MEMORANDUM

September 15, 2020

TO: Members of the Board of Trustees

FROM: Dr. Jim Malatras, Chancellor

SUBJECT: Appointment of Ellen M. Gambino as Acting President of Dutchess Community College

Action Requested

The proposed resolution approves the appointment of Dr. Ellen M. Gambino as acting president of Dutchess Community College.

Resolution

I recommend that the Board of Trustees adopt the following resolution:

Resolved that the appointment of Ellen M. Gambino as Acting President of Dutchess Community College, by the Dutchess Community College Board of Trustees, effective September 17, 2020, at a salary of $163,633, be, and hereby is, approved. This appointment will continue until September 30, 2021, or until the Board of Trustees, by resolution, approves the appointment of a permanent president, whichever comes first.

Background

With more than 30 years of experience, Dr. Ellen M. Gambino is a proven educator and academic leader adept at advancing institutional goals and committed to improving student outcomes. She is currently serving as the Officer in Charge at Dutchess Community College (DCC) following the retirement of the president in July 2020.
Prior to her appointment as Officer in Charge, she was the college’s Vice President of Academic Affairs and Student Services. In that role, she was responsible for all teaching, learning and student support operations at the college. She has been instrumental in the development of new academic programs in Hospitality and Tourism, Aviation Maintenance and Public Health; spearheading the college’s Open Educational Resources (OER) with textbook savings for students in excess of $1.5M; and implemented DCC CARES, which provides emergency assistance for students. She has also spearheaded a Pathway to Technology program; implemented the College’s first TRiO grant; and provided leadership in the college’s strategic plan, as well as the writing of the College’s Middle States Decennial Accreditation Self-Study. Additionally, Dr. Gambino serves as the executive lead for the college’s participation in Cohort II of SUNY Guided Pathways Institutes and SUNY’s Strong Start to Finish grant.

At DCC, she has held positions of Dean of Academic Affairs and Associate Dean of Academic Affairs for Full-time and Adjunct Faculty and for Assessment and Curriculum. She has also served as Dean of Business and Technology Programs at DeVry Institute of Technology and Director, Center for Business and Information Technologies at New York Institute of Technology. She has taught at Saint John Fisher College, Vassar College, Pace University and Dominican College. Dr. Gambino has held positions in the private sector as Operations Director, Training Services and Spherion Corporation and Verizon IT Training Project Manager.

In addition, Dr. Gambino’s contributions to higher education were recognized in 2013 with a State University of New York Chancellor’s Award for Professional Service and in 2017 when she was selected as a national Aspen Presidential Fellow for Community College Excellence.

Dr. Gambino holds Ed.D. in Executive Leadership from Saint John Fisher College; a M.S. with Distinction in Computer Science from Pace University; a B.A. in Education from SUNY New Paltz and is an alumna of Dutchess Community College where she earned her A.A. in Liberal Arts and Humanities.
PROFESSIONAL SUMMARY:

A highly dedicated individual and proven leader with extensive experience and demonstrated expertise in community college leadership that includes strategic planning, budget management, contract negotiations, curriculum development, academic assessment and program evaluation, student success and retention, program management, enrollment management, workforce development, grant development and implementation and college teaching. I have documented success at each level of college administration possessing profound knowledge of administrative principles and procedures, in-depth knowledge of the internal structures and processes of the college partnered with the ability to deliver solutions that drive organizational stability and growth. A strong academic compass and an unwavering commitment to diversity, equity and inclusion at all levels of the organization are hallmarks of my career. I was honored to be selected as an Aspen Presidential Fellow for Community College Excellence in 2017.

PROFESSIONAL EXPERIENCE

Academic Administrative Experience

Dutchess Community College, Poughkeepsie, NY 2006- Present

Provost and Vice President of Academic Affairs and Student Services 3/2015 - Present

As Provost, I articulate and implement an aspirational vision for the College, providing leadership and direction for a student-centric vision that promotes academic excellence and integrity supported by a comprehensive array of student services designed to provide access to education to a diverse student body.

➤ Principle Achievements in this Role:

- Led the evolution of the academic enterprise including:
  - development of new programs in Hospitality and Tourism, and Aviation Maintenance Technician and Public Health
  - widespread adoption of Open Educational Resources (OER) leading to textbook savings for students of over $1.5M
  - transition from a remedial coursework model to co-requisite education in English and mathematics, resulting in DCC becoming a leader in the SUNY System
  - conversion to a multiple measures model for assessing students’ English and mathematics skills for placement
- Reestablished the college workforce development efforts formerly provided through Community Services. This included:
  - Hired a Workforce Liaison who established strong relationships with industry groups and local companies
  - Garnered approval to provide related instruction for apprenticeships in six advanced manufacturing trades
  - Obtained approval to provide related instruction for apprenticeships in a Junior Accountant/Bookkeeper title
  - Requested and received funding from SUNY to hold industry roundtables in IT/Cybersecurity, Advanced Manufacturing and Hospitality
Successful CFA funding request of almost $90K for Advanced Manufacturing Training, Shoprite Leadership training and Lean Six Sigma training for the Hudson Valley Credit Union

- Helped to build and sustain strong relationships with local high schools through the concurrent enrollment and ETech programs supporting the pipeline to college for high school students throughout Dutchess County
- Conceived and implemented DCC CARES, providing emergency assistance for students in crisis. Through relationships with more than 20 Dutchess County agencies and the DCC Pantry, DCC CARES provides a wide array of supports for students and has dispersed more than $200K in SUNY Emergency Funds and Dyson Funds since its inception in 2018.
- Restructured the Office of Community Services (OCS) to align credit-free offerings with credit programs in CASAC, CNA, English as a Second Language, Intoxicated Driver Program and the DCC Academy of Music
- In partnership with the Next10 consultants, developed and implemented a plan to restructure IT while improving infrastructure and services. The restructures of IT and Community Services garnered savings of over $700K for the college.
- Served on the administrative contract negotiations team that led to the successful negotiation of two DUE contracts
- Led a planning and implementation team that included Dutchess County's Deputy Commissioner for Special Needs, Abilities First and the ARC of Dutchess to create the Think Ahead program. This program provides a collegiate experience including coursework and work experience for individuals with Intellectual and Developmental Disorders (IDD). The program has graduated two classes and is now admitting its fourth cohort.
- Conceived of and implemented a 2+2 articulation with SUNY Alfred for DCC’s Nursing program
- Led the development of the successful Monitoring Report for MSCHE

**Dean of Academic Affairs**

As Dean of Academic Affairs, I was responsible for oversight of the academic enterprise including working with faculty and staff to develop and maintain the curricula, supervising academic personnel, and upholding academic standards.

- **Principle Achievements in this Role:**
  - Worked with MPCS and English departments on review of remedial course offerings
  - Led the development of a PTECH grant & implemented the program
  - Chaired the Standards 7 & 14 group for the Middle States Self-Study and actively participated on the editorial team that worked on the re-crafting of the self-study.
  - Led the work to implement a Service Learning program at DCC
  - Served on the negotiations team that successfully negotiated a one-year contract with DUE
  - Organized and led the working group that wrote a successful application for a TRIO grant in excess of $1 million
  - Led the Strategic Planning Task Force to identify strategic priorities for the college
  - Developed and implemented a plan to restructure advisement at DCC to include transfer and career counseling
  - Initiated Task Force on First Year Experience/Orientation
  - Completed analysis/audit of services Counseling Center & Health Office
  - Supervised implementation of TRIO
  - Created a team and developed an Academic Master Plan
  - Collaborated with 4 SUNY Colleges to develop a grant application to fund the purchase and implementation of AdAstra, analytic software that examines scheduling efficiency and
provides input to optimize course section offerings.

- Participated actively and expanded collaboration with Hudson Valley Education Consortium (HVEC) resulting in strong relationships among the community colleges across the Hudson Valley region. The Public Health program is a jointly registered HVEC program
- Hired Director of Grants and led the development of Grants Office activities
- Completed Structural Review of Academic Affairs and implemented changes

**Associate Dean of Academic Affairs for Full-time and Adjunct Faculty 8/2009 – 8/2014**

As Associate Dean of Academic Affairs for Faculty, I was responsible for all processes related to full-time and adjunct faculty positions, including working with academic department heads to review faculty Professional Development Reports and classroom observations completed by academic department heads, to analyze potential need for additional faculty positions, to assist faculty candidates to complete promotion and tenure documentation, provide professional development workshop for faculty on promotion and tenure process. I also supervised the Francis U. and Mary F. Ritz Library, the Office of Academic Services & Testing, the Teaching Learning Center (TLC) and the Office of Scheduling.

**Principle Achievements in this Role:**

- Developed Bridges to Excellence, a program for educationally underprepared students in Dutchess County to provide an academic pathway from high school through two years at Dutchess Community College to transfer to an articulated baccalaureate program at Marist College
- Implemented the Quality Matters program, targeted to the improvement of DCC’s online learning
- Worked with the Director of the Library to reorganize the staffing structure based on retirements and technological advancements. The cataloging function has now been successfully outsourced
- Led a Remedial Math Committee to address institutional concerns regarding the placement of students in beginning level mathematics courses
- Co-chaired the Online Education Committee that was charged with exploring the feasibility of online tutoring and selecting a vendor to supply that service. Online tutoring was implemented in Fall 2011.
- Actively participated in the Eleanor Roosevelt Leadership Center (ERLC) steering committee to develop the Eleanor Roosevelt Community College Emerging Leaders program (ECCEL). I was largely responsible for the development of the leadership curriculum for the three retreat weekends for this program that began in Fall 2013.
- Co-chaired a committee to examine software solutions to support the Early Alert Initiatives. Ultimately the group selected Starfish as the solution.

**Associate Dean of Academic Affairs for Assessment and Curriculum 06/2006 - 8/2009**

As Associate Dean of Academic Affairs for Assessment and Curriculum, I was responsible for monitoring all curriculum and academic assessment activities at the college including working with faculty as they assessed courses and programs to ensure their currency and relevancy to the discipline, assisting faculty in modifying current courses and programs and in developing new courses and programs, providing the interface with SUNY Administration regarding assessment and curricular matters including curriculum changes, academic program review, and SUNY General Education, and developing articulation agreements with private and public baccalaureate institutions. In addition, I supervised the Office of Academic Services & Testing, the Teaching Learning Center, the
Writing Center and provided oversight of a Title III grant of almost two million dollars.


*Dean of Business and Technology Programs*

As Dean, I managed all aspects of the programs leading to Bachelor’s degrees in Business Administration, Computer Information Systems, Network and Communications Management and Technology Management. I provided a clear sense of direction for the Business and Technology programs by implementing teaching and learning strategies and methods for measuring effectiveness and focused faculty attention on the quality of teaching and learning through ongoing discussions of course objectives, teaching methodologies, assessment results, and student feedback. My responsibilities included supervision of all full time and adjunct faculty within the Business and Technology programs including hiring, classroom observations, annual professional evaluations and faculty development activities. I also led annual strategic planning for classroom technology by managing the interface between IT Services and faculty in order to anticipate and identify the needs of the Business & Technology programs.


*Director, Center for Business Information Technologies*

As Director, I had overall management responsibility for the Business Information Technologies division including management and development of curricula and purchase of educational materials for delivery of a wide variety of technology certifications including Microsoft Certified System Engineer (MCSE), Sun Java Programmer, Cisco Certified Network Administrator, Web Developer, and Web Master. I recruited, hired and managed all instructors in the various curricula and managed the technology resources including the purchase, installation and maintenance of the classroom computing resources.

**Teaching Experience**

**Saint John Fisher College, Rochester NY** 2014-Present

*Part-time faculty, Ed.D. Program in Executive Leadership*

*Courses Taught:* Contemporary Issues in Executive Leadership, Research Methods and Design, Qualitative and Quantitative Research Methods
*Dissertation Committees:* advising candidates and providing meaningful feedback and subject matter expertise at each stage of the dissertation process
*Executive Mentor:* guiding students through fieldwork courses designed to broaden their experience as executive leaders

**Vassar College, Poughkeepsie, NY** 1986-1994

*Full-time faculty, Department of Computer Science*

*Courses Taught:* Computer Literacy, Computer programming, Data Structures and Algorithms, Computer Architecture, Computer Graphics, and Database Design
Pace University, White Plains, NY 1994-1996
Adjunct Instructor, Computer Science

Dominican College, Blauvelt, NY 1994-1996
Adjunct Instructor, Computer Science

Other Experience

Operations Director, Training Services 1/2000-4/2001
Reporting to the Senior Vice President of Spherion Technology and directing a staff of 9 full time employees and 150 subcontracted instructors. I was responsible for all training services functions for this multimillion dollar IT training organization including hiring and evaluation of instructors, assessment and acquisition of all licensed courseware, purchase and deployment of hardware and software for training classrooms, and development of all proprietary courseware.

Verizon IT Training Project Manager 8/1996-1/2000
As Manager of the Verizon training project, I directed the turnaround of a major client relationship for contracted delivery of training to the IT organization of this major telecommunications firm. In this role, I increased the quality of training through enhanced courseware selection, attention to instructor quality and improved classroom utilization. I also managed the acquisition, installation and maintenance of classroom and back office hardware and software for 12 training classrooms in 5 states within Verizon’s footprint. I was responsible for managing the total P&L of the Verizon contract, negotiations for contract extensions, subcontractor bidding and contracting, hardware leasing. I recruited and trained all project administrative personnel, trainers and technical support staff including 15 direct reports and 130 subcontractors in 5 states.

EDUCATION

Saint John Fisher College, Ralph C. Wilson School of Education, Rochester NY
Ed.D. in Executive Leadership

Pace University, White Plains, NY
M.S. with Distinction in Computer Science

State University of New York, New Paltz, NY
B.A. in Education

Dutchess Community College, Poughkeepsie, NY
A.A. in Liberal Arts and Humanities

SELECTED AWARDS AND RECOGNITION

ARC of Dutchess Trailblazer Award 2019
Recipient of the Peggy Martinko Trailblazer Award in recognition of leadership in development of DCC’s Think Ahead program, which provides a college experience for students with Intellectual and Developmental Disabilities (IDD). This program provides courses in life skills and workplace readiness along with internship opportunities for college-age individuals with IDD.
Aspen Presidential Fellow for Community College Excellence 2017-2018
One of thirty-eight leaders selected from across the nation for a rigorous, ten-month executive leadership program for aspiring community college presidents led by the Aspen Institute in partnership with the Stanford University Graduate School of Education.

SUNY Chancellor’s Award for Excellence in Professional Service 2013
The SUNY Chancellor’s Award for Excellence in Professional Service is awarded to individuals who have performed superbly not only in fulfilling the job description for the position held but have demonstrated excellence in professional activities beyond the parameters of the job description. A successful candidate must have demonstrated capabilities and accomplishments in the areas of leadership, decision-making and problem-solving in a creative and innovative fashion while demonstrating flexibility and adaptability to institutional needs.

Recipient of 2013 Award for Scholarship, Saint John Fisher College

SERVICE TO THE COLLEGE AND THE COMMUNITY

- Executive Board Member, SUNY Chief Academic Offices Association 2018-Present
- Founding Advisory Member, Eleanor Roosevelt ECCEL program to develop student leaders in the community college
- Mentor, DCC Mentoring Committee for New Administrative Staff
- United Way Campaign Volunteer 2007 - 2012
- SUNY Institute for Community College Development Advisory Board 2009 - 2012
- Steering Committee Member, Mid-Hudson Successful Teaching Conference 2010, 2011
- President, Garrison UFSD School Board 1985 - 1995