

Dr. Athos K. Brewer

Yonkers, NY 10705

September 17, 2014

Search Committee Chair
C/O James H. McCormick, AGB Search
Housatonic Community College
61 Woodland Street
Hartford, CT 06105

Dear Search Committee:

It is with sincere pleasure that I submit my confidential application for the President position with Housatonic Community College. I do so because I am seeking a new challenge in which I can be a contributor and I believe a review of my experience will be of interest and value to the search committee. I have served in senior leadership positions at several community colleges. At the heart of my work and interest in this position is an unwavering commitment to equity and opportunity; student aspirations, access, and success; engaged faculty focused on student learning and program completion; and evidenced-based, results-oriented collaborations that advance strategic objectives. Fundamentally, today's community colleges must be relevant, flexible, and responsive to the needs of students, communities, and the nation, requiring a leader who listens, observes, communicates a shared vision, is accessible, collaborates, and acts with integrity, energy, and conviction. These are among my qualities and competencies shaped partly by championing cutting-edge Achieving the Dream (ATD) initiatives, supervising over 100 faculty and staff, promoting ongoing faculty professional development and shared governance, and responsibly managing large budgets, including federal grant funds for underserved student populations. Serving as the President of Housatonic Community College in a time of change and immense opportunity would be an honor for which I am uniquely prepared.

As an educator, scholar, and administrator, I have been actively engaged in spearheading the transformational power of community colleges to improve lives, spark innovation, stimulate economies, strengthen workforce development, forge global partnerships, and enhance communities in myriad ways. I have created and led scalable, front-end, high impact community college student success interventions, including a common First Year Experience (FYE) program, early alert programs, and learning communities consisting of team-taught developmental mathematics and student developmental courses. ATD cohort data tracking illustrates that FYE students have higher GPAs and persistence rates, complete more developmental and credit level courses, and are more likely to be successful than their non-participating counterparts. As an extension of my work with ATD, I successfully advocated for a cadre of targeted student success professional positions. Empowering others and developing capacity to achieve student learning outcomes using research data and technological innovations

is very much part of my leadership approach.

In my current position, I provide leadership and coordination of a comprehensive student affairs division that comprises Enrollment Management (Admissions, Registrar, Veterans Services, Financial Aid, Welcome Center and Recruitment), Student Support Services (General and Psychological Counseling Services, Faculty Counselors, Career Services, Office of Disability Services and College Discovery), Student Engagement and Student Success (Academic Success Center, Student Life, Athletics, Student Activities, Multicultural Center, Early Childhood Center), Judicial Affairs, and the Bronx Community College Association. My team has increased both retention and student success rates. More degrees were awarded last summer than at any time in the college's entire history! This year, we added an additional one hundred and twenty five degrees, which will enhance BCC's profile in terms of degree completion compared to other CUNY colleges. We established a call center that resulted in a 3% increase in retention rates, leading to the college meeting its retention target for the first time in several years. Also, the first 'Reverse Transfer' program was established and has become a model for other CUNY Community Colleges.

My professional career demonstrates my ability to lead very large, complex organizations cognizant of diverse stakeholders. My leadership approach encourages broad participation of varied perspectives centered on facilitating institutional improvements and innovative practices. Integrating the views of those tasked with implementing change is critical to developing effective, efficient strategies, programs, policies, and evaluation protocols against explicated outcomes. Experience dictates that frequent discussions on student learning outcomes strengthen investment and buy-in from local communities. Similarly, direct communication and outreach to multilingual, multicultural, and global communities contribute to developing productive, long-lasting, collaborative relationships. On local and national levels, I have presented at NASPA and AACC on best practices and strategies that have led to better student outcomes despite limited funding that comes with operating in the new normal for many community colleges.

During my tenure as American Council on Education Fellow at Northern Virginia Community College (NOVA), I actively served on the president's executive team that was responsible for enrollment management planning, board relations, campus expansion, community engagement and partnerships, government and legislative partnerships, and campus preparation and response to crisis situations. As a Fellow and ardent supporter of student success, I successfully developed a proposal to support NOVA in their efforts to become an ATD college. I continue to champion efforts to sustain improvements on key student achievement outcomes linked to the national student completion agenda. My doctorate in education technology brings an added dimension to integrating technology in teaching and learning, master planning, security management, institutional research, and closing the skills and achievement gaps.

Because I believe in maintaining currency to strengthen my advocacy of community college students' role in promoting student access and success, I serve as an online adjunct faculty member for the Morgan State University Doctoral program in Community College Leadership. Facilitating strong partnerships between student development personnel and faculty is a role I relish as the synergies produce more relevant and beneficial student support system for all students.

Summarily, my educational background, diverse professional experiences, and proven record of success while serving in various leadership roles as a community college administrator are attributes I will leverage for the benefit of students, faculty, and the community at Housatonic Community College. I am excited about the prospect of joining an accomplished team at Housatonic Community College in establishing an enabling environment where student learning and student success are at the core of all institutional decisions.

I look forward to hearing from you regarding my candidacy. I can be reached a
or at Thank you in advance for your consideration.

Sincerely,



Athos K. Brewer, Ph.D.

ATHOS K. BREWER, Ph.D.

Yonkers, New York 10705

SUMMARY OF QUALIFICATIONS

Extensive experience in community college leadership to include strategic planning, program management and development, enrollment management, program assessment and evaluation, student success and retention services, budget management, financial aid services, judicial affairs, counseling services, policy and procedures development, and supervision, training and evaluation of one hundred (100) faculty, staff and administrators. Demonstrated expertise in program administration, new initiative development, grant writing to increase institutional resources by \$3.2 million, 2+2 articulation agreements, oversight of federal grant funded programs, career planning and placement, academic and transfer advising and collegiate teaching. Progressive growth as a Vice President of Student Affairs and Dean of Students with prior training as an American Council on Education Fellow, Acting Director of Academic and Student Services, Director of Student Support Services, Acting Director of the Assessment Center and Special Assistant to the Vice President and Provost. Quantitative research and contributions to the literature focus on retention and success of ESL learners in a community college setting. Adjunct faculty for community college-level students and doctoral-level student.

I. EDUCATION

INSTITUTION	FIELDS OF CONCENTRATION	GRADUATION	DEGREE
American University	Education Technology	2004	Ph.D.
University of Dayton	Social Agency Counseling	1995	MS.Ed.
Capital University	International Studies, <i>Minor</i> : French	1993	B.A.

II. PROFESSIONAL HISTORY

Vice President for Student Affairs, Bronx Community College of the City University of New York, Bronx, NY, September 2012-Present

Bronx Community College (BCC) of the City University of New York (CUNY) is located on a traditional 43-acre campus and offers 40 associate degree and certificate programs. The college serves 11,000 students, who come from more than 100 countries. As a comprehensive community college, BCC provides students with an education that enables them to move with equal facility into productive and rewarding careers or increasingly advanced higher education programs. I serve as the chief student affairs officer for the College by leading and managing a comprehensive program of services that promotes engagement and student success for a diverse student population. I provide leadership to coordinate high quality, relevant student services, collaborating with other administrators to ensure consistent applications of policies and procedures across the College.

Functions and Duties:

- Serves as the leading advocate for students, providing leadership and vision to a comprehensive Student Affairs program.
- Responsible for the development of strategic plans to address successful student outcomes, by working closely with the Division of Academic Affairs to support retention and completion goals.

- Provides direct supervision for the Dean of Enrollment Management, Associate Dean of Student Support Services, Associate Dean of Student Engagement and Student Success, Directors of the Early Childhood Center, Athletics Program, Student Life and Judicial Affairs.
- Provides leadership and coordination for a comprehensive student affairs program that comprises Enrollment Management (Admissions, Registrar, Veterans Services, Financial Aid, Welcome Center and Recruitment); Student Support Services (General and Psychological Counseling Services, Career Services, Office of Disability Services and College Discovery); and Student Engagement and Student Success (Academic Success Center, Student Life, Athletics, Student Activities, Multicultural Center, Early Childhood Center); Judicial Affairs and the Bronx Community College Association.
- Responsible for reviewing, developing, maintaining, and implementing policies and procedures related to student affairs. Developing activities to engage students in learning about their rights and responsibilities as students and as members of the community, enforcing the student code of conduct and overseeing the College's Judicial Affairs and the disciplinary process in accordance with University policy.
- Ensures compliance with federal and state requirements for delivery of services to students, including international students and students with disabilities.
- Represents the College at student-related events at the campus and university levels, in the local community, and external venues.
- Responsible for the Student Affairs budget and supervises its execution during the fiscal year. Monitors, reviews, and approves all campus budgeted expenditures and deposits pertaining to the student activity budget.

Major Accomplishments

- *Developed a mechanism to substantially increase graduation and retention rates, January, 2013*
- *Selected to participate as a U.S. delegation member to the Government of India to share expertise and seek avenues of cooperation in furtherance of the goals of the US. -India Higher Education dialogue on Community Colleges, in Delhi, on February 6-7, 2013.*
- *Key Innovator for a restructured Student Affairs Model that focused on Access, Student Support Services and Student Engagement & Student Success, Spring 2013*
- *Presenter at American Association of Community Colleges (AACCC), Spring 2013, Spring 2014*
- *Spearheaded the development of a Call Center, Tuition Assistant Unit, Graduation Unit and the First Year Engagement Program for Incoming Students, Spring 2013.*
- *Established the newly created Behavioral Intervention Team, Spring 2013.*
- *Led the establishment of a 'Reverse Transfer' initiative slated to be a model for CUNY Colleges, Spring 2013*

ADJUNCT FACULTY POSITIONS:

Adjunct Faculty, Fall 2011 to present

Morgan State University, Community College Doctoral Leadership Program

Functions and Duties: Teach Doctoral-level students in the following courses:

- 1. Management and Strategic Planning:** The course focuses on strategic planning and missions, visions and goal setting for future community college presidents and administrators.
- 2. The American Community College:** The course provides an opportunity for students to examine the general status of community college education today in terms of policies, foundations, organizational

structures, governance and administration, curriculum, faculty, students, programs and services.

For all courses my responsibilities are to:

- Develop class syllabus
- Design lesson plans
- Administer Final Exams
- Facilitative Learning using Discussion Boards
- Coaching/mentoring students
- Grade and post final grades

Dean of Students, Northern Virginia Community College (NOVA), Annandale, VA

July 2009-August 2012.

NOVA is the largest educational institution in Virginia and the second largest multi-campus community college in the United States, comprising more than 80,000 students and 2,600 faculty and staff members. NOVA is one of the most internationally diverse colleges in the United States, with a student body representing more than 180 countries. As Dean of Students, I served as the chief student services officer for the Annandale Campus by leading and managing a comprehensive program of services that promoted engagement and student success for a diverse student population. I provided leadership to coordinate high quality, relevant student services, collaborating with other administrators to ensure consistent applications of policies and procedures across the College.

Functions and Duties:

- Provided leadership and coordination for a comprehensive student services program that comprised of admissions and records, financial aid, veteran's affairs, high school outreach, counseling and advising, disability support services, international center, judicial affairs and student life.
- Directed the implementation of administrative policies and procedures pertaining to all facets of student development and services.
- Ensured compliance with federal and state requirements for delivery of services to students, including international students and students with disabilities.
- Maintained the Student Services budget and supervised its execution during the fiscal year. Monitored, reviewed, and approved all campus budgeted expenditures and deposits pertaining to the student activity budget.
- Ensured compliance with College policies regarding student rights and responsibilities, academic progress, and other policies related to student services.
- Collaborated with academic deans to support student success initiatives focusing on retention, graduation, transfer, and career placement.
- Directed a comprehensive program of student development instruction.
- Provided leadership and operational coordination for outreach, recruitment, and early student engagement in collaboration with other campus personnel.

Major Accomplishments

- *Distinguished Service Award, 2009-2012*
- *Awarded Presidential Innovation Funds for a Co-authored Cooperative Education Proposal, Spring 2011*
- *Authored proposal for Achieving the Dream Strategy Institute, Summer 2010*
- *Created Judicial Affairs Officer model for the College, Spring 2010*
- *Key Innovator for Student Success model & structure for College, Fall 2011*
- *Presidential Appointee to College Senate 2009-2011*
- *Chair of Deans Working Group 2010-2012*

- *Appointed to Advisory Board for Council on Teaching and Learning, 2010*
 - *Chair of Campus Health and Safety and ADA Compliance Committee, Fall 2009*
 - *Appointed to Achieving the Dream Core Team, Fall 2009*
 - *Chair of Campus Assessment, Response and Evaluation Team (CARE), Summer 2009*
 - *Consultant for the development of graduate level courses EDUC 6263-Best Practices for Student Success & EDUC 6751-Creating Supportive Learning and Service Environment, Fall 2010*
-

Director of Student Support Services, Montgomery College, Rockville, MD

January 2003-July 2009

- Administered a federal grant to serve low-income, first generation and disabled college students.
- Advised and counseled students, developed and directed programs, and coordinated services with existing campus and community resources.
- Designed and monitored individual academic plans, mentoring and tutoring programs, cultural activities, awards and recognition events, and special summer sessions to support student progress toward degree and transfer goals.
- Conducted assessments, tracked student progress and participation, and compiled data for quarterly reports on program effectiveness and student retention, grade point average and transfer.
- Developed budget, managed accounts, and provided quarterly fiscal updates and future spending projections.
- Hired, supervised and evaluated staff, conducted meetings and retreats, promoted professional development, and arranged for student and staff travel.
- Conferred with directors of various campus offices and department chairpersons, director of student life, and athletic director to increase resources for students.
- Supervised all record keeping, maintained confidential student files, and compiled data for reports to dean and executive vice-president.
- Conducted program and project evaluation, and correlated student usage of services with student success outcomes.

Major Accomplishments

- *Successfully co-authored an Education Opportunity Center TRIO grant securing \$900,000 in federal funds for Montgomery College, August 2006*
 - *Earned outstanding performance evaluations, 2003-2006*
 - *Authored a Student Support Services TRIO grant that scored 100% and ranked top in the nation securing a five year \$1.1 million award for Montgomery College, March 2005*
 - *Selected as faculty presenter for Council for Opportunity in Education on Preparation for Site Visits and Audits, September 2004*
 - *Received Merit Award at Montgomery College in first four months of employment for outstanding performance, May 2003*
 - *Successfully revitalized a failing grant program that serves low-income, first generation and disabled college students by recruiting 80% of the students necessary to secure continued federal funding, May 2003*
-

Special Assistant to the Vice President/Provost, Montgomery College, Rockville, MD

July 2007-One Year Assignment

- Implemented programs, plans and policies for effective administration of offices falling under the VP/Provost area.
- Served as a liaison between the executive's program area and other departments, units, external agencies, and outside groups, and as the representative of the Executive on a periodic basis on college or campus committees or work groups.

- Conducted research and troubleshoot administrative problems; gathered related data, analyzed current and past practices, and college or corporate best practices; and recommended changes in procedures or work flow to improve administrative processes.
- Created agendas and made arrangements for committee meetings.
- Performed related duties as required or deemed necessary to meet the Executive's overall goals for effective administration of program area.
- Read and analyzed incoming correspondence, inquiries, and reports and made judgments about the significance of these items, handling many of these on behalf of the Executive, and applying judgment as to which should be brought to the Executive for review and action.

Major Accomplishments

- *Convened a taskforce to establish a unified structure to International Education programs*
- *Facilitated the Academic Achievement and Retention team to enhance student success*

American Council on Education Fellow, Office of the President

Northern Virginia Community College, Annandale, VA, August 2006-July 2007

Special Projects and Contributions to Northern Virginia Community College:

- *Developed proposal to help move the institution forward on their Achieving the Dream initiative.*
- *Provided consultation to the college on the pursuit of federal funding including but not limited to U.S Department Education grant opportunities.*

Daily observations of and interactions with Northern Virginia's Community College (NOVA) President, Robert G. Templin and Executive Vice President, John T. Dever. NOVA is an open access, comprehensive community college offering two-year associate degrees, one-year certificates and career studies certificates as well as continuing education and community services programs. Participate in a broad spectrum of the president's meetings, including Board of Trustees, Faculty Senate, Administrative Council, Provost Council, Deans Council, various committees, Workforce Development and business community meetings, College leadership team and legislators.

Actively participated in activities of the executive team such as strategic planning, enrollment management planning, campus expansion, community engagement and partnerships, government and business relations, campus crisis response, academic deans and faculty meetings, and international education.

Understand higher education leadership from a national perspective through American Council on Education seminars and workshops, e.g., had extensive reading and site visits to several colleges and universities in Florida, Virginia, Illinois, California and Maryland. International site visit to China included visit to Shanghai Normal University, Qingdao University, and China's Agricultural University.

Acting Director of Academic and Student Services, Montgomery College, Rockville, MD, August 2002-December 2002

- Organized College Curriculum Committee (CCC) meetings, reviewed curriculum proposals, oversaw minutes and tracked proposals through the curriculum process.
- Coordinated the development and publication of the College Catalog, Faculty Handbook, Student Handbook and CCC Newsletter.
- Served as College liaison to the Maryland Higher Education Commission, representing the College at statewide meetings and communicating information to appropriate constituents.
- Provided leadership for transfer issues, negotiated and established new articulation agreements and maintained existing agreements.

- Provided direction for Academic Support Centers to improve the quality of college programs and enhance student learning.
- Strengthened and implemented procedures to improve the Academic Area Review process.

Major Accomplishments

- *Collaborated with faculty and staff to develop College Catalog, Faculty and Student Handbooks for 2002-2003*
- *Organized a tracking system to monitor college-wide curriculum proposals, October 2002*
- *Key innovator for the design of an online guide to the curriculum approval process, November 2002*

Adjunct Professor and Counselor, Montgomery College, Rockville, MD

January 2001-August 2002

- Advised students regarding enrollment in area of specialization, prerequisites, program requirements and academic transfers.
- Encouraged students to develop suitable educational plans in order to clarify their career goals.
- Evaluated student progress toward established goals.
- Oriented and supervised group advising sessions.
- Trained new faculty advisors.
- Taught student development courses.

Major Accomplishments

- *Full-time student and research assistant at American University (AU), Washington, DC, January 2001-2004*
- *Converted to Internet the Genomic Short Course for Faculty at Minority Institutions, Washington, DC, 2001*
- *Presented on Assistive Technology for the 'Visually Impaired' at AU Conference, Washington DC, 2001*
- *Created Resource Web Page for 4th Graders at Lafayette Elementary School, Washington, DC, March 2001*
- *Designed & created PhD web page for School of Education (SOE) at AU, Washington, DC, January 2001*

Senior Rehabilitation Specialist, Division of Blind Services, Florida Department of Education, West Palm Beach, FL, May 2000-Sept 2000

Program Officer, Community College Programs, Youth for Understanding International Exchange, Washington, D.C., August 1998-May 2000

Support Services Coordinator, Youth for Understanding International Exchange, Columbus, OH, December 1996-August 1998

Human Services Specialist, Ohio Department of Human Services, Columbus, OH, January 1996-November 1996

Income Maintenance Specialist, Franklin County Department of Human Services, Columbus, OH, April 1995-January 1996

Unit Leader, Franklin County Juvenile Detention Center, Columbus, OH, August 1993-April 1995

III. PROFESSIONAL HONORS, FELLOWSHIPS, LISTINGS, AWARDS, AND RESEARCH SUPPORT

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- Examining committee member for a doctoral candidate at The George Washington University Graduate School of Education and Human Development, February 2008.

- Awarded Lumina Foundation Grant for 2006-2007, Program Year, April 2006.
- Awarded American Council on Education Fellowship (ACE) for 2006-2007 Program Class, March 2006.
- Nominated by Dr. Charlene Nunley, president of Montgomery College to pursue an ACE Fellowship, November, 2005
- Fellowship Award for Doctoral Program at American University (AU), Washington, D.C., January 2001- 2004
- National Institute of Health Intramural Research Training Award Fellowship, Washington, D.C., June 2001

IV. COLLEGE/UNIVERSITY SERVICE

- Assessment Center Transition Team, **Director**, Montgomery College, November 2004-June 2005
Major accomplishments:
 1. Successfully implemented walk-in Accuplacer testing that increased student assessment by 20%
 2. Implemented a team centered approach to problem resolution
 3. Introduced and established a surveillance system that served as a model for campus-wide Assessment Centers
 4. Facilitated and implemented the introduction of a college-wide exam tracking system
 5. Introduced the Automatic Call Distribution (ACD) phone system to better service students, faculty and staff
- College-wide Assessment, Placement and Developmental Issues Steering Committee, Resource Member, November 2004
- STARS Scholarship, Evaluator, 2003
- Project Success, **Mentor**, 2003-2005

V. REPRESENTATIVE PROFESSIONAL ACTIVITIES

- National Behavioral Intervention Team Association (NaBITA)
- American Council on Education (ACE)
- American Association of Community Colleges (AACC)
- Maryland Executive Council for Educational Opportunities (MECEO)
- Council for Opportunity in Education (COE)
 - *Faculty Presenter*

VI. PUBLICATIONS

Brewer, A. K. (2001, April). *Assistive technology for the visually impaired*, paper presented at the American University conference in Washington, D.C.

Brewer, A. K. (2004). *International student adjustment, technology use and English language learning in academia*, Dissertation Abstracts International, Copyright (2005). ProQuest Information and Learning Company, (UMI No. 3164805)

Brewer, A. K. (2005, September). *Valuing diversity*, paper presented at the Leadership Development Institute, Rockville, MD.

Brewer, A. K. (2005, May). *International student adjustment, technology use and English language learning in academia*. In Up County Latino Network Education Committee Briefing Book.

Brewer, A. K. (2005, November). *Using noncognitive factors to enhance the success of ESL learners at community colleges*, manuscript submitted for publication.

VII. COMPUTER EXPERIENCE

- Strong working knowledge of IBM-compatible PCs and related software including Microsoft Word, Quattro Pro, Power Point, Excel, Windows and WordPerfect; Web Page Design (Certified in Macromedia Dream Weaver), Adobe Photoshop 6.0, the Internet and/or World Wide Web, Netscape and Microsoft Explorer; Experience with in-house mainframe databases PeopleSoft, Crise and Banner 7; Statistical Package for Social Sciences (SPSS & Black Board)

VIII. CIVIC, COMMUNITY AND BOARD ACTIVITIES

- Delegate to the College Board, Guidance and Admission Assembly, April 2014
- State Advisory Board for Juvenile Services, Maryland, 2008-2011
- DE, MD, & D.C. Association of Student Aid Administration, Annual College Goal Sunday, Volunteer 2004 & 2005
- Hands on D.C., Annual Community Service Project, Volunteer, Washington D.C., 2002-2005
- Latin American Youth Center, Upward Bound, Mentor, 2003