

MICHEL A. HODGE, Ed.D.

EDUCATION

2022	EdD in Executive Leadership St. John Fisher University – Rochester, NY
2017	MA in Theology St. Joseph's Seminary and College – Yonkers, NY
2004	MS in Organizational Leadership Purdue University – West Lafayette, IN
1995	BS in Aviation Management Florida Institute of Technology – Melbourne, FL

LEADERSHIP ROLES

CUNY, The College of Staten Island (CSI) – Staten Island, NY Aug 2022 – Present
Interim Vice President, Enrollment Management and Strategic Initiatives

- **Executive Leadership:** Leading Student Affairs Division, overseeing **100+** full-time staff across **15+ departments**, managing personnel, budget, operations, and communications to enhance student success and institutional effectiveness.
 - **The Division consists of** Dean of Students and Judicial Affairs, The CSI Association Inc. (Student Activity Fee Administration), Division II Athletics, Career and Professional Development, Childcare Center, Counseling Center, LGBTQ+ Center, CUNY EDGE (HRA assistance program), Enrollment Services Center, Financial Aid, Health and Wellness Services, Liberty Partnerships Program (support for disenfranchised high school students), Recruitment and Admissions, Student Housing, Student Life, and Veterans Support Services.
- **Strategic Planning:** Orchestrating and executing a two-pronged strategic initiative aligned with university goals, focusing on driving enrollment growth and incorporating DEIB principles into office processes and policies.
- **Fiscal Stewardship:** Serving as President of CSI Association, Inc., providing oversight and leadership for **\$5.2 million** in total assets generated by student activity fees, ensuring responsible stewardship of resources.
- **Institutional Governance:** Participating in college-wide leadership as a President's Cabinet, Vacancy Review Board, and College Council member while co-chairing committees such as provost search and campus strategic plan working group.
- **Athletics Administration:** Collaborating with the President to provide leadership and supervision for a Division II Athletic program, supporting **200+ student-athletes** and promoting academic and athletic excellence.

CUNY, New York City College of Technology (NYCCT) - Brooklyn, NY Jun 2018 – Aug 2022
Vice President, Enrollment Management and Student Affairs

- **Organizational Oversight:** Provided executive-level leadership for Student Affairs and Enrollment Division, managing **200** staff and **\$700,000** in non-personnel funds across **15+ departments**, aligning operations with institutional goals.
 - **The Division comprised of** Enrollment Management, Student Affairs/Student Conduct Office, Counseling, Registrar, New Student Advisement Center, Admissions, Transfer, Recruitment, SEEK (Search for Education, Elevation, and Knowledge) Opportunity Program, CUNY Edge, Wellness Center, Military and Veterans' Services, Student Accessibility Center, Student Development and Life, Financial Aid, Recreation, and Testing.
- **Student Success Initiatives:** Introduced and applied holistic student support methodologies in enrollment processes, leading cross-divisional teams to increase student academic momentum, persistence, and graduation rates.
- **Shared Governance:** Served as Student Affairs Department Chair and a key member of institutional leadership bodies, including the President's Cabinet, College Personnel and Budget Committee, and College Council.
- **Student Leadership Development:** Assisted in developing leadership programs for Student Government leaders and served on CUNY-wide committees focused on campus climate, student-parents, and strategic frameworks, including the CUNY Lifting New York Strategic Roadmap 2023 – 2030.

CUNY, Queensborough Community College (QCC) - Bayside, NY

Jul 2014 – Jun 2018

Vice President, Student Affairs and Enrollment Management

- **Divisional Control:** Oversaw Student Affairs and Enrollment Management division, overseeing **340+ staff** members and **\$5.5 million budget** across **15+ departments**, ensuring comprehensive student support services.
 - **Division included** Accelerated Study in Associate Programs (ASAP), SEEK, Academic Advisement, Admissions, Counseling, Student Judicial Affairs, Career Services, Center for International Affairs and Study Abroad, College Discovery, College Opportunity to Prepare for Employment, Collegiate Science and Technology Entry Program (CSTEP), Health Services, Military and Veterans' Services, Services for Students with Disabilities, Single Stop, Student Activities, Student Financial Services, and Testing.
- **Student Success:** Collaboratively developed a vision for student success that included redesigning the onboarding process with personalized advisement and the implementation of technology-enabled advising and degree planning tools.
- **Collaborative Initiatives:** Led a cross-functional retention task force, enhancing student outcomes through improved cooperation between Academic Affairs, Admissions, and other units, resulting in streamlined processes. Chaired the QCC Student Association, stewarding \$500K in student activity fees.
- **Enrollment Strategy:** Led a team that consistently met enrollment targets from fall 2014 to spring 2016, achieving a 5% increase in retention between 2015 and 2017. Organized student events and department meetings, fostering collaboration between Academic Affairs and Admissions, contributing to enrollment growth and retention.
- **iPASS2 Data Governance and Analytics Leadership:** Jointly led the Bill and Melinda Gates Foundation-funded iPASS2 initiative, integrating predictive analytics for targeted interventions, and promoting data governance and shared ownership for student success, enhancing campus engagement and breaking down silos.
- **Student Success Data-driven Strategies:** Implemented Achieving the Dream's Holistic Student Support methodology, increasing retention and graduation rates, with a focus on supporting first-generation and underrepresented students.
- **Strategic Planning:** Instituted values-focused divisional strategic planning practice, aligning departmental goals with institutional mission.
- **Crisis Handling:** Chaired Behavioral Intervention Team comprising representatives from various college offices, enhancing campus safety and student support.
- **Professional Growth:** Established Student Affairs professional development series based on ACPA/NASPA competencies, cultivating future Student Affairs leaders while serving as Counseling Department Chair and course instructor.
- **Faculty Collaboration:** Served as a Chair of the Counseling Department, Counseling Department Personnel and Budget Committee chair, and campus Personnel and Budget Committee voting member that helped faculty prepare promotion and tenure submissions.
- **Empathetic Leadership:** Cultivated a campus culture of care and support, emphasizing the importance of understanding and addressing diverse student needs throughout their academic journey.
- **College level Teaching:** Taught Freshmen Intro to College Course.

CUNY, Queensborough Community College (QCC) – Bayside, NY

Apr 2014 – Jun 2014

Interim Dean of Student Life

- **Student Affairs Leadership:** Managed multiple Student Life offices, enhancing student support and campus engagement.
 - **These offices included** Student Conduct, Career Services, College Discovery (Opportunity Program), International Affairs and Study Abroad, Military and Veterans, Student Activities, and Services for Students with Disabilities.
- **Conflict Resolution:** Mediated student conduct issues by collaborating with faculty and staff and advising the President, VP of Student Affairs, and Cabinet-level administrators on outside-of-the-classroom student-related matters.

CUNY, Administrative Affairs, York College – Jamaica, NY

Oct 2009 – Apr 2014

Executive Director, Enrollment Management

- **Enrollment Strategy:** Spearheaded initiatives across all enrollment offices in Administrative, Student, and Academic Affairs, yielding a **30%** enrollment increase from **2007** to **2012** while meeting or exceeding targets.

- **Data-Driven Decision Making:** Served as Chief Enrollment Officer and President's Cabinet member, consulting with York's Institutional Research and CUNY's Enrollment Management Offices to present enrollment projections and data analysis.
- **Student Development:** Launched the "Cardinal Crew" program to enhance students' professional skills through volunteer recruitment and retention projects, and co-chaired the First Year Experience program.

CUNY, Administrative Affairs, York College – Jamaica, NY

Sept 2007 – Sept 2009

Project Management Office Director

- **Strategic Alignment:** Assisted the Vice President of Administration and Finance in developing enrollment strategies aligning with revenue targets and institutional diversity goals.
- **Stakeholder Communication:** Created and delivered enrollment presentations for internal and external stakeholders, including the President's Cabinet, President's Community Advisory Board, and York College Foundation.
- **Operational Supervision:** Oversaw operations for two York College Foundation benefit concert galas and collaborated with Institutional Advancement to manage the President's Executive Breakfast Series, a seminar and networking event for business leaders and elected officials.

CUNY, Aviation Institute, York College – Jamaica, NY

Sept 2008 – Aug 2009

Administrator In-Charge

- **Collaborative Program Development:** Partnered with faculty, industry advisors, and students to create and implement a curriculum that aligned with academic standards and industry demands, promoting a collaborative approach to program growth and student success, exemplifying the "BCC Value" of offering education that leads to impactful careers.
- **Industry Partnerships:** Cultivated strong relationships with aviation industry leaders, creating internship and employment opportunities that directly contributed to students' career success and increased earning potential.
- **Grant Supervision:** Secured **\$200,000** Port Authority of NY and NJ grant and managed **\$300,000** US Department of Education grant to pioneer and execute an industry internship program for Aviation Management students.
- **Financial Accessibility:** Leveraged grant funding and industry partnerships to provide affordable educational opportunities, aligning with BCC's commitment to making higher education possible on any budget.
- **Program Growth:** Expanded Aviation Management program enrollment from **3** to **75** students in three years through strategic recruitment and retention initiatives.
- **Student Support:** Implemented comprehensive advising and mentorship programs, providing personalized guidance to students from enrollment through graduation and beyond, mirroring the "BCC Value" of offering a support system throughout students' academic journeys.

CUNY, Aviation Institute, York College – Jamaica, NY

Jul 2006 – Aug 2007

Interim Director

- **Industry Partnerships:** Strengthened relationships between college and local aviation community, resulting in bolstered philanthropic support from local aviation sector.
- **Career-Focused Education:** Launched a curriculum tailored to industry demands, equipping students with practical skills that enhanced their earning potential post-graduation, providing career-oriented education.
- **Program Development:** Established aviation-themed co-curricular programs, including a flight familiarization initiative, allowing students to gain firsthand aviation experience through up to 5 hours of flight instruction at no additional cost.

CUNY, York College – Jamaica, NY

Jan 2006 – Dec 2009

Adjunct Lecturer

- **Instructional Excellence:** Functioned as a dynamic instructor and consistently received high student satisfaction evaluations for Business Department courses.

CUNY, Administrative Affairs, York College – Jamaica, NY

Oct 2005 – Jun 2006

Campus Special Projects Manager

- **Performance Oversight and Coordination:** Supported the President's Cabinet in developing and documenting the CUNY Performance Management Process for college goals assessment.

CUNY, Adult and Continuing Education, York College – Jamaica, NY

May 2005 – Sept 2005

Aviation Sector Workforce Development Program Director

- **Grant Administration:** Managed New York City workforce development grant, strengthening college-aviation industry partnerships.

Purdue University - West Lafayette, IN

Dec 2003 – Sept 2004

Instructional Development Specialist/Graduate Teaching Assistant

- **Faculty Development:** Conducted workshops on presentation skills, classroom management, and teaching with technology for faculty and graduate teaching assistants.

Purdue University - West Lafayette, IN

Jun 2003 – Aug 2004

Research Opportunities Program Coordinator/Graduate Teaching Assistant

- **Diversity in STEM:** Coordinated a three-week residential research program aimed at increasing the representation of underrepresented groups in Science, Technology, Engineering, and Mathematics (STEM) graduate programs.

Purdue University - West Lafayette, IN

Sept 2002 – Dec 2003

Organizational Leadership Lecturer/Graduate Teaching Assistant

- **Course Instruction:** Taught organizational leadership, training methods, and internship courses at the undergraduate level.
- **Student Development:** Served as campus coordinator and institute facilitator for the Purdue LeaderShape Student Leadership Institute.