

## **PROFESSIONAL EXPERIENCE**

### **Vice President of Academic & Student Affairs**

2021– present

Holyoke Community College, Holyoke, MA

Urban, 7300+ Student Headcount, Multi-location, Hispanic Serving Institution (HSI)

- Direct report to the President
- Lead and manage academic and student affairs operations across 3 campus locations
- Provides leadership for over 300 full and part-time faculty, staff and administrators
- Provides vision for innovation, collaboration, communication and community for the division
- Provides strategic leadership in the planning, development, implementation, and assessment of educational offerings, academic programs, student learning outcomes, enrollment management and student support services
- Advises the President in formulating overall plans, and procedures for the execution of the goals and mission of the college
- Assures program quality through periodic review, external confirmation, accreditation processes, assessment of student learning outcomes and use of institutional research data
- Participates in developing, implementing and leading the college's strategic plan, particularly in areas related to recruitment, enrollment, retention, student success, program evaluation, allocation of financial resources, curricular change, staff development and multiculturalism and diversity that support the college vision and mission
- Co-lead in the short- and long-range planning related to the mission and vision of the college
- Collaborates with the Institutional Advancement Office and Foundation to solicit funds for division initiatives and infrastructure redesign
- Develops, administers and successfully manages a \$30M Academic and Student Affairs budget inclusive of grant funding in alignment with the college's strategic plan working with the Chief Finance Officer
- Supervises and evaluates the academic and student services assistant vice presidents, deans and all other direct reports
- Oversees assessment and accountability activities in Academic and Student Affairs Divisions
- Serves on the President's Cabinet, Leadership Council, and other committees as assigned
- Represents the President and the college in a variety of internal and external settings as required
- Ensures compliance with college policies, procedures, collective bargaining agreements, affirmative action policies, procedures, and goals and ensures compliance with all regulatory and accrediting agencies/associations
- Lead and collaboratively works with deans, faculty and staff to develop, implement, and refine an assessment model for all academic programs to provide a rich and supportive learning environment
- Works collaboratively and strategically with unions to advance the institutional strategic plan creating a culture of respect, transparency and accountability
- Oversees all credit-bearing, workforce development, and community education programs and courses, including the selection and evaluation of faculty, as well as makes recommendations regarding faculty and staffing levels of the academic branch of the college
- Works with the larger external community to build partnerships, develop articulation agreements and grant opportunities
- Works collaboratively and strategically with the system office to promote and lead initiatives
- Listens and responds to students and faculty and the larger community inclusive of workforce development partners
- Strategically collaborates with the Vice President of Workforce Development, Business & Community Standards on system-wide grants, academic program (non-credit to credit) articulations and workforce development partnerships
- Reviews, promulgates and updates academic policies and documents, including oversight of the academic calendar and catalog
- Oversees purchase of academic equipment and updating of academic facilities and technology

## Accomplishments

- Increased enrollment from a 12-year double digit deficit:
  - 2021-2022: -12% to -0.5%; 2022-2023: -0.5% to 5%; 2023-2024: 5% to 11%
- Increased HSI Latinx FTE: 2021-2024 from 24.9% to 33%
- Lead organizational change and departmental collaborations in a highly unionized college within a system
- Fostered and instituted a data literacy culture for decision making
- Developed and lead a new shared governance model in response to New England Commission of Higher Education (NECHE) report finding establishing a collaborative working relationship with faculty leadership
- Developed the college's assessment plan and lead implementation across the college in response to New England Commission of Higher Education (NECHE) report finding
- Managed the Strategic Plan Refresh process in the refinement of strategic frameworks and goals using disaggregated metrics
- Designed and lead the reorganization of the Academic and Student Affairs divisions to increase enrollment & student success performance metrics
- Transitioned the Office of Institutional Research to the Office of Institutional Effectiveness & Strategic Analytics
- Institutionalized professional development in the establishment of a Center for Excellence known as the Learning Collaborative to support faculty & staff development
- Guided by data, led the strategic development of 3 equity focused, retention student programs
- Worked with 4-year college partners in the development of a housing agreement at reduced cost for part- and full-time students
- Collaboration with the Office of Workforce Development, Business & Community Services on program alignment to meet workforce demands (Nursing, Culinary, Human Services & Education)
- Led the strategic plan and development for a new Student Technology Center funded by a \$300K federal state consortium grant
- Led the strategic plan and development of the Adult Learner Success Center funded by \$1.1M donation from Foundation
- Team Lead on the American Association of Colleges & Universities (AAC&U) Curriculum to Career Institute on the design & development of the credit and non-credit/workforce framework
- Appointed to serve on the statewide advisory committee to develop report for free community college program: MassEducate
- New England Commission of Higher Education (NECHE) Accreditation Team Evaluator
- Oversight & Lead of the NECHE 5<sup>th</sup> Year Interim Report
- Chair, Massachusetts Community College Chief Academic Officers Affinity Group
- Member, Massachusetts State-wide SUCCESS Fund (\$18M) Leadership Team

## Dean of Academic & Student Affairs

2019– 2021

CT State Community College: Middlesex Campus formerly Middlesex CC, Middletown, CT  
Suburban, 4,400+ Student Headcount, Multi-location

- Directly reported to the Chief Executive Officer (CEO)
- Provided leadership to the Academic Affairs, Student Affairs and Enrollment Management, Library Services, Tutoring, Distance Learning, Information Technology and Continuing Education/Workforce Development divisions across 2 campus locations
- Managed, provided vision and direction for more than 70 degree and certificate programs in a broad range of liberal arts, occupational and career studies at the main campus in Middletown, satellites location in Meriden and Middletown, and online
- Managed \$1.7M institutional budget, \$7M federal grant and other related bond funding as acquired
- Crisis Management in response to external and internal changes and impacts to the college's standard structure and operations, particularly during the COVID-19 pandemic
- Provided leadership to the college community experiencing external system-wide changes impacting the college's organizational structure
- Led and reorganized the college's internal organizational structure increasing institutional efficiency

- Provided leadership for over 70 full and part-time faculty and staff members
- Provided leadership in the development of curricula, program evaluation and assessment, instructional techniques, faculty development and academic/career advising
- Approved and managed the academic course offerings and schedule dependent on budget and graduation requirements
- Mentored and guided faculty through the Board of Regents Approval Process for new, modified, suspended and discontinued program submissions
- Oversaw and led assessment of general education courses, disciplines and program reviews
- Collaborated with Administration Services, Facilities, Institutional Research and Marketing to facilitate faculty & staff needs for instruction, program design, outreach, recruitment, advising, retention and renovation of office, classroom and laboratory spaces
- Worked with community partners and agencies to build community-based academic programs, assisting in strategic planning, grant writing and program execution
- Worked with secondary public institutions to develop bridge programs, articulated courses and pathways to assist first generation and marginalized student populations
- Program development and evaluation including national and regional accreditation organizations and state agencies
- Worked with Human Resources on conduct and disciplinary procedures for full and part time faculty and staff in a highly union environment
- Coordinated the evaluation process for faculty and staff across the college in accordance with Board of Regents policy

### **Accomplishments**

- Worked with CEO on the development of the college's Diversity, Equity and Inclusion Council
- Created a One Team Model with reorganization and development of the Academic Affairs Leadership Team and Student Affairs Leadership Team to actively address issues, develop initiatives and execute plans to efficiently meet the needs of the college
- Developed a strong working dynamic between the Associate Deans of Academic and Student Affairs to foster the One Team model
- Worked with the Distance Learning Office to successfully obtain membership in the National Council for State Authorization Reciprocity Agreements (NC-SARA)
- Intentionally incorporated Continuing Education/Workforce Development department into the Academic Affairs division
- Increased intradepartmental communication, planning and execution of functions across the college
- Redefined the Assistant to the Dean position to better align with the One Team model
- Created and executed a hiring plan to balance faculty and staff across the college
- Worked with the Associate Dean of Student Affairs to develop a formal student conduct review process
- Increased the Advising office from one to three staff members, reorganized to include placement testing and retention services
- Reorganized the Retention Taskforce and Student At Risk Committee to the Retention Team reporting directly to the Dean of Academic Affairs and Student Affairs
- Reorganized the College Careers Pathways program to have a dedicated point of contact for partner high schools streamlining communication and improving management of the program
- Oversaw the reorganization of Enrollment Management to incorporate Enrollment Services Aides cross-trained in outreach, recruitment, admissions, registration and financial aid services to provide enhanced on boarding services to students
- Oversaw the implementation of the TutorTrac software program in Tutoring Services designed to track and monitor student usage providing reports to faculty disaggregated by discipline, course section and instructor
- Worked with Financial Aid office to create an online presence to host virtual information sessions and appointments
- Reorganized human resources, workflow and student facing processes in academic and student affairs for efficiency

- Led Steering Committee, chaired 3 New England Commission of Higher Education (NECHE) Standards in preparation of the college's self-study for October 2023 site visit
- Selected to serve on the system-wide Remote Teaching and Learning Council in response to the Covid-19 Pandemic
- Selected to serve on the system-wide Teaching and Learning Council
- Selected to serve on the system-wide Union Contract Bargaining Team
- Past member of the system-wide Academic Deans Council
- Past Member of the Connecticut State Open Education Resources (OER) Council

**Academic Leadership Fellowship/Academic Specialist Community Engagement**

2018 – 2019

CT State Community College: Manchester formerly Manchester CC, Manchester, CT  
Urban, 5,900+ Student Headcount, Campus-Based High School

University of Connecticut – Hartford Campus, Hartford, CT

Urban, 3,600+ Student Headcount, Asian American & Native American Pacific Islander Serving Institution (AANAPISI)

- Developed and executed articulation agreements between 2 year and 4-year colleges
- Developed and executed community partnerships in STEM
- Was liaison for the MCC/Hartford Hospital Surgical Technology program
- Worked with program coordinators and faculty in program development, review and redesign to meet Board of Regents policies
- Coordinated and implemented strategic planning processes
- Proposal development and report writing

**Tenured Full Professor (Biology)**

2007 – 2019

CT State Community College: Manchester formerly Manchester CC, Manchester, CT

- Taught a variety of biology related lab & non-lab courses: Introduction to Biology, Human Biology, Anatomy & Physiology I & II and Immunity & Human Disease
- Prepared syllabi, course materials and grading templates
- Assessed student performance with discussion boards, review of science literature, homework assignments, quizzes, exams and project related oral, visual and written assignments
- Maintained accurate student records
- Selected texts and other related teaching resources
- Maintained regularly scheduled office hours
- Responded to and worked with multiple constituencies at the college and at other institutions in and outside the CSCU system
- Stayed current of research in academic discipline and current events related to higher education
- Participated in developing, implementing, revising and evaluating curricula in response to the National Science Education Standards
- Recruited and engaged in academic and career-oriented advising of students
- Served on pertinent college committees: President's Advisory Council, Curriculum, General Studies & Liberal Arts Program Review
- Served on Biology self-study groups
- Worked with the Student Affairs division on recruitment and retention initiatives and program development for student support services
- Attended various professional development workshops
- Attended monthly department, division and college meetings
- Attended system-wide convocations, conferences and meetings

## Accomplishments

- Coordinated the Human Biology course sections, supervised 7-8 adjunct instructors each semester and evaluated high school teachers at 7 high schools through the College Career Pathways program
- Implemented technology into the teaching and learning of course material: Glogster and Wikis platforms
- Designed the first fully online non-lab course Immunity & Human Disease on WebCT and transitioned to Blackboard Learn
- Developed and taught the first hybrid version of Human Biology w/lab taught on Blackboard Learn
- Collaborated with departments and textbook companies to establish a dedicated science tutoring room in the Academic Support Center
- System-wide committee member, Biology Studies Transfer Articulation Pathway (TAP) program between the 12 community colleges and the 4 state universities tasked with developing curriculum and learning outcomes for a degree in Biology
- Worked with Student Affairs in development of mentoring program, *Sister 2 Sister*, for first generation and historically underrepresented female students
- Conducted professional and community workshops on the use of technology in the classroom
- Collaborated and secured funding with community partners in the development and coordination of the first Biology Academic Award
- Executed community engagement initiatives with high schools

## **Interim Division Director - Science, Technology, Engineering, & Mathematics (STEM) Division**      2016 – 2018 Manchester Community College, Manchester, CT

- Directly reported to the Dean of Academic Affairs
- Provided academic leadership for over 100 full and part-time faculty and staff members
- Recommended and hired full and part time faculty and staff
- Evaluated faculty and staff in accordance with Board of Regents policy
- Managed biology, chemistry, earth & environmental sciences, physics, mathematics, manufacturing, computer science, engineering disciplines, and health career programs such as occupational therapy assistant, respiratory care, surgical technology, dental assisting, health and exercise and radiologic sciences (radiography & radiation therapy)
- Provided vision and direction for associate's degrees and certificate programs
- Provided leadership in the development of curricula, program evaluation and assessment, instructional techniques, faculty development and academic/career advising (DegreeWorks)
- Prepared the academic course offerings and schedule for the division (Banner)
- Collaborated with Student Affairs, Continuing Education, Business Affairs, Facilities Management, Institutional Research, Institutional Advancement Foundation, Marketing and Information Technology to facilitate faculty needs for instruction, program design and renovation of laboratories
- Prepared academic and budget reports, budget plans, and grant requests
- Managed a \$250K division budget utilizing state bond funding inclusive of budget preparation and control
- Managed a \$15M US Department of Labor (USDOL) Trade Adjustment Assistant Community College & Career Training (TAACT) grant
- Managed a multi-institutional \$5M National Science Foundation Scholarship Grant (NSF-S) for Computer Science, Mathematics, and Physics students
- Program development and evaluation including national and regional accreditation organizations and state agencies
- Worked with Human Resources on conduct and disciplinary procedures for full and part time faculty and staff in a union environment
- Worked on Student Conduct Board tasked with decision-making regarding disciplinary action related to student conduct
- Worked with the Student Affairs division on recruitment and retention initiatives and program development for student support services
- Leadership and management of national, state, and community grant partnerships
- Collaborated with outside partners such as transfer institutions, employers, and sites for fieldwork and service-learning opportunities

- Provided college-wide leadership in academic related activities
- Provided leadership and participation in system initiatives and programs
- Attended and presented at meetings, conferences, and public events

### **Accomplishments**

- Successfully led the re-organization of the STEM division, incorporating the Computer Science, Engineering, Technology and Manufacturing departments
- Re-established and Chaired the STEM Institute, organized STEM events for K-12 students with area employers (Pratt & Whitney)
- Advocated for and secured 2 full-time tenure track Biology faculty, 1 full-time tenure track Chemistry faculty, 1 full-time tenure track Computer Science faculty and 1 full-time tenure track academic associate positions
- Worked collaboratively with Hartford Hospital to re-activate the Surgical Technology program into a consortium agreement between the hospital and college and steered the team through its successful re-accreditation process
- Worked collaboratively with Contractors, Institutional Advancement and Foundation, Facility Management, Information Technology and Business departments to secure funding and oversight for classroom renovations

### **Science Department Co-Chair (Biology)**

2010 – 2012

Manchester Community College, Manchester, CT

- Scheduled course assignments for full and part-time science faculty
- Prepared agenda and conducted scheduled monthly meetings
- Interviewed and hired part-time faculty for biological sciences
- Evaluated part-time faculty
- Planned and conducted part-time orientation and end of semester debriefing sessions
- Apprised the full-time faculty of all college related issues
- Prepared department action plans
- Worked closely with the Division Director regarding the department budget, laboratory issues, part-time faculty, department goals and agendas, and any other related issues relevant to the Science Department.

### **Project Coordinator (Science & Technology Reaching Out to New Generations *STRONG-CT*)**

2006 – 2007

Manchester Community College, Manchester, CT

- Coordinated recruitment, outreach, advising, mentoring, program planning and budget management for the 3 participating community colleges (CC): Manchester CC, Quinebaug Valley CC & Three Rivers CC
- Established and maintained a student tracking system for course selections and degree requirements for transfer
- Monitored and maintained program budget, provided budgets reports to project Co-PIs
- Compiled data and prepared reports to assist with student progress evaluations and program effectiveness
- Assisted in planning, organizing and implementing interdepartmental grant support services: tutoring, financial aid, leadership development workshops and other related services
- Led program promotion and recruitment at high schools, college events, career and college fairs
- Assisted science faculty with development of curricula and instructional materials for program enrichment class
- Monitored course and program articulation agreements between Connecticut Community Colleges and the University of Connecticut
- Provided the program Co-PIs and other related parties as requested with periodic reports and program activities
- Developed a 1 credit research exploratory class for students

### **Adjunct Instructor**

2006 – 2007

Manchester Community College, Manchester, CT

- Taught a 3-credit hour Human Biology lab course
- Ensured and monitored proper lab set up by students
- Reviewed and instructed lab course material

- Prepared and graded weekly quizzes and assignments

#### **Research Assistant/Lab Manager**

2002 – 2006

University of Connecticut Health Center, Farmington, CT

- Set up, executed, maintained and completed accurately and efficiently all experiments and/or projects meeting grant deadlines
- Discussed, executed and analyzed experimental data using Excel
- Designed and implemented standard operating protocols and procedures
- Worked closely with other departments to ensure the completion of various projects
- Trained and provided educational counseling and mentored summer interns

### **EDUCATION**

#### **Thomas Lakin Institute for Mentored Leadership Program**

2023

National Council on Black American Affairs, Kansas City, MO

#### **Certificate in Executive Education Women's Leadership Program**

2021

Yale School of Management, New Haven, CT

#### **Doctorate of Education in Educational Leadership**

2018

University of Hartford, Bloomfield, CT

*Dissertation: "An Exploratory Case Study of a Community College System in a New England State: Community College Science Faculty Reports Regarding Effective Instruction in Traditional and Hybrid Formats"*

#### **Master of Health Science in Biomedical Sciences**

2006

Quinnipiac University, Hamden, CT

#### **Bachelor of Science in Biology**

1998

Eastern Connecticut State University, Willimantic, CT

### **AWARDS**

- 2025 Excellence Award Category Silver Honoree - Assessment, Persistence, Data Analytics: Program Review Process for Equity and Improvement, NASPA
- 2024 Distinguished Woman in Higher Education Leadership Award, American Council of Education (ACE) Women's Network – Connecticut Chapter

### **WORKSHOPS/CONFERENCE PRESENTATIONS/SPEAKING ENGAGEMENTS**

- Critical Crossroads - Leading through Professional Development, AACC Annual Meeting 2025 – Co-Presenter, April 16, 2025
- Breaking Barriers: Women Leading in Higher Education, Bay Path University – Panelist, March 27, 2025
- Strategic Assessment in Student Affairs: Creating a Culture of Change that Drives Student Success and Institutional Excellence, NASPA Annual Conference 2025 – Co-Presenter, March 17, 2025
- Navigating Necessities: The Role of Basic Needs in Student Success, EAB Roundtable for Community College Leaders – Co-Presenter, July 25, 2024
- Making Academic Program Review Data-Driven & Collaborative, AACC Annual Meeting 2024 – Co-Presenter, April 8, 2024
- Merrimack Leadership Course, Merrimack Graduate Program – Speaker, February 8, 2024
- Shifting Institutional Culture: Reshaping the Landscape for Staff & Faculty Professional Development, AAC&U Annual Meeting 2024 – Co-Presenter, January 18, 2024

- Ensuring our Industries Reflect the Diversity of our Students Panel Discussion, Roxbury Community College's 50<sup>th</sup> Anniversary Academic Symposium – Panelist, November 3, 2023
- Informing and Closing the Assessment Feedback Loop at Holyoke and Berkshire Community Colleges, New England Commission of Higher Education (NECHE) 2023 Annual Meeting – Co-Presenter, December 7, 2023
- To and From Exit Zero, Holyoke Community College Women Leadership Series – Presenter, November 24, 2021
- Three Tales of Assessment: General Education, Program Review & System Reporting, 5<sup>th</sup> Annual Higher Education Assessment Conference - Co-Presenter, May 10-11, 2021
- Open Education Resources (OER) Equity Panel Discussion, CT State Colleges & Universities – Panelist, October 5, 2020
- Teaching Experiences of Community College Science Faculty in Traditional and Hybrid Formats, AAC&U's Transforming STEM Higher Education Conference - Presenter, November 9, 2018
- Community College Science Faculty Reports on Effective Teaching in Traditional and Hybrid Formats, AAC&U's Transforming STEM Higher Education Conference – Presenter, November 9, 2018
- Being Successful in STEM: Manchester Girls Rock, Manchester Public Schools, Manchester Community College - Speaker, Panelist & Workshop, May 22, 2017
- Using Web Based 2.0 Programs for Class Projects in an Online Science Course, Fifth Annual Conversations About Biology Teaching NEBATYC Conference, Manchester Community College, May 24, 2011
- Using Wikis in Collaborative Group Projects: Teaching Tea, Manchester Community College, February 10, 2009.
- High School and Community College Forum: What Is College Level Science? Cooperative Education at Manchester Community College, October 23, 2009
- Using Wikis in Collaborative Group Projects, Camtasia Audio Taping at Manchester Community College, November 05, 2009
- Meeting Students Where They Are: Using Wikis in Collaborative Group Projects, Housatonic Community College, November 9, 2009

## GRANTS

- Advisor (2021-Current): \$2.1M U.S. Department of Education Title III Grant Strengthening Institutions Program: Creating Opportunity, Increasing Equity, Eliminating Barriers: Strengthening HCC in Service of All Students. I oversee and collaboratively manage program direction and initiatives.
- College Partner (2019-2021): \$25.8M (\$7M) Gaining Early Awareness & Readiness for Undergraduate Programs (GEAR UP) Grant. I collaboratively manage program initiatives, curriculum, budget, reporting and data analysis for the grant at MxCC in collaboration with Meriden Public School System.
- College Partner (2019-2021): \$25K Lumina Grant: Employee Accessibility Program Review. I manage the review process and reporting to assess employability of the General Studies and Human Services programs.
- Co-PI (2018): \$5M Multi-Institutional National Science Foundation Scholarship (NSF-S) Grant. I managed recruitment, marketing and program development at MCC in collaboration with Central CT State University & Tunxis Community College.
- Co-PI (2016-2018): \$25K Aurora Grant. I managed the Women in STEM (*WiSTEM*) program to help women pursue education in the STEM fields.
- Advisory Board Member & Lead Agency Representative (2016-2018): \$15M US Department of Labor (USDOL) Trade Adjustment Assistant Community College & Career Training (TAACT) grant for CT Advanced Manufacturing Initiative (CAMI). As lead agency representative and Director of STEM, I managed program initiatives, curriculum, budget, reporting and data analysis for the grant for all consortium colleges (8).
- Co-PI (2016-2018): Middle-Skill STEM Pathways Initiative, Jobs for the Future & Achieving the Dream funded by the Leona H. and Harry B. Helmsley Charitable Trust Create STEM pathways for students at MCC in Manufacturing/Engineering Science, Information Technology & Health Careers. I oversaw and collaboratively managed program direction and initiatives.



## **AFFILIATIONS**

- American Association of Community Colleges (AACC), Commission on Institutional Infrastructure & Transformation – *Current*
- EAB Research Advisory Council - *Current*
- University of Hartford, College of Education, Nursing & Health Professions Board of Visitors - *Current*
- National Council on Black American Affairs (NCBAA) Northeast CT Chapter Board of Directors - *Current*
- American Council of Education (ACE) Women’s Network Connecticut Board of Directors - *Past*
- Hartford Foundation for Public Giving, Black Giving Circle - *Past*
- Heads Up! Hartford Board of Directors - *Past*
- MCC/Hartford Hospital Surgical Technology Governance & Advisory Board- *Past*
- UConn Sustainable Global Cities Collaborative Advisory Board - *Past*
- Middlesex Coalition for Children Advisory Board - *Past*
- Connecticut Association of Biology Teachers (CTABT) - *Past*
- New England Biology Association of Two-Year Colleges (NEBATYC) - *Past*
- National Association of Biology Teachers (NABT) - *Past*
- Human Anatomy and Physiology Society (HAPS)- *Past*

## **PUBLICATIONS**

- Wu, CA., Peluso, JJ., Zhu L., Lingenheld, EG., Walker ST., Puddington, L. (2010). Bronchial Epithelial Cells Produce IL-5: Implications for Local Immune Responses in the Airways. *Cell Immunology*, 264 (1), 32-41.