

Dr. Steven Minkler

July 22, 2015

Mr. James H. McCormick, Senior Consultant
AGB Search
1133 20th Street N.W., Suite 300
Washington, DC 20036
Sent via e-mail to nccc@agbsearch.com

Dear Mr. McCormick and Members of the Presidential Search Committees:

Please accept my application for the position of President of Northwestern Connecticut Community College. My education, experience, and values are consonant with NCCC's vision to be "the small college that does great things," and they align with the desired qualifications stated in the position announcement. I am confident these materials begin to demonstrate that my wealth of experience in administration, teaching, board service, resource development, and community collaboration makes me an outstanding candidate to become NCCC's next president.

Currently, I am the Dean of Academic Affairs/Chief Academic Officer at Middlesex Community College in Middletown, CT. For 3 ½ years, I've been part of a leadership team that has shepherded the college into an unprecedented era of growth. From Fall 2011 to Fall 2014, enrollment increased 8.0% (FTE) / 4.5% (headcount) and reached the highest level in the college's history. This happened while enrollment at most other CSU institutions declined. Much of this growth can be attributed to many new and revised programs, an emphasis on advising students to undertake full-time study, and anticipation of transfer pathways with the state universities. In particular, I've supervised three U.S. Department of Labor grants, totaling \$6.5 million, targeted toward building curriculum and capacity in health, science, communication media, and manufacturing. We've used these funds to incubate new courses, create online instructional materials, provide professional development, seek national accreditation for two new programs, construct a state-of-the-art Center for New Media with digital multimedia classrooms, labs, and studios, and (in Fall 2016) replace aging equipment in our Manufacturing Center. At the same time, we've used college and CSU funds to overhaul 1970's-era science labs, art studios, and classrooms.

I oversaw creation of three cohort-based, full-time programs: an Associate Degree in Veterinary Technology, an Honors Program for college-ready students, and a Transitional Year Program (TYP) for students needing "intensive level" remedial courses (as defined in Public Act 12-40). We've used TYP as a model to build a high school-to-college "bridge" program for 12th grade students in the Meriden Public Schools, and establish partnerships with Adult Education Centers in Middletown, Meriden, and Wallingford to offer free "transitional level" (PA12-40) workshops together with a 3-credit Freshman Seminar course. And, I am leading the makeover of the college's concurrent enrollment (high school/college) programs to align them with regional and national accreditation standards. Some of these efforts were funded with state or private grants; all of them were accomplished thanks to the passion, innovation, and initiative of our faculty.

Under the leadership of President Anna Wasescha, Middlesex is also seeing a cultural transformation. Enhanced commitments to environmental sustainability, student life, academic and career advising, shared governance, general education assessment, and strengthening academic integrity, signal a "new day" at MxCC. I have overseen hiring and mentoring twelve new full-time faculty (that's 12 out of 42 positions), two quasi-faculty Instructional Support Specialists, two Librarians, and numerous Part-Time Lecturers. Most of these employees are already "stars" at MxCC who quickly rose to positions such as program coordinator, committee chair, and project leader. To help them acclimate to the college, I created and moderated a "New Faculty Seminar" with weekly "classes" featuring guest panels of staff from campus departments and the community. Topics included

the college's history and strategic goals, civic engagement, teaching with technology, college pedagogy, the role of collective bargaining, promotion and tenure, and our Meriden Center (including a walking tour of downtown and a meeting with the mayor and school superintendent). Participants also attended the Spirit of Teaching event presented by the system-wide Center for Teaching.

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

I began my community college career as an audio-visual specialist at Greater Hartford (now Capital) Community College. Fresh out of college myself, 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, faculty, and my supervisors challenged me to explore abilities I didn't know I had, or hadn't imagined would be part of my professional life. Mentors – especially Dr. Barbara Douglass, for whom I've worked at Capital and Northwestern – encouraged me to accept new opportunities, and continue my own education through the doctoral degree.

Over time, my "skill set" grew to include teaching, strategic planning, supervising others, budgeting, managing faculty, overseeing enrollment, designing high-quality college facilities, advocating for social justice, seeking and overseeing grants, and being involved in civic engagement activities. I developed the maturity, expertise, and social intelligence to lead diverse groups in the creation of lasting value and beneficial results. And unexpectedly, I made lifelong colleagues and friends at each college where I've worked, and in the CSCU system.

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.

My résumé (attached) describes my professional trajectory more fully. Briefly: I hold bachelor's and master's degrees in Communication, and a doctoral degree in Educational Leadership. For 14 years, I was the leader of an innovative academic technology department recognized for excellence. For the past seven years, I have held increasingly responsible positions in academic administration and college leadership. I created an Associate Degree program in Communication Media. I've taught courses in that discipline (and others) for 25 years. I established positive and collaborative relationships with employees and students at three different colleges. I helped design a new campus. I became familiar with academic programs outside my past experience while being an effective advocate for all of them. I successfully implemented innovative change, administered complex budgets in the millions of dollars, fostered partnerships with local school systems and community organizations, participated in accreditation processes, served the Community College and CSCU systems through extensive committee work and professional networking, and have held an unwavering commitment to serving students.

I often tell the faculty and staff at Middlesex Community College that my goal is simply to be the best Academic Dean I can possibly be for Middlesex. Similarly, I hope to have the opportunity to tell the NCCC community I will strive to be the best President I can possibly be for Northwestern, and contribute to the betterment of our CSCU system.

Sincerely,



Dr. Steven Minkler

Dr. Steven Minkler

Education

- 2008 Doctor of Educational Leadership (Ed.D.) • University of Hartford, West Hartford, CT**
Dissertation: *Connecting Teaching Styles and Student Learning Styles in Community College Online Courses*
- 2000 Master of Arts in Communication • University of Hartford**
Thesis: *Gender, Communication, and the Connecticut General Assembly*
- 1986 Bachelor of Arts in Communication (Magna Cum Laude) • University of Hartford**
One of 25 students selected nationally to participate in American University's "London Semester" program during the Spring 1986 semester

Professional Experience

January 2012 – Present

Dean of Academic Affairs

Middlesex Community College • Middletown, CT

Chief Academic Officer for one of the twelve community colleges within the Connecticut State Colleges & Universities System. Middlesex has over 3,000 credit students and nearly 700 non-credit students, at both its main campus in Middletown and satellite location in the city of Meriden. Reporting to the college president, my responsibilities include:

- Collaborating with the president and members of the executive team to guide current operations and provide leadership for the future of the college.
- Providing the organizational structure, support, and vision necessary to administer an Academic Division consisting of 58 full-time and over 200 part-time faculty and staff.
- Providing leadership for planning, developing, implementing, and assessing all credit and non-credit offerings, the Learning Commons (library, distance learning, educational technology, and Academic Success Center), and Office of Academic Initiatives (special programs such as Honors, Transitional Year, and Concurrent Enrollment).
- Ensuring the quality of academic programs including compliance with accreditation standards and Board policy, and alignment with transfer and workforce requirements.
- Representing the college's academic programs and initiatives to the Board of Regents for Higher Education and external constituencies.
- Representing the college at monthly meetings of the CSCU Chief Academic Officers and Community College Deans of Continuing Education.
- Collaborating with the Dean of Student Services and staff from both divisions on academic and career advising, enrollment management strategies, and program recruitment/admission efforts.
- Co-Chairing the Enrollment Management Task Force and serving on the Curriculum & Academic Policy Committee.

Selected Accomplishments

- Fostered an environment of creative change and experimentation, which led to the development of numerous new and revised academic programs and courses, improved academic advising processes, plans to implement a “Learning Commons,” and proposals resulting in nearly \$7 million in federal, state, and private grants awarded to the college.
- Oversaw the hiring of 12 new full-time faculty members in disciplines throughout the college; ten hold terminal degrees in their fields of study.
- Designed and moderated a “New Faculty Seminar” with weekly “classes” on topics such as the college’s history and strategic goals, civic engagement, teaching with technology, college pedagogy, the role of collective bargaining, promotion and tenure, and faculty leadership.
- Collaborated with faculty and staff to implement a reorganization of the faculty into two Schools, each under an Academic Division Director: Allied Health, Business, and STEM; and, Arts & Media, Humanities, and Social Sciences.
- Collaborated with faculty, staff, the Dean of Administration, and others to design and implement major renovations to the Meriden Center, science labs, faculty/staff offices, Center for New Media, and general classrooms.
- Participated in campus activities related to NEASC re-accreditation in 2013.
- Participated in activities resulting in re-accreditation of the Ophthalmic Design & Dispensing and Radiologic Technology degree programs, and initial accreditation of the Early Childhood Education and Veterinary Technology degree programs.

CSCU Committee Memberships

- Member, Early College Task Force (11/12 - present).
- Member, Statewide Advanced Manufacturing Advisory Committee (9/14 - present).
- Member, Center for Teaching Steering Committee (9/12 - present).
- Co-Leader, Academic Program Review Initiative (10/14 - present).
- Member, Public Act 12-40 Advisory Committee (9/12 – 6/14).
- Chair (7/15 – present) and Vice-Chair (7/14 – 6/15), Community College Academic Deans Council.

July 2008 – December 2011

Academic Division Director of Business, Science, Health & Technology Northwestern Connecticut Community College • Winsted, CT

- Oversaw academic offerings in allied health, business, computer systems technology, mathematics, medical assisting, science, physical education, therapeutic recreation, and veterinary technology.
- Supervised 35 part-time and 15 full-time faculty members, and four laboratory aides, and recommended employment of part-time faculty and staff in the Division. Evaluated employees in accordance with policy, procedures, and collective bargaining agreements.
- 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.
- Administered the Division’s faculty load, adjunct faculty budget and contracts, and operating budget.
- Maintained articulation agreements and collaborative relationships with area high schools and four-year colleges/universities.
- Developed course schedules each semester that balanced enrollment demand, students’ need to complete program requirements, full-time faculty expertise, adjunct faculty availability and budget dollars, and the collective bargaining agreement.

- Successfully applied for, and administered, two consecutive Health & Education Initiatives (HEI) Grants to support a summer Nursing Careers Exploration Workshop and extended math, science, and allied health tutoring services: \$58,000 (FY 2010) and \$63,000 (FY 2011).

College & Statewide Leadership

- Co-Chair, Academic Planning Review Committee (2/09 – 12/11)
- Chair, Medical Assisting Program Coordinator Search Committee (2011)
- Member, NCCC Center for Teaching Steering Committee (9/08 – 12/11)
- Member, System-wide Teaching & Learning Work Team (9/05 – 5/10)

August 1994 – June 2008

Director of Academic Media Technology Capital Community College • Hartford, CT

Managed the human, technical, and financial resources of a comprehensive media communications center fully integrated with the teaching and learning activities at an urban, culturally diverse community college. A dynamic, creative team of six full-time professional staff, nine adjunct instructors, and one full-time faculty member provided an array of media services and an associate degree program that were noted for excellence by the 2006 NEASC Accreditation visiting team. In this position, I oversaw four major academic functions:

1) Associate Degree Program in Communication Media

- Developed a degree program and its component courses, with initial offering in the Fall 2005 semester. Within three years, 36 students declared Communication Media as their program of study, and 225 students (seat-count) were enrolled in the program's lab-intensive courses.
- Sought articulation agreements with universities and high schools, hosted an advisory panel of media professionals and university professors, supervised one full-time faculty member and a pool of nine adjuncts, oversaw student internships, promoted course offerings, recruited and advised students, and ensured instructional quality control and curricular integrity.
- Created and advised *Capital Student News*, a hybrid academic activity and student club. CSN presented college and community news in a monthly 30-minute video webcast (also aired on cable access TV), weekly 5-minute "NewsBreaks" shown on campus TV monitors, online newspaper, and blog.

2) Multimedia Production and Distribution

- Managed a digital media production center, including broadcast-quality studio and portable facilities, a 1,700 square-foot studio space, nonlinear video editing systems, streaming media network, web and graphic design workstations, traditional black-and-white photography darkroom, computer media labs for Communication Media students and, on-campus video bulletin board system.
- Collaborated with the faculty to conceive, develop, produce, and distribute original instructional materials for use on-ground or in the Blackboard online system.
- Cultivated partnerships with Hartford-based artists, musicians, businesses, communication professionals, and state agencies to produce media materials for their use. In turn, these projects offered students "real world" production experience, added to the college's video library, and generated nearly \$30,000 in fee income that funded new student equipment.
- Created and produced 75 hours of regularly scheduled cable television programs (aired 1997-2003) designed to showcase academic programs, students, alumni, and college events in a fast-paced magazine format; and, aired special lectures and guests artists to serve as positive examples of the intellectual and cultural exchanges that happened on campus.

3) Online Learning

- Supervised the Director of Educational Technology, and assisted her with providing pedagogical and technological support to faculty and students engaged in web-enhanced and fully online courses. Worked one-on-one with the faculty to develop and manage their online course sites, designed and delivered faculty and student workshops, administered the Blackboard course management system, implemented policies and procedures, and advised the Academic Dean and department heads on instructional quality and enrollment trends.

4) Classroom Instructional Technology

- As part of the college's move to Downtown Hartford, I planned, supervised, and completed over \$2 million in instructional media equipment upgrades installed in 90 classrooms, labs, and public spaces on campus, and oversaw ongoing maintenance and upgrades.

College & Statewide Leadership

- Chair, "Achieving the Dream" Communication Team (9/05 – 9/07)
- Member, "Achieving the Dream" Core Team and Leadership Team (9/05 – 9/07)
- Chair, Music Faculty Search Committee (Spring 2005 and Fall 2003)
- Chair, NEASC Standard One (Mission and Purposes) Task Force (1/05 – 10/06)
- Co-Chair, Community College System Distance Learning Council (9/04 – 6/06)
- Member, System-wide Distance Learning Council (9/03 – 9/07; Co-Chair, 9/05 – 9/07)
- Co-Chair, Strategic Planning Committee (2/97 – 8/98)
- Member, Presidential Search Committee (11/95 – 6/96)
- Chair, Information Resources Management Committee (9/95 – 4/97)
- Co-Chair, Faculty, Staff & Student Development Committee (9/92 – 5/94)

July 2006 – December 2006

Acting Assistant to the Academic Dean

Capital Community College

I served in this role temporarily while the incumbent was on sabbatical, in lieu of my responsibilities as Director of Academic Media Technology.

- Supervised the administration of faculty load, adjunct faculty contracts, and the adjunct faculty budget. Assisted the department chairs with hiring interim faculty and staff.
- Participated in hosting the NEASC accreditation team's visit to the college in October 2006, and assisted the Deans and President with writing official responses to their findings.
- Built the Spring 2007 credit course schedule in Banner. Coordinated all information required to publish an early registration course booklet, and worked with an outside graphic designer to create the final version for printing.
- Helped the Academic Dean resolve several student academic disciplinary issues.
- Administered the \$158,000 (FY 2007) Perkins Postsecondary Grant.
- Supervised the Tech Prep Coordinator, and provided her with administrative support for projects such as updating student admission records, hosting meetings with high school counselors, and visiting participating schools.

February 2000 – June 2002
New Campus Technical Consultant
Capital Community College

In addition to my regular duties as Director of Academic Media Technology, the President assigned me to work with him and the Dean of Administration as an executive team overseeing the college's relocation to a renovated, historic building in downtown Hartford by September 2002.

- Attended weekly construction administration meetings with project coordinators from the contractors, architects, engineers, and State DPW. Often, I was the only college representative and was charged with rendering key decisions.
- Acted as a conduit between these meetings and college personnel. Gathered and disseminated information critical to making decisions leading to the final layout of instructional spaces and the entire technology infrastructure.
- Developed a master plan to replace most instructional equipment and the entire telecom infrastructure at the College. Wrote a \$7.5 million equipment budget request that was approved by the State Bond Commission and expended over a two-year period.
- 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 of the building under construction to college employees and business organizations.

October 1987 – July 1994
Audio-Visual Media Specialist
Greater Hartford/Capital Community College

- Created, wrote, and produced instructional and promotional materials in video, computer graphics, print, audiovisual, interactive multimedia, and 35mm photographic formats.
- Provided lighting and sound support for musical, theatrical, film, and live speaking events.
- Coordinated field and studio television production schedule. Worked closely with vendors for routine maintenance, equipment installation and repair. Performed minor installations and repairs where needed.
- Major projects included *Asepsis*, a 12-unit computer/laserdisc interactive multimedia program for nursing students; and, *Learning to Learn*, an 8-part video series stressing basic learning skills. Fifteen years after its completion, *Learning to Learn* continued to generate approximately \$1,000 in annual royalty income for the college.

July 1986 – October 1987
Audio-Visual Specialist
Bristol Hospital • Bristol, CT

Creator, writer, and producer of educational and promotional videotapes, photographs, and slide shows. Solely coordinated the hospital's patient information TV channel and AV equipment loan system. Developed a quarterly employee video newsmagazine and six-page newsletter. Taught managers' seminars on using visual aids in persuasive presentations.

Teaching Experience

August 2013 – present

Middlesex Community College

- Fall 2013, Spring 2014, Summer 2014: COM* 101 *Introduction to Mass Communication* (online).
- Fall 2013: FS 100 *Freshman Seminar – Honors Seminar I: Leadership*.
- Spring 2014, Fall 2014, Spring 2015: HON 102 *Honors Seminar II*, HON 202 *Honors Capstone Project*

May 2009 – present

University of Hartford

- Volunteer member of several doctoral dissertation advisory committees.

July 2008 – May 2013

Northwestern Connecticut Community College

- Summer 2008 – Fall 2011: RLS* 219 *Field Work in Recreation Leadership* (required internship).
- Spring 2010, Fall 2010, Fall 2011, Spring 2013: COM* 101 *Introduction to Mass Communication*. I developed this as online course for Northwestern based on my experience from developing it as an on-ground course at Capital Community College.
- Fall 2009: MAT* 075 *Pre-Algebra*.

January 1999 – present

Charter Oak State College, New Britain, CT

- Occasional faculty evaluator in Communication. Review 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 during the course of paid employment in the field.

January 1990 – December 2006

Capital Community College

Designed and taught (or team-taught):

- Spring 1996 – Fall 2006: *Introduction to Visual Communication, Introduction to Mass Communication, Internship I*, and *Basic Video Production*.
- July 1995: *Project Horizon Computer/Media Camp*. A 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*. One course in a career-oriented educational program jointly offered by the college and the Connecticut Department of Veterans Affairs (36 hours, noncredit).
- Spring 1990: *Introduction to Communication Media*.

Fall 1999, Fall 1992 and Fall 1991

University of Hartford

- Fall 1999: *Rhetoric, Language and Culture* (Freshman composition course).
- Fall 1992 and Fall 1991: *Basic Television Production*.

Part-Time Experience

February 1987 – September 1992

Operating Engineer (Vacation Relief)

WFSB-TV3 • Hartford, CT

Operated video recording and playback equipment, studio cameras, satellite control, master control, and automated commercial playback systems for production and live broadcast.

January 1986 - April 1986

Library/Research Intern (16 hours per week)

ABC News • London, England

Compiled and logged satellite feeds and field tapes for later editing. Typed scripts and retrieved show rundowns using computer terminal. Assembled packets of information, clippings, and original writing for reporters. Efforts aided in the coverage of European, African, and Middle East news items appearing on Good Morning America and ABC World News Tonight.

June 1985 - December 1985 and June 1984 - August 1984

Audio-Visual & Television Production Intern

The Hartford Insurance Group • Hartford, CT

Two summers at 40 hours per week plus one part-time semester. Operated studio and field television cameras, videotape editor, audio, and lighting equipment to assist in the production of sales, marketing, information, and motivational videotapes and slide shows. Maintained and dispensed audiovisual equipment. Updated computerized tape library and AV reservations.

Volunteer Civic Organizations

Chase Collegiate School • Waterbury, CT

- Board of Trustees (9/12 – present)
 - Vice Chair and Executive Committee member (9/14 – present)
 - Head of School Search Committee (11/12 – 11/13)
 - Head of School Support Team (09/14 – present)
- Advancement Committee – parent member (9/10 – 6/12)
 - Annual Fund Committee (9/07 – 6/13)
 - Annual Fund Chair (9/11 – 6/13)

Green Street Teaching & Learning Center • Middletown, CT

- Advisory Committee (3/15 – present)

Middlesex Area Interagency Council • Middletown, CT

- Board member (9/13 – present)

St. John's Episcopal Church • Waterbury, CT

- Occasional pianist/organist (1994 – present), Vestry member (1994-97), Senior Warden (1997-2000), Treasurer (2001-05), Finance Council member (2007-10), Rector Search Committee co-chair (2010-12), Musician/Choir Director Search Committee chair (2015)