

Penny A. Kelly

Professional Experience:

Vice President for Academic Affairs-Chief Academic Officer

Present **SUNY Broome Community College, Binghamton, NY**

- The Vice President for Academic Affairs (VPAA) and Chief Academic Officer (CAO) provides leadership and administrative direction in major areas related to Academic Affairs. These include curriculum, program development and review, workforce development, library, instruction, assessment and evaluation, accreditation, scheduling, learning resources, collective bargaining agreements, academic budgets, grants development, internal and external committees, and other related responsibilities necessary for the effective and efficient functioning of the Academic Affairs division
- The CAO serves as first deputy to the President of the College in all areas of academic program, planning and policy and directly oversees 12 senior-level administrative staff who directly manage more than 550 employees, including approximately 350 part-time and full-time faculty, and administers the division's operating budget that totals about \$32 million or 61% of the operating budget. The VPAA assumes a leadership role in the implementation of the College's Strategic Plan, Academic Master Plan, Sustainability Plan, Strategic Enrollment Management Plan, Distance Learning Strategic Plan, and the Information Technology Plan
- The CAO is the primary liaison to the Middle States Commission on Higher Education and works closely with key stakeholders including the College President, SUNY administration, New York State Education Department, Binghamton University and transfer institutions, external employers, the Faculty Association, and shared governance committees at the College.
- The CAO leads the planning, development and implementation of models to enhance faculty expertise in curriculum theory and design, inclusive of traditional and emerging teaching and learning strategies, based on effective practices and data, which include ongoing improvement of a high-quality curriculum that meets the needs of business and industry located in the Southern Tier region. The VPAA ensures students graduate with the skills and competencies they need to be successful when they transfer to a four-year university or directly enter the workforce where they are able to build successful and sustainable careers with livable wages. The VPAA provides strategic leadership grounded in the College's values, and leads initiatives focused on achieving the College's vision of being a catalyst for equitable economic mobility by advancing excellence in learning, completion, and post-graduation outcomes.

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Key Accomplishments at SUNY Broome

- Led a successful Middle States reaccreditation visit

- Collaboratively developed and implemented a Distance Learning Strategic Plan, Academic Master Plan, Strategic Enrollment Management Plan, and an Information Technology Multi-Year Capital Plan
- Collaboratively implemented the initial 16 new microcredentials with 10 more additional microcredentials in development
 - Collaborated on the Build Back Better grant which led to an award of approximately \$1.3 million to support the growth of the clean energy sector in the region
- Led implementation of the grant award for Racial Equity for Adult Credentials in Higher Education (REACH) which expands opportunities for credential attainment for adults of color through a partnership with the local Attain Lab and the Urban League
- Collaborated with the Nursing Department to implement the SUNY Nursing Emergency Training Fund Award that expands capacity from 149-180 students by 2025, inclusive of upgrades to simulator technology and partnership with Binghamton University to implement simulation experiences
- Implemented a SUNY Workforce training grant focused on increasing enrollment and credential completion within STEM programs to create a pipeline of workers for high-need workforce areas such as manufacturing, machining, and computer programming
- Collaborating with SUNY Broome faculty and administration and with local high schools to reimagine our Fast Forward (concurrent enrollment program) to expand and provide more equitable opportunities for less advantaged students and to expand the student enrollment yield by developing clearly defined pathways to the College, employers, and transfer institutions
- Collaborated with a multi-disciplined workgroup to implement a new software system that supports holistic advising and utilizes predictive analytics to allow for targeted outreach to students at risk
 - Developed an academic structure and recruited an exceptional leader and chef to lead the historic and state of the art culinary and event facility to further implement innovative programs and events as well as an aggressive student recruitment plan
- Support and lead implementation of new technologies and pedagogies including HyFlex courses with the initial 20 HyFlex courses on the schedule
- Oversaw the development and submission to SUNY/SED of a new Mechatronics certificate program, Criminal Justice A.A.S., Teacher Education A.S., Food Science A.A.S., and Online Hospitality A.A.S.
- Submitted and received approval for a substantive change from Middle States to recognize the Culinary and Event Center as an additional location
- Executive lead on the SUNY Guided Pathways initiative and inspired faculty to redesign 27 programs following the nationally recognized model

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- Motivated and strongly encouraged faculty to develop a new Institutional Learning

Outcome relating to racism

- Collaboratively implemented a new advising model which has a significantly improved reregistration rate increase of 3.4% in one year, an increase in full time registrants, and a 24% reduction in student program changes
- Reorganized the academic leadership structure from 4 to 3 deans which resulted in significant cost savings of approximately \$250,000
 - Oversaw the faculty and staff intensive training program and software implementation to transition to a new College-wide Learning Management System
- Board designated executive member of the faculty negotiations which resulted in an unprecedented 4-year contract
 - Co-chaired with the Vice President of Administration and Finance the development, implementation and quarterly update of the College's 5-year financial sustainability plan and assessment metrics
- Oversaw the college-wide classroom team transition from campus to online/remote learning due to COVID and implemented a weekly innovative communication approach called "Broome Zoom" to maintain open and transparent communication

**Vice President of Academic and Student Affairs/Provost
Schenectady County Community College, Schenectady, NY**

**Vice President of Academic Affairs-Chief Academic Officer
Schenectady County Community College, Schenectady, NY**

Note: This position was upgraded and restructured to include oversight of the Student Affairs Division and the title was changed to Provost in June 2017

- Responsible for the oversight of all academic programming, curriculum development, and academic assessment
- Served as the administrator in charge in the absence of the President
- Served as the Middle States liaison and oversaw the accreditation process • Member of the President's Council working with Administrative Affairs, Workforce Development, and Planning and Development
- Oversaw Student Affairs and redesigned student recruitment, admissions, registration and advisement processes, including ADA services, to facilitate student access and appropriate services
- Oversaw student registration, academic records, academic advising, course scheduling, and calendar development
- Developed academic policies, standards of instruction, academic excellence metrics, and formulated policies on curriculum and faculty service in collaboration with faculty governance
- Administered a comprehensive review and modification of policies and procedures relating to the development, revision, adjustment, and assessment of curriculum

- Oversaw all Academic Deans, AVP of Academic Affairs, AVP of Student Affairs, the Office of the Registrar, Library and Instructional Technology, and Online Course Implementation departments
- Responsible for the recruitment, employment, supervision, and evaluation of approximately 70 full-time faculty and over 150 adjunct faculty
 - Directed the annual evaluation of all professional staff in the division
- Chairperson of the Provost Council
 - Provided mentoring, training, services, counsel, and general supervision to division deans enabling them to develop, effectively lead and administer programs
- Provided leadership for the development and implementation of the College's online course and program offerings
- Administered training and technical support programs for faculty development • Represented management in contract negotiations for three labor contracts: faculty, adjunct faculty and chairpersons and directors
- Prepared and administered the operating budgets for the divisions of Academic Affairs and Student Affairs
- Partnered with key stakeholders in division and institutional grants including TRIO, Perkins and CSTEP, Title III, SmartTransfer, Early College, EOP, LLP, PIF (SUNY), and NEH
- Served as a key stakeholder on the Strategic Planning Committee inclusive of the development of a new vision statement and identification of major initiatives that would impact the direction of the College

Note: This position became a Vice President position in September 2010

Key Accomplishments at SUNY Schenectady

- Oversaw the development of new academic program proposals including Criminal Justice A.S., Air Traffic Control A.A.S, Storage Battery Technology Certificate, Alternative Energy Technology A.A.S., Nutrition A.S., Chemical Dependency Certificate, Medical Coding and Billing Certificate, Biotechnology, Biological Lab Technician (High Needs Grant), Mechatronics Certificate, Casino and Gaming A.A.S., Craft Brewing Certificate and A.A.S., Craft Spirit and Distillation A.A.S. and Certificate, Business Casino A.A.S., Direct Support Professional Certificate, Community Health Worker Certificate, and concentrations inclusive of Honors, Drama, History, English and Psychology
- Planned and directed a successful Middle States Reaccreditation Visit in the Spring of 2009 and 2019
 - Oversaw full-scale implementation of the Accelerated Learning Program (ALP) model for English Composition and both Quantway and Statway Math
- Oversaw the submission and implementation of the first Title III federal grant awarded to SUNY Schenectady totaling over \$2 million
- Submitted and received funding for three SUNY PIF awards; Mechatronics, Mentoring, and Community Health Worker

- Oversaw the submission of a successful National Endowment for the Humanities (NEH) grant for integrating Criminal Justice and the Humanities
- Oversaw the application and award of the TRIO and C-STEP grants
- Developed the work plan and was the key senior leader on the Achieving the Dream implementation team
- Implemented continuous improvement initiatives and innovative student-centered approaches, inclusive of a new Advising Model, the utilization of student success coaches, and restructuring the staffing model for Student Affairs
- Led and collaborated with the faculty to develop and implement an innovative restructuring plan for the Academic Affairs division
- Submitted a successful Substantive Change request to Middle States for an additional location and online programs
- Implemented a full student services design of a Learning Commons area in the Library as part of a major renovation project
 - Implemented the First Year Seminar Course required of all programs
- Directed the academic programming design for the construction of a new space for the nationally accredited music program
- Collaborated with faculty and partnered with high school administrators in the reorganization of the high school concurrent enrollment program
- Partnered with SUNY Delhi in the Inter-institutional program and collaborated in the development of the Delhi Criminal Justice B.S. program
- Served on the SUNY Assessment Committee referred to as SUNY Council on Assessment (SCoA)
- Chaired the Schenectady Chamber's "Careers in Action Program" for high school students' career shadow experiences

**Associate Dean of Academic Affairs
Dutchess Community College, Poughkeepsie, NY**

- Responsible for the recruitment and employment of approximately 350 adjunct faculty and adjunct faculty supervisors
- Designed innovative faculty development programs in collaboration with faculty and served on the Professional Staff Development Committee
- Administered all phases of the major Perkins federal grant
- Coordinated implementation of both the C-STEP grant and the multi-million dollar Title III federal grant
- Co-chair of the college-wide Banner Student Software Implementation Team • Supervised the Concurrent Enrollment Program, Special Populations, and Scheduling departments
- Directed the operations of the Dutchess South Campus
- Served on the President's Strategic Enrollment Committee

- Collaborated and partnered with stakeholders in Academic Affairs' initiatives including assessment, strategic planning, instruction, grants applications and implementation, curriculum, and program planning

Key Accomplishments at Dutchess County Community College

- Served on the ad-hoc high school Concurrent Enrollment Committee and created a new set of guidelines. Established open lines of communication and transparency between faculty supervisors and high school teachers. Increased concurrent enrollment by developing new partnerships with local high schools
- Successful system implementation of the college-wide Banner software
- Administered the Perkins III and Perkins IV (\$550,000-\$680,000) federal grants

Vice President of Academic Affairs/Academic Dean Utica School of Commerce, Utica, NY 13501

- Oversaw curriculum development, faculty governance, academic program development, recruitment and employment of faculty
- Collaborated closely with faculty and chairpersons to create open dialogue, unity, transparency, and excellent academic programs
- Oversaw academics for three campuses, including articulation agreements with high schools and colleges
 - Ensured high academic standards within programs and among faculty
- College liaison with the New York State Education Department for program approvals and accreditation
- Attended state colloquia for review, assessment, and proposed modifications of accreditation standards
- Responsible for preparing the Program Master Plan for the College that was required to be submitted with the State Education Department
- Administered and implemented the new online distance learning initiative for faculty instruction
- Provided administrative leadership, strategic planning, and direction for all academic programs and departments

Branch Director, Utica School of Commerce, Oneonta, NY (Held Concurrently)

- Collaborated with faculty to deliver sound curriculum and educational programs utilizing both applied business principles and work experiences to deliver programs for future business leaders
- Managed all facets of the branch campus including: academic standards, scheduling, advising, evaluation of transfer credit, hiring of faculty and support staff, financial aid, admissions, advertising, budgeting, purchasing, and financial management

- Partnered with local businesses to provide corporate training
- Prepared students for employment by providing placement services and teaching seminars on resume and interviewing skills

Key Accomplishments at Utica School of Commerce

- Redesigned and created a new department chair structure utilizing consensus and team building methods to ensure a faculty-driven academic program
- Implemented a faculty advisor program at the Oneonta and Utica campuses • Championed a major academic schedule and calendar change from a quarter to a semester-based program
- Developed new academic programs and revised existing academic programs; prepared and submitted materials and met with State Education Department for academic program approval
- Co-chaired the committee charged with creating online course delivery

Faculty Experience

Full-time Accounting and Management Faculty

Utica School of Commerce, Oneonta, NY

Principles of Accounting Intermediate Accounting
Managerial Accounting Financial Statement Analysis
Auditing Cost Accounting
Employment Seminar Basic Programming
Tax Accounting

Adjunct Accounting Faculty

Hartwick College, Oneonta, NY

SUNY Oneonta, Oneonta, NY

Financial Accounting
Managerial Accounting

Professional Activities

Peer Reviewer for Middle States Commission

- Chaired a peer review self-study team, March 2022. Responsible for the complete oversight and supervision of the review team by delegating assignments, consulting with groups on each standard to provide support and insight, leading the team to consensus on each of the standards and appropriate reporting language, scheduling the visits and key meetings with the President and Board of Trustees of the college, reading the final report to the college community and representing the team's findings and recommendations at the Middle States Commission meeting

- Participated as a member of peer review teams during numerous site team visits with the primary area of focus being Educational Effectiveness standards associated with accreditation
- Served as a periodic reviewer (past process) to assess and provide recommendations regarding the college's mid-point status as it related to accreditation
- Chaired follow-up visits at various colleges, generally with a Middle States Vice President staff person, to conduct follow up on previous visits for colleges out of compliance with a standard, and provided updated recommendations to the College President and the Middle States Commission

External Program Evaluator, New York State Department of Education Reviewed college programs and facilities and submitted recommendations for accreditation to the New York State Department of Education

Adjunct Accounting Faculty Instructor, Hartwick College, Oneonta Adjunct Accounting Faculty Instructor, SUNY Oneonta, Oneonta

Education

Ed.D., Adult and Higher Education
Teachers College, Columbia University, New York, NY
Master of Arts, Social Sciences
Binghamton University, Binghamton, NY
Bachelor of Science, Business/Economics-Minor in Accounting
Additional graduate level courses, teacher education and accounting and
Received NYS provisional teaching certification
SUNY Oneonta, NY
Associate of Applied Science, Accounting
Broome Community College, Binghamton, NY

Conferences/Training

EAB Financial Sustainability Program for Executives
ACE Leadership Institute for CAOs
American Association of Community Colleges Annual Conference
Achieving the Dream- Dream Conferences
Carnegie Foundation's National Conference on Quantway/Statway
SUNY/Carnegie Foundation Math Conference
SUNY Executive Leadership Training Program
Noel-Levitz Conference on Recruitment and Retention
Middle States Annual Conferences and Middle States Trainings

Research Areas

Research projects have focused on practical applications used at the researcher's institution with an emphasis on adult and women's development.

Doctoral Research

A Study of Women's Supportive Relationships in Higher Education. Successfully defended April 2005. The research focused on women's development and types of support and connection that they seek.

Master's Thesis

An Orientation Program Designed to Meet the Needs of Adult Students. Designed an orientation program for a higher education institution based on research and data analysis on Adult Education.

Affiliations

- Broome County United Way Board member
- Personnel Committee member, United Way
- Executive Committee member and Treasurer SUNY Chief Academic Officers
- Perkins Grant Advisory Board
- Rotary (Schenectady)
- Southern Saratoga Chamber of Commerce (past)
 - Board of Directors
 - Former Executive Committee Secretary
- Schenectady Chamber of Commerce (past)
 - Operations Committee
 - Chair, Careers in Action Committee
- NYS Subcommittee for Early College Transfer and Articulation, Chair (past)
- Otsego County Chamber of Commerce (past)
 - Education Committee
- Gilbertsville Free Library (past)
 - Board of Directors
 - Finance Committee
 - Fund-Raising Committee, Vice President