

# DR. JOHN B. CLARK

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MOUNTAIN LAKES, NJ

March 17, 2015

Western Connecticut State University  
Presidential Search Committee  
c/o James H. McCormick, Senior Consultant, AGB Search  
[wcsupres@agbsearch.com](mailto:wcsupres@agbsearch.com).

Dear Members of the Presidential Search Committee,

I am most interested in the position of President of Western Connecticut State University. Given my leadership experience at a number of institutions of public higher education, it would be a honor to be chosen to lead and serve the University in these opening and exciting decades of the 21<sup>st</sup> century.

As you see from the enclosed resume, my experience in public higher education has been marked by either leading institutions in transition or creating new offices to meet the contemporary challenges facing universities. In my former SUNY posts, I was the University's "fireman" brought in to resolve conflicts, solve personnel problems and restore financial stability. Please understand that as an "interim," per long-standing SUNY policy, I could not apply for the permanent presidential position. At CUNY, my overall mission has been to transform the University into a more "entrepreneurial" institution with a special emphasis on building business and industry relations and assisting students in their career aspirations. I accepted this position on an "acting" basis too, because I have sought to return to the presidential ranks on a permanent basis if the right opportunity presented itself and Western Connecticut State University seems like the ideal place for me.

As specified, a copy of my resume and professional references follow. For your consideration, I offer the following summary of my qualifications:

- My extensive senior leadership experience in public higher education including past interim Chancellor of The State University of New York (SUNY), interim President of four SUNY colleges including two comprehensive colleges, a college of technology and college of optometry, SUNY interim Vice Chancellor for Enrollment Management and University Life as well as my current position as Acting University Executive Director of Business & Industry Relations for the City University of New York (CUNY) and the CUNY Center for Student Entrepreneurship.
- More specifically, my service as the interim president of two public institutions, SUNY Brockport and SUNY Plattsburgh that have the same Carnegie classification (Master's Universities); ranked in the same *US News & World Report* category (Regional Universities) and share a number of similarities with Western Connecticut State University. While there are certainly differences among these institutions, I believe my successful experience at these

institutions has given me a working knowledge that will allow me to “hit the ground running” if appointed as the University’s next president.

- My experience in working in a number of senior executive positions in two systems of public higher education (CUNY and SUNY), both on college campuses and central offices, has taught me invaluable lessons how a president can advocate for his or her institution in a productive and effective way while operating to the benefit of the entire system.
- My successful involvement with all types of fundraising during my careers on Wall Street and in higher education. In an era of declining resources and increasing expenses in higher education, while keeping the University affordable for students and their families, I firmly believe one of the President’s chief priorities on a daily basis must be to raise funds from any source available, private or public.
- My broad and diverse educational background with a bachelor’s degree in history *cum laude*, and junior year abroad at the University of Fribourg, Switzerland. Masters’ degrees in economics, public administration and philosophy, and doctorate in education from Teachers College, Columbia University.
- My strong background in budget and finance, including eighteen year career as a municipal bond analyst and investment banker in public finance on Wall Street, specializing in higher education and healthcare.
- My experience and proven track record working with civic and community groups, elected officials, faculty governance, governmental agencies and authorities, student government and organizations, as well as serving on higher education boards
- My CUNY experience with its focus on forging university-business partnerships to obtain internships, scholarships and mentorships for students and to assist student entrepreneurs in starting their own businesses will hopefully benefit the University’s students and generate additional corporate support for its activities and programs.

I wish to thank the Search Committee in advance for their consideration of my application. I truly look forward to meeting you in the near future to discuss the possibilities of my candidacy for the presidency of Western Connecticut State University.

Yours truly,

Dr. John B. Clark

**March 17, 2015**

# DR. JOHN B. CLARK

Mountain Lakes, New Jersey 07046

City University of New York  
205 East 42<sup>nd</sup> Street  
New York, NY 10017

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## I. HIGHER EDUCATION EXPERIENCE

09/09-Present **THE CITY UNIVERSITY OF NEW YORK (CUNY)**

University Executive Director (Acting) - Office of Business and Industry Relations (09/09-Present)

Founded the office to promote entrepreneurial activities and serve as the “corporate gateway” to the University that is composed of twenty-four campuses in New York City serving 460,000 students. Duties and achievements include:

- Established student internship, scholarship and employment programs with such major corporations as Chase, Citi, Con Ed, Dell, JPMorgan, McAfee, Microsoft, Neuberger Berman, and Verizon
- Secured a \$250,000 grant from Verizon to start a STEM Scholars programs which provides scholarships to students from Hunter College and City College of New York’s (CCNY) Grove School of Engineering
- Senior advisor and board member of a CUNY student start-up technology company, *InYourClass.com*
- Co-founder of the Northeast Regional Community College Consortium (NERCC) composed of Connecticut, New Jersey, New York, Pennsylvania and Rhode Island community colleges to promote economic workforce development projects with corporations and governmental agencies
- In a partnership of New Jersey and CUNY community colleges and the Port Authority of New York and New Jersey, planning a specialized training and degree program for Port Authority employees

University Executive Director (Acting) – CUNY Center for Student Entrepreneurship (CSE) (01/14-Present)

Co-founded the Center to promote student entrepreneurial activities and programs throughout the University. Actions to date:

- Obtained \$5,000,000 in funding over five years from the University to establish the CSE.
- Received a \$60,000 grant from Verizon to fund the University’s annual “Smart Pitch” student entrepreneurial competition.
- Created the CSE Advisory Council consisting of representatives from the CUNY’s twenty-four (24) campuses to coordinate CUNY wide actions to support and promote student entrepreneurship.
- Established the CUNY Student Business Incubator/Accelerator in mid-town Manhattan. The first cohort of sixteen (16) student start-up companies entered the incubator on July 7, 2014.
- In the process of obtaining funds to create a CUNY Student Venture Fund to provide financial assistance to/and make select investments in student start-up companies.

06/03-08/09 **THE STATE UNIVERSITY OF NEW YORK (SUNY)**

Visiting Professor - Stony Brook University (01/09-08/09)

By special resolution of the SUNY Board of Trustees received an academic appointment to Stony Brook University. Accomplishments included:

- co-edited a book on the history of the University entitled *SUNY at Sixty* (SUNY Press)
- Chair, SUNY 60<sup>th</sup> Anniversary Scholarly Conference attended by academics from across the country
- authored a paper on the New York State Commission on Higher Education

- featured keynote speaker and panel moderator on shared governance at the annual plenary session of the SUNY University Faculty Senate.

Chancellor (Interim) - The State University of New York (06/07-12/08)

Chief Executive Officer of the largest comprehensive system of public higher education in the country with 427,000 students and 80,000 employees including 30,000 faculty located on 64 campuses state-wide reporting directly to the SUNY Board of Trustees. The over-all budget of the system was \$11 billion dollars.

- Regular interactions with Board members, Presidents, faculty, students, alumni as well as key staff from governor's office, Congressional delegation, members of the New York State Assembly and Senate, senior representatives from various State and Federal agencies and local elected officials
- Served as a principal member of the New York State Commission on Higher Education and co-authored the final report which recommended the creation of the Empire State Innovation Fund to support university research, low-cost student loan program, significant increase in full-time faculty including the recruitment of eminent scholars and funding for critical maintenance projects
- Despite challenging circumstances, successfully negotiated SUNY operating budget which included funding for additional full-time faculty and research programs and implemented system-wide and led SUNY-wide capital needs assessment study which resulted in largest capital budget in SUNY history of \$4 billion
- Reorganized fundraising efforts, retained a consultant to review operations and oversaw the "Invest in SUNY" campaign which had raised \$1.9 billion towards the goal of \$3 billion.
- New record for historically under-represented minority students and 4% increase in total enrollment to 427,000, the highest in SUNY history. Academic selectivity for entering freshman reached new highs with GPA of 89.8 and SAT of 1150
- Graduation and first-year retention rates improved to 60.5% and 82.8% which compared favorably to national rates for private and public universities.
- SUNY office in Beijing and dual degree partnership with Nanjing University were established
- Directed the creation of the SUNY Office of Federal Relations in Washington, D.C. resulting in almost doubling of Federal grant funding to \$20 million during its first year of operation

President (Interim) - SUNY College of Technology at Alfred (6/06-6/07)

The College had an enrollment of 3,200 students with 162 full-time and 56 part-time faculty and operating budget of \$49 million.

- With freshman first-time enrollment decline from a high of 1450 in 2004 to 1281 in 2006, led efforts to reverse decline with aggressive marketing campaign targeted at primary area high school, community college and transfer students. By Fall, 2007, enrollments had increased to 1348 with an upward trend projected for future years
- Re-organized the Institutional Advancement office and established a planning committee to prepare for the College's centennial celebrations in 2008
- Resolved operating budget deficit by implementing personnel and encumbrance control systems and placed the College in a stable financial position
- Obtained a \$5 million grant from the NYS State Senate for College's Center for Organic and Sustainable Agriculture program.
- Oversaw the College's \$30 million capital program for the construction of student townhomes and a new student union center and expansion of the campus dining hall
- Worked with faculty and Provost's office to initiate new baccalaureate programs in Computer Animation Technology, Forensic Science Technology, Information Security and Nursing
- Established degree partnerships with Corning, Genesee, Jamestown and Monroe Community Colleges

President (Interim) - SUNY College of Optometry (1/06-5/06)

Located in mid-town Manhattan, a doctoral conferring institution in the SUNY system with 300 graduate students and 60 full-time and 66 part-time faculty members. The total operating budget was \$32 million. The College operates a clinic, University Eye Center, which is one of the largest in the country.

- Under difficult circumstances, implemented a team oriented and shared governance model of college administration
- Created the College Roundtable, a monthly meeting of faculty, staff and student representatives to discuss issues of mutual concern and take appropriate action
- Invited and hosted a team from UC Berkeley School of Optometry to review the College's academic and research programs and make recommendations
- Worked extensively with the College Foundation and served as co-chair of the College's 35<sup>th</sup> Anniversary Dinner

Vice Chancellor for Enrollment Management and University Life (Acting) - SUNY System Administration (9/05-12/05)

Responsible for oversight and coordination of the admissions and student affairs offices at SUNY's sixty-four campuses.

- Revamped and modernized the operations of the SUNY Applications Processing Center
- Increased out-of-state recruitment efforts, with special emphasis on Connecticut, New Jersey and Pennsylvania
- Coordinated over-all efforts to place students at SUNY campuses, who were temporarily dislocated from their home institutions in the Gulf Coast region by Hurricane Katrina

President (Interim) - SUNY College at Brockport (6/04-08/05)

The College had an enrollment of approximately 6,900 undergraduate and 1,300 graduate students with 590 full-time and part-time faculty. The total operating budget was \$115 million.

- As a result of concerted campus effort, the entering freshman class of 2005 had an average GPA of 90.2 and SAT score of 1107, the best in the College's history
- Extensive work with College Foundation and re-organization of Institutional Advancement Office to improve performance and focus on planning and execution
- Worked with Congressional delegation to obtain \$150,000 Federal planning grant for the proposed Lake Ontario Environmental Science Research and Educational Center
- Oversaw planning for the \$30 million Special Events Recreation Center
- To celebrate campus diversity and enhance recruitment efforts, initiated Harlem Renaissance Night, Jewish Deli Night, Latino-Latina night and co-founded the College Gospel Choir
- Academic programs in development: Joint BS/MS in environmental science and biology, BS/MPA in political science and public administration, MS in accounting and MS in forensic accounting

President (Interim) - SUNY College at Plattsburgh (6/03-5/04)

The College had an enrollment of approximately 5,600 undergraduate and 600 graduate students with 264 full-time and 186 part-time faculty. Total operating budget was \$86 million.

- Addressed campus and community concerns about administration difficulties, lack of shared governance, and troubled community relations which resulted in a successful Middle States on Higher Education site visit and interim report (April, 2004) which noted "180 degree change in the campus climate."
- Reversed enrollment decline attributable to adverse publicity, initiated a direct marketing campaign in traditional areas of student recruitment as well as a new recruiting initiative in the provinces of Ontario and Quebec.

- Re-organized institutional advancement office and re-prioritized fundraising campaign practices. Instituted an annual reception for retired faculty and staff to recognize prior service and promote giving to the College
- Led discussions with Adirondack Community College to offer baccalaureate and master's programs on-site
- Participated in the establishment of The Institute for Quebec Studies, the only institute of its kind in the United States

## II. WALL STREET EXPERIENCE

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02/01-05/03 **RAMIREZ & CO. INC.** (New York, NY)

*Senior Vice President – Public Finance.* Responsible for the firm's investment banking activities in the States of New York and New Jersey. Involved in bond issues totaling over \$28 billion, including a senior managed \$127 million New York State Dormitory Authority transaction. Long-standing experience with higher education bond issues both as an investment banker and credit analyst.

01/-91-01/01 **WILLIAM E. SIMON & SONS MUNICIPAL SECURITIES, INC.** (Morristown, NJ)

*Senior Vice President - Public Finance/Director of Institutional Research.* Served as both a senior banker and director of research for the firm. As a public financier, provided account coverage for New York and New Jersey bond authorities. As director of research, supervised a staff of analysts in providing tax-exempt credit services to institutional investors.

02/89-12/90 **GREENWICH PARTNERS, INC.** (Greenwich, CT)

*Vice President – Municipal Research* Co-directed the research department with particular responsibility for higher education and healthcare analysis including major public university systems, private universities and colleges, multi-hospital systems and nursing homes. Selected for *Institutional Investor* and *Global Guaranty All-American Analyst* teams.

08/87-02/89 **DREXEL BURNHAM LAMBERT, INC.** (New York, NY)

*Assistant Vice President – Research.* Served as firm's tax-exempt higher education and healthcare analyst. Primary focus of work was with institutional clients, trading and sales department, and public finance

04/85-08/87 **THOMSON MCKINNON SECURITIES, INC.** (New York, NY)

*Senior Research Associate.* Daily credit analysis of various revenue and general obligation bonds, specializing in healthcare and higher education bonds. Worked with retail and institutional sales force and investment bankers.

## III. GOVERNMENT EXPERIENCE

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11/81-04/85 **NEW YORK CITY HEALTH & HOSPITALS CORPORATION**

*Assistant Budget Director* Directed the oversight management of \$1.5 billion operating budget for eleven hospitals, four long-term/skilled nursing facilities, five neighborhood family care centers and the city-wide ambulance corps. Supervised eight analysts who monitored the expense activities of each facility.

11/78-10/81 **NEW YORK CITY DEPARTMENT OF MENTAL HEALTH, MENTAL RETARDATION & ALCOHOLISM SERVICES**

*Contract Manager.* Responsible for the negotiation and administration of contracts with private not-for-profit agencies who provided services to patients under this Department's jurisdiction.

01/77-09/77 **NEW YORK STATE EMERGENCY FINANCIAL CONTROL BOARD**  
*Consultant.* Initially worked as a graduate student intern then as a consultant analyzing employment data and budgetary numbers of various New York City agencies

02/75-12/75 **NEW YORK CITY HOUSING AUTHORITY**  
*Housing Assistant.* Worked in a low-income housing project, performing duties such as apartment rentals, income verification, rent collection and tenant complaints.

#### **IV. MILITARY SERVICE**

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01/73-12/74 **UNITED STATES ARMY** (Bad Kreuznach, West Germany)  
*Chaplain's Assistant/Specialist Four.* During the Vietnam War era, served in the Army with the 8<sup>th</sup> Infantry Division as the Roman Catholic Chaplain's Assistant. Awarded the Army Commendation Medal for meritorious service with an honorable discharge.

#### **V. ACADEMIC BACKGROUND**

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##### **Degrees**

Doctor of Education (Ed.D.), Teachers College, Columbia University, conferred May, 2001. Dissertation on the works of Blessed John Henry Cardinal Newman, the noted author of the classic *The Idea of a University*.

Master of Arts (M.A.) in Philosophy, New York University, conferred June, 1984. Thesis on the works of Hegel and Marx on the political and philosophical concept of "property."

Master of Arts (M.A.) in Economics, Fordham University, conferred May, 1980.

Master of Public Administration (M.P.A.), John Jay College of Criminal Justice, City University of New York, conferred June, 1977.

Bachelor of Arts (B.A.) in History, *cum laude*, Providence College, conferred June, 1972.

Junior Year Abroad, University of Fribourg, Switzerland, academic year 1970-71.

##### **Current Faculty Appointment**

**Senior Adjunct Lecturer**, Department of Philosophy, St. Francis College (Brooklyn, New York)  
This semester (Spring 2015) teaching *Reasoning and Argumentation: An Introduction to Logic and Critical Thinking*.

##### **Publications**

Contributor (with Rawlings et. al.) *New York State Commission on Higher Education: Final Report of Findings and Recommendation*, June, 2008.

Book review of Christopher Newfield's *Unmaking the Public University, The Forty Year Assault on the Middle Class*, (Harvard University Press, 2008) in *Nature* (UK), **455** (September 25, 2008): 467-68

Editor (with Bruce Leslie and Ken O'Brien) *SUNY at Sixty: The Promise of the State University of New York*. SUNY Press, 2010.

Contributor, "An Assessment of the Recommendations of the NYS Commission on Higher Education" in *SUNY at Sixty: The Promise of the State University of New York*, SUNY Press, 2010.

### **Select Addresses, Lectures, and Speeches**

Annual Cardinal Newman Lecture entitled “Newman in America: The Idea of A University Realized” at the National University of Ireland – Maynooth (April, 2007)

Featured Speaker, SUNY Chief Academic Officers Association Annual Luncheon, Albany, New York (November, 2007)

Keynote Speaker, Association of Council Members and College Trustees of State University of New York (ACT) Fall Conference, Lake Mohonk, New York (October, 2007)

Plenary Speaker, SUNY University Faculty Senate winter meeting, College of Nanoscale Science and Engineering, University at Albany (February, 2008)

Lecture entitled “Higher Education in America & Britain: Trans-Atlantic Lessons from the New York State Commission on Higher Education” at Wolfson College, Cambridge University (April, 2008)

Commencement Speaker, SUNY New Paltz (May, 2008)

Featured Speaker, SUNY Day, Capitol Hill Reception, Washington, D.C. (April, 2008)

Keynote Speaker, 120<sup>th</sup> Anniversary Ceremony & Presidential Induction, SUNY Oneonta (September, 2008)

Commencement Speaker, SUNY College of Optometry (June, 2009)

### **Select Awards and Commendations**

Distinguished Service Award, SUNY Plattsburgh (2004)

Commendation by resolution of the Plattsburgh State Student Association (2004)

Commendation by special resolution of the SUNY Brockport College Council (2005)

Commendation by special resolution of the SUNY Brockport Faculty Senate (2005)

Commendation by SUNY Brockport College Foundation (2005)

Commendation by The President’s Council, SUNY College of Optometry (2006)

“The Friend of the Senate” award from the SUNY Faculty Senate (2008)

Commendation and Honorary Lifetime Membership by resolution of the SUNY Student Assembly (2008)

Commendation and Academic Appointment to Stony Brook University by SUNY Board of Trustees (2008)

New York State Optometric Association Public Service Award (June, 2009)



## **VI. BOARD, COMMITTEE AND COUNCIL MEMBERSHIPS**

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### **Current Higher Education Memberships**

Board of Trustees, St. Francis College (Brooklyn, NY) Committees: Academic Affairs, Financial Affairs. Chair, Sub-Committee, Student Internship and Job Opportunities.

Board of Directors, InYourClass.com (Note: IYC is a start-up academic and social networking firm founded by students from the City College of New York)

Advisory Board, Field Center for Entrepreneurship, Zicklin School of Business, Baruch College.

Board of Directors, Network of Academic Corporate Relations Officers (NACRO) Committee: former Co-chair, Conference Planning. (Note: NACRO is a national organization of corporate relations professionals representing leading private and public research universities)

Executive Committee, Northeast Regional Community College Consortium (NERCC) (Note: NERCCC is an organization composed of community colleges from five member states - Connecticut, New Jersey, New York, Pennsylvania and Rhode Island to promote economic workforce development partnerships with the public and private sectors in the region)

### **Past Higher Education Memberships**

Baruch College (CUNY) Zicklin School of Business Advisory Committee

New York State Commission on Higher Education, Chair, Capital Finance Committee

New York State Higher Education Services Corporation (HESC)

New York State Regents Advisory Council on Higher Education

New York State Advisory Committee on the Supplemental Higher Education Loan Financing Program

State University of New York Research Foundation, Chair

### **Past Not-for-Profit Memberships**

St. Pius V High School (Bronx, NY)

Highbridge Voices (Bronx, NY)

Inter-Neighborhood Housing Corporation (Bronx, NY)

Thorpe Family Residence for Homeless Women and Children (Bronx, NY)

## VII. PERSONAL

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Dr. Clark was raised in The Bronx, New York City and resides in Mountain Lakes, New Jersey with his wonderful wife, Carolyn, and their two beautiful daughters, Bridget and Catherine.

Carolyn is a pre-school teacher and a graduate of St. John's University in Queens, New York City. Bridget is a freshman at Mountain Lakes High School and Catherine is a junior at the University of Notre Dame.

## VIII. PROFESSIONAL REFERENCES

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1. Allan Dobrin, Executive Vice Chancellor (EVC), The City University of New York (CUNY), (212)-794-5305, [allan.dobrin@cuny.edu](mailto:allan.dobrin@cuny.edu)

*Note: Dr. Clark and EVC Dobrin co-founded the CUNY Office of Business and Industry Relations. Dr. Clark reports directly to EVC Dobrin.*

2. Susan Herbst, President, University of Connecticut, Storrs, CT (860) 486-2337, [susan.herbst@uconn.edu](mailto:susan.herbst@uconn.edu)

*Note: Dr. Herbst and Dr. Clark were colleagues at the State University of New York (SUNY). During Dr. Clark's tenure at SUNY in various executive positions including interim Chancellor, Dr. Herbst was Provost and Executive Vice President and then Acting President of SUNY Albany.*

3. David Levinson, President, Norwalk Community College, CT and Vice President for Community Colleges, Connecticut State Colleges & Universities (ConnSCU), (203)-857-7024, [dlevinson@ncc.commnet.edu](mailto:dlevinson@ncc.commnet.edu)

*Note: Dr. Levinson and Dr. Clark have worked together as fellow board members of the Northeast Regional Community College Consortium which was created to establish partnerships among community colleges in the region to promote economic development and public-private partnerships.*

4. Kenneth O'Brien, Associate Professor of History, SUNY Brockport, (518)-937-5707, [ken.obrien@suny.edu](mailto:ken.obrien@suny.edu)

*Note: During Dr. Clark's term as interim President, SUNY Brockport, Professor O'Brien was President of the College Senate. They were co-editors of SUNY at Sixty: The Promise of The State University of New York (SUNY Press, 2010). Professor O'Brien is past President, SUNY Faculty Senate and former Member, SUNY Board of Trustees.*

5. Ed Rogoff, Professor and Chair, Department of Management, Zicklin School of Business, Baruch College, City University of New York, 646-312-3632, [edward.rogoff@baruch.cuny.edu](mailto:edward.rogoff@baruch.cuny.edu)

*Note: Dr. Rogoff and Dr. Clark are co-founders of the CUNY Center for Student Entrepreneurship which Dr. Rogoff serves as chief academic advisor and a member of the Center's Advisory Council which is comprised of representatives from the University's twenty-four (24) campuses.*

6. Donald Boyce, Assistant Vice President, Deutsche Bank Securities, New York, NY 212-250-1673, [donald.boyce@db.com](mailto:donald.boyce@db.com)

*Note: When Dr. Clark was interim Chancellor, Mr. Boyce was President, SUNY Student Assembly and Member, SUNY Board of Trustees.*