Study

- Harvard University Graduate School, Institute for Management and Leadership in Education, Cambridge, Massachusetts, June 15-27, 2008
- Summer Institute on Conflict Management in Higher Education, University System of Georgia, August 1- 5, 2007
- Leadership America Forum Class 2002, Washington, D.C.
- Council of Colleges of Arts and Sciences, New Deans Seminar, San Diego, CA, July 7-12, 2000
- Harvard University, Management Development Program, Cambridge, Massachusetts, 2000

## **ADMINISTRATIVE POSITIONS HELD**

- Provost and Senior Vice President for Academic and Student Affairs, August 5, 2016-
- Provost and Vice President for Academic Affairs, Western Connecticut State University, July 18, 2011 -2016
- Dean, College of Liberal Arts and Social Sciences, Savannah State University, November 2007-2011
- Interim Vice President for Academic Affairs and Professor, Savannah State University, September 1, 2006-2007
- Dean, College of Liberal Arts and Social Sciences, Savannah State University, August 1, 2002-2006
- Interim Associate Dean, College of Arts and Sciences, Arkansas State, July 1, 2000-June 30, 2001
- College of Arts and Sciences Director of Outreach Programs and Delta Studies 1996-1999
- Chairperson of Political Science Department, 1993-2000
- Program Director, Teaching and Learning Technology & MAMP Program 1996-1997
- Program Director, Minority Student Transition & Retention Program, NSF, 1993-1995

## **EXPERIENCE OVERVIEW**

Provost and Senior Vice President for Academic and Student Affairs

### Position Description

- Connecticut State Colleges and Universities (CSCU), Connecticut Board of Regents for Higher Education (BOR) serves as the chief academic and student affairs officer for the Board and provides leadership, supervision, and oversight for curricular, instructional, research, faculty, and student affairs among the CSCU 17 institutions governed by the Board. Reports directly to the President and serves as the chief executive officer in the absence of the President. Manages, directs, oversees, as appropriate, senior staff and administrators in the areas of academic programs, developmental education and student success academic initiatives, grants, policy and research, the Connecticut Community College Nursing Program (CT-CCNP) Nursing Directors Council, and the CSCU Library Consortium.

- Western Connecticut State University (WCSU) is a regional comprehensive public institution. WCSU is one of seventeen members of the Connecticut State Universities and Colleges System. WCSU offers 39 undergraduate degree programs and 65 majors, 16 graduate degree programs and 2 doctoral programs through four academic schools: the School of Arts and Sciences; the School of Professional Studies; the School of Visual and Performance Arts; and the Ansell School of Business to 6,000 students and employs 222 full-time faculty and 464 adjunct faculty. The WCSU budget is \$120m.

- Oversee the Division of Enrollment Services (Admissions, Registrar, Financial Aid and the Academic Advisement Center) and the Division of Academic Affairs including direct reports from the Dean of Arts and Sciences, Dean of Visual and Performing Arts, Dean of School of Professional Studies, Dean of Ansell School of Business, Associate Vice President for Academic Affairs/Graduate Studies, Director of Library Services, Director of Office of Sponsored Research and Administrative Services, Director of Institutional Research and Assessment, and the International Education office.
- Responsible for developing, managing and directing the university's comprehensive academic programs and their delivery, as delegated by the President of the university, to assure optimum learning outcomes for all its students within a student-centered and shared governance environment.

***Key Accomplishments:***

Board, Community and Alumni Outreach

- Elected. The College Board Regional Council. 2019-2023.
- Appointed. NEBHE SARA Regional Steering Committee. 2017-
- Abilities Unlimited Board. Hunan Resources Committee. 2017-
- Vice President of Membership, The Greater Hartford Chapter of the Links, Inc., 2020
- Alpha Kappa Alpha Sorority National Member
- Educators Rising Advisory Board. 2020.
- State of CT Minority Teacher Retention and Recruitment Committee 2017-
- Launched in summer 2015 the Horizons@WCSU program with dean of Arts and Sciences. A six-week summer enrichment program that inspires minds and closes achievement gap for K-12 academic career. Program is free to families and is offered to underserved populations in cohorts of 15.
- Supported the Building a Bridge to Improve Student Success project in partnership with Bethel and Danbury high schools. Through a collaborative effort the program matches high school standards with college expectations, improves access, accountability and affordability. The goal is to support college readiness for all high schools students so that post-secondary education is an achievable dream.
  - Formalized MOU with the Housing Authority of the City of Danbury to provide veteran supportive multi-family housing.
  - Signed Letter of Agreement to enter into Workforce Opportunity Services collaboration with Columbia University and Prudential Financial Inc. to provide career opportunities in project management for veterans.
  - Worked with the president in developing MOU to provide reverse transfer articulation agreements with community colleges.
  - Entered into partnership in collaboration with the dean of Arts and Sciences with WTHN Station 8 and Meteorology program.
  - Implemented MOU with community colleges for the RN to BSN.
  - Championed academic programs to the Danbury Community, the Rotary Club, the Danbury Chamber Business Council for Women, the Danbury hospital and

development of individual prospects.

- Promoted and implemented service learning and City of Danbury based learning as a way to connect curriculum with the cultural and natural heritage of Danbury.
- Served as guest speaker for alumni group, attended alumni receptions and university sponsored events.
- Participated in Greater Danbury Chamber events.

#### Development and Fundraising

- Serve on WCSU Foundation Board.
- Serve on the Campaign Cabinet to raise multi-year goal of \$12.5 million to support three major areas: student support, innovation and research involving faculty and students, and partnerships with the community.
- Facilitate connecting donors about programs of interest to them.
- Participate in writing proposals to donors and institutional grants  
Graustein Memorial Fund (parenting curriculum for pre-school teachers- \$40,000)
- Gift: Endowment for Honors Program: Kathwari Honors House (\$1million)
- Hired Director of Office of Sponsored Research Planning and Administration.  
Increased grants, sub-grant awards, contracts from \$250,000 to \$848,000.00.
- Served as 2014 Co-Chair of the Fundraising Gala for the Fairfield County of the Links, Incorporated to raise funds for scholarships and community programs for underserved populations.
- Joined the dean of the Ansell School of Business to obtain funds from a potential donor to expand the Robert S. Young Library.
- Gift: Facilitated endowed Herpetology collection with professor of Biology, dean of Arts and Sciences and University Advancement (in progress).

#### Campus Leadership

- Chair, on-line marketing public private initiative to generate revenue
- 
- Increased retention rates by 5% (79%)
- Increased success rates (A-C) in gateway courses by 20%
- Attained NEASC accreditation with commendations
- Increased FTE graduation rates from 43% to 50%
- Increased enrollment of Hispanic/Latino students by 6%
- Successfully stewarded the conversion from distribution General Education model to Tiered-Competency based General Education model
- Created position to coordinate benefits and services for veterans, active military and their dependents
- Facilitated with Dean of Arts and Sciences the development and implementation of summer STEM experiences for middle and high school students
- Implemented Reverse Transfer
- Assisted and launched the first in the state Minority/Bilingual Teacher Pipeline Initiative with Danbury High School
- Launched Math Emporium course redesign
- Assisted with reconceptualization of First Year Experience course

- Served as Co-Chair NEASC Self Study
- Served on NEASC Executive Committee
- Initiated preparation for NEASC visit with a focus on student learning outcomes, assessment, curricular review and external benchmarking
- Appointed Distance Learning Committee
- Chaired, Cabinet Implementation Retention Team
- Received approval of new Distance Education Policy by Senate
- Received BOR approval of The Center for Compassion, Creativity and Innovations)
- Established new division of Enrollment Services
- Implemented MAP-Works
- Restructured Student Success Program
- Implemented recommendations from Institutional Programs, Policies and Procedures Report
- Initiated Early College School within Arts and Sciences
- Designed a stratified retention strategy
- Prepared sole source justification for MAP Works
- Hired Permanent Deans for School of Professional Studies, School of Arts and Sciences, and Ancell School of Business
- Restructured Graduate Studies
- Reorganized international studies and expanded intercultural activities and services
- Accelerated and retained AACSB mentor in pursuit of AACSB accreditation.
- Granted approval by President to conduct procedural audit of Registrar, Admissions, Financial Services and the Bursar.
- Submitted bid to retain established marketing firm to conduct brand marketing and assessment analysis of Western.
- Assisted with authorization of first online course.
- Submitted MAT in Elementary Education with Special Education Option.
- Approved clinical-based courses developed and adopted to increase quality of instruction in education and hired public school practitioners for teacher preparation courses.
- Hired Grant Director to increase external funds.
- Appointed Ad Hoc Audit of Policies and Procedures Committee
- Appointed Distance Learning Committee
- Restructured Graduate Studies
- Required academic advisement for all freshmen second semester
- Revised Academic Program Review (from 10 years to 7 years)
- Restructured class meeting schedule (increased 2 day/week classes)
- Wrote Collaborative Partnership with WCSU and NVCC
- Formalized Naval ROTC Crosstown Agreement with Yale University
- Appointed NEASC Institutional Liaison
- Revitalized efforts to secure AACSB
- Framed and collaborated on Financial Literacy social media initiative
- Supported CSWE reaffirmation of accreditation
- Implemented Authorization for On-Line Program for Ed.D. Nursing
- Submitted substantive change for On-Line Program to NEASC

- Stewarded SAT Optional Proposal
- Submitted Sole Source Request for MAP-Works
- Secured Ad Astra and Platinum Analytics (Office of Registrar)
- Secured Smartboards for Education, Arts & Sciences
- Streamlined Curricula Approval Process (Sharepoint)
- Initiated and appointed lead faculty to launch sustainability initiatives at WCSU
- Received BOR approval for first interdisciplinary education preparation program in the state of Connecticut with focus on Math, Literacy, and Science in partnership that extends through the three schools that make up the Educational Unit as well as a university-public school partnership

#### Connecticut State Universities and Colleges System Responsibilities

- Authored the CSU Orientation Manual for the Academic Council (July, 2018)
- Appointed to Legislative Task Force, Learn and Earn Pilot, by President of Connecticut State Universities and Colleges.
  - Appointed to state of Connecticut Minority Teacher Recruitment Initiative.
  - Co-authored and submitted Border States Tuition Reduction Proposal to BOR
  - Wrote the Transfer and Articulation Policy (TAP) White Paper
  - Served on subcommittee for TAP Implementation Committee
  - Served on Higher Education Accountability Committee
  - Convener of TAP receiving institution collaboration with Provosts
  - Served on Distance Education Committee
  - Serve on TAP Coordinating Council
  - Serve on CSU Academic Council
  - Served on System Search Committee for Senior Provost and VPAA
  - Chaired System Search Committee for Associate Vice President for Academic Affairs
  - Facilitated CSU-AAUP Department Chair Workshop (2015)

#### Selected Scholarly Activities

##### Books

- The Freshmen Year Experience: Pathways to Success, Editor. Pearson Publishers (2010). ISBN:9780558827861.
- Citizens' Manual to the Georgia General Assembly. Georgia Association of Black State Universities (2007).
- Jonesboro Civil Service Commission Rules and Regulations Manual. City of Jonesboro (1988).
- Client Evaluation of Public Service Employment Programs: A Comparative Study of the WIN and CETA Programs. Southern Illinois University Press (1982).
- "Arkansas Speakers of the House 1911-1985." American Legislative Leaders: A Biographical Director of Colonial and State House Speakers 1619-1985 ed. by Roger Sharp et al., Greenwood Press, 1999.
- "Bridges the Gap Between Town and Gown: Local Government Expertise and the Role of the University," (with F.D. Levenbach & R. Wang), International Journal of Politics, Fall, 1995.
- "A Comparative Analysis of the Characteristics of CETA and WIN Participants." Arkansas Political Science Journal 5,1 (1984).

### **Selected Research Reports and Expert Witness**

- A Research Project for the Lower Mississippi Delta Development Commission, Public Management Expertise In The Delta Development (F.D. Levenbach & R. Wang). Office of Government Research and Service, ASU: 1990, 1-202. Library of Congress.
- Lessons Learned: An Analysis of Welfare-to-Work Programs. Report to the Arkansas Department of Human Services (2001).
- To Form A More Perfect Union: An Analysis of Demographic Changes and Economic Trends. Report to Arkansas Department of Rural Services. Hot Springs, Arkansas. May 31, 2001.
- Public Policy Analyst Expert. Welfare Reform & Arkansas. Public Briefing. State Joint Legislative Committee on Children & Youth, Arkansas Advocates for Children & Families and New Futures for Youth. Excelsior Hotel. Little Rock, AR: September, 1996.
- Provided expert witness and testimony in NAACP Legal Defense Fund challenge of the double primary in the state of Arkansas (Lani Guinier) in 1988. A double primary system requires a majority vote in the primary to win. Candidates with less than a majority vote must enter a run off for the office.

### **Selected Research Grants, Contracts, and Gifts**

- Principle Investigator, Innovations in Academic Affairs: Pursuit of Program Quality and Student Success, Lumina Foundation, February, 2020. \$350,000
- Project Leader, Institute for Higher Education Policy (IHEP), 2010 Summer Academy, Santa Ana Pueblo, New Mexico, 2010. \$7,500
- Principle Investigator, Institute for Higher Education Policy (IHEP), Campus-to-Campus Visit, University of Hawaii-Manoa, 2009. \$2,200
- Principle Investigator, Minority Serving Institution, Institute for Higher Education Policy (IHEP), 2009 Summer Academy, Orlando, Florida, 2009. \$2,100
- Principle Investigator, "Unlocking the Keys to Potential," Department of Juvenile Justice, 2009-2010, \$41,982
- Principle Investigator, Minority Access to Graduate Education and Careers in Science, Technology, Engineering and Mathematics, NSF, 2007. \$2,496,132
- Principle Investigator, "SSU Youth University," UPS, 2006. \$2,000
- Principle Investigator, "The Otis Johnson Community Service Award," Annie E. Casey Foundation, 2006. \$26,000
- Principal Investigator, "Unlocking the Keys to Potential," Department of Juvenile Justice, 2006. \$35,000
- Principle Investigator, "Unlocking the Keys to Potential," Department of Juvenile Justice, 2005. \$49,000
- Principle Investigator, "Unlocking the Keys to Potential," Department of Juvenile Justice, 2004. \$41,982



- Principle Investigator, "Unlocking the Keys to Potential: A Multi-Modal Collaborative Intervention Model, DJJ, 2003. \$49,000
- Principle Investigator, "Project Hope: A Multidimensional Approach to Drug Elimination," HUD, 1998. \$50,000
- Principal Investigator, Mid-South Alliance Minority Partnership, 1997-2002, NSF, 1997. \$500,000
- "Minority Student Transition and Retention Program." ADHE, 1996. \$165,776
- "Minority Student Transition and Retention Program." ADHE, 1995. \$179,000
- "Minority Student Transition and Retention Program." ADHE, 1994. \$180,000
- "Leadership Training and Development of Black Local Officials." National Forum for Black Public Administrators. W.K. Kellogg Foundation, 1988-89. \$30,000.
- "Public Management Expertise in The Delta and Delta Management." Lower Mississippi Delta Development Commission, 1988-89. \$16,490.

### **Grant Peer Review**

- Peer Reviewer. Office of University Partnerships' Community Development Work Study Program. U.S. Department of Housing and Urban Development. Washington, D.C., April 14-19, 2002.
- Peer Reviewer. Office of University Partnerships' Community Development Work Study Program. U.S. Department of Housing and Urban Development. Washington, D.C., March 9-14, 2000.

### **Conferences, International Events, and Field Experience (Selected)**

- Keynote Speaker. Building a Stronger Bridge. Connecticut College & Career Readiness Alliance. SCSU. February 11, 2020.
- Facilitated. Playing to Win Retreat. Hartford, CT. June, 28, 2019.
- Presented. CT PA12-40: Brief History and Findings. CAPR 2019 Conference: Reimagining Developmental Education, New York, NY. November 2019.
- Keynote Speaker. Women's Business Leadership Conference. Arkansas State University. March 28, 2019.
- Presented. Great Teaching Is No Longer Optional. ACE Annual Meeting. Houston, TX. March, 2017.
- Attended. ACCT Leadership Congress, Las Vegas, NV. September 25-28, 2017.
- Presented. Through the Looking Glass of Data. 2016 Connecticut Association for Institutional Research Conference. Bridgeport, CT. October 28, 2016.
- Facilitated. New Provosts Pre-Conference Workshop. AASCU Winter and Summer Conferences (2013, 2014).
- Team Leader. 2010 Summer Academy, "Cultivating Student Access and Success: Clearing Pathway for Underserved Students." Santa Ana Pueblo, New Mexico, July 19-23, 2010.
- Attended. Institute for Higher Education Policy 2010 Symposium on Financial Literacy and College Success. New Orleans, LA. February 10-12, 2010.

- Attended. Southern Association of College and Schools-College on Commission. New Orleans, LA, December 7-12, 2010.
  - Participated. University Agency Partnership Initiative Conference. Naval Postgraduate School. Monterey, CA, August 18-21, 2008.
  - Attended. The Institute on Quality Enhancement and Accreditation. The Commission on Colleges Southern Association of Colleges and Schools, J.W. Marriott Grande Lakes, Orlando, FL, July 27-30, 2008.
  - Participant. Thurgood Marshall College Fund, HBCU School Reform Partnership. Charlotte, NC., March 3-4, 2008.
  - SSU Representative. Association of American Colleges and Universities, Washington, D.C., January 22-25, 2008.
  - Attended. Southern Association of College and Schools-College on Commission. New Orleans, LA, December 7-12, 2007.
  - Moderator and Presenter. Thurgood Marshall College Fund Annual Meeting. Global Education: Implementing a Global Curriculum. San Francisco, CA. March 26, 2007.
  - SSU Representative. American Humanics Management Institute. San Diego, CA. January 4-7, 2006.
  - Presented. U. S. Army Corps of Engineers Bridge to Leadership. "Great Leaders Inspire The Best In Us: Problem Solving Through Conflict Negotiation." Savannah, GA. January 15, 2003.
  - Presented. IRS-AIMS. Generation X. Nashville, Tennessee. August 6-7, 2003.
  - Presented. Grant Writing. Arkansas Public Administration Consortium. June, 2002. Little Rock, AR.
  - Attended. American Association of Higher Education Black Caucus Summits on Blacks in Higher Education. Savannah, Georgia. February 9-11, 2001.
  - Certificate. Radiation Safety Training presented by Engelhardt & Associates, Inc. Las Vegas, Nevada. January 30-February 1, 2001.
  - Presented. Organizational Change. Internal Revenue Service-AIMS. November 4, 2000.
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- Speaker. Rotary Club Savannah West. "The Best Kept Secret: Savannah State University." October 2004.
  - Speaker. Social Work Banquet. "Visioning: The Art of Possibilities." Savannah State University. April 2003
  - Speaker. Fourth Annual Scholarship Pinning Ceremony. "Make Your Dream Become Your Reality." Savannah State University. August 24, 2003
  - Moderator. Southern Political Science Association. Marriott Hotel. Savannah, Georgia. November 8, 2002.
  - Panel Participant. DFCS Title IVE. King-Frazier. Savannah State University. December 5, 2002.
  - Chair. Welfare Reform Roundtable. Arkansas Political Science Association Annual Conference. Arkansas State University. February 17, 2002.
  - "To Form A More Perfect Union": An Analysis of Demographic Changes and Economic Trends. Arkansas Department of Rural Services. Hot Springs , Arkansas. May 31, 2001.

- Presented. "An Analysis of The Americans With Disabilities Act and EEOC Regulations." Leadership Institute for Small Municipalities. University of Georgia. Athens, GA: March 1992.
- Presented. "Media and Politics." National Forum for Black Public Administrators. North Carolina State University, Durham, NC: November 1991.
- Presented. "A Case Study of the Double Primary and Its Implications for Black Political Aspirants In A One-Party Dominant State." National Conference of Black Political Scientists. Baton Rouge, LA: March 1989.
- Presented. "Regional Patterns in the Distribution of Political Opinions Among Arkansans: The 1986 Democratic State Convention." National Conference of Black Political Scientists. Washington, D.C.: March 1988.

### **Selected Honors and Academic Awards**

- Member, Pi Sigma Alpha Political Science Honorary Society
- Member, Delta Kappa Gamma International Honor Society
- Member, Pi Alpha Alpha National Honor Society for Public Affairs and Administration
- Named NAACP 100 Most Influential Black Leaders (2011, 2013, 2018)
- Named Outstanding Alumna - Arkansas State University (2018)
- Recipient of NFBPA Marks of Excellence Award
- Named one of Arkansas' Outstanding Women in the State by U.S. Senator Blanche Lincoln (2001)