

GEORGE TIMMONS, Ph.D.

EDUCATION

Ph.D., Higher Education Administration, Bowling Green State University, Bowling Green, OH, 2002

Dissertation title: Exploring leadership in distance education, the blueprint for success: A study of self-reported leadership practices and institutional characteristics

M.S., Higher Education (Student Affairs/Counseling), Old Dominion University, Norfolk, VA, 1996

B.S., Financial Management, Norfolk State University, Norfolk, VA, 1992

ACADEMIC EXPERIENCE

Columbia-Greene Community College, Hudson, NY

(January 2019 – Present)

A comprehensive State University of New York (SUNY) community college offering a variety of transfer and career programs leading to Associate Degrees in Arts, Science, Applied Science, and Occupational Studies and diverse Certificate Programs leading directly to employment.

Provost / Senior Vice President for Academic and Student Affairs

As Provost / Senior Vice President for Academic and Student Affairs, I serve as the Chief Academic and Student Affairs Officer for the campus. Reporting to the President, I oversee academic leadership, student affairs leadership, athletics, campus events, campus planning, and partnership development. I am a liaison to diverse College-wide committees and external constituencies. Specific responsibilities include:

- Overseeing CGCC 's Middle States Commission of Higher Education Self-Study process for the Spring 23 accreditation visit.
- Overseeing the recruitment, supervision, evaluation, and promotion of all faculty and staff within academic affairs in a manner that promotes excellence instruction, scholarly and creative productivity, and service within academic affairs.
- Providing leadership in the strategic implementation of instructional technologies and professional development to enhance student learning.
- Ensuring the systematic and regular assessment of all academic programs and services to elevate a culture of continuous improvement and improve student learning.
- Advising the President in developing College-wide plans, policies, and procedures to advance the *Strategic Plan*, mission, vision, and goals of the institution.
- Facilitating collaborations in a highly involved union setting to improve student success and institutional operations.

- Enhancing the financial strength of the College by harnessing resources to recover and rebuild in a post-pandemic environment.
- Evaluating and assessing the College’s services to meet student needs including, but not limited to, Accessibility Services, Advising, Athletics, Enrollment Management, Health Services, Records and Registration, Student Activities, and Student Government.
- Ensuring the College community offers an inclusive environment that celebrates and promotes equity, respect, and understanding of diverse groups.

Major Accomplishments

- Provided strategic leadership and support in pivoting from in-person to virtual instruction at the beginning of the pandemic in March 2020, and ensured the College continued to deliver high-quality instruction. This transition earned an 89 percent student satisfaction rate in a SUNY survey.
- Negotiated a partnership between Columbia-Greene Community College and SUNY Delhi for an on-site presence that enables current students and alumni to earn bachelor’s degrees via traditional and online instruction while staying in the local community.
- Played a key role in securing a \$258,000 grant from Achieving the Dream to be part of a new cohort, “Building Resiliency in Rural Communities for the Future of Work”.
- Spearheaded the application process to participate in the Second Chance Pell Grant and received approval from the U.S. Department of Education to participate in the Pell Grant Experiment that provides incarcerated students the opportunity to receive Federal Financial Aid.
- Replaced a 35-year-old student information system with Banner, thereby providing a better student experience through the use of self-service and improving College operations.

Excelsior College, Albany, NY (2004 - 2018)

A not-for-profit college offering online, competency-based, and classroom-based programs. One of the first institutions to meet the needs of non-traditional learners, Excelsior College is a recognized leader in providing distance education to working adults.

Dean, School of Liberal Arts (2014 - 2018)

The Dean is the Chief Academic and Administrator for the School of Liberal Arts and Sciences, the Dean coordinates course offerings and academic programs, handles student and faculty concerns, and manages the budget. In collaboration with the School’s Faculty Program Directors, Academic Advisors, and staff, the Dean facilitates and nurtures academic excellence. Responsibilities included:

- Managed a \$10.3 million budget and a geographically distributed workforce, including 300+ faculty members across the United States.
- Oversaw the development and operations of a national award-winning Online Writing Lab (www.excelsior.edu/owl).
- Oversaw and managing the relationship of the College’s largest strategic partner that generates approximately \$2.3 million in revenue annually.
- Facilitated the introduction of gaming into the College’s curricula to enhance students’ participation in the learning process.

Major Accomplishments

- Saved the School of Liberal Arts students \$1.3 million in textbook costs through the implementation of Open Educational Resources (OER).
- Developed several concentrations including Professional and Technical Writing, Industrial Organizational Psychology, Population Health, and Logistics.
- Designed and implemented a universal process for course development and revision to increase student engagement and improve student learning.
- Facilitated the development of a master's degree in Gaming Design and Production.
- Created a vision and oversaw the development of a “competency focused” capstone for the bachelor's degree in Liberal Studies that allowed students to demonstrate their knowledge and skills through the use of “competency rubric”.

Associate Provost, Center for Online Education, Learning, and Academic Services (2012 - 2016)

Founding Dean, Online Education and Learning Services (2004 - 2012)

The Associate Provost leads a unit that directly impacts \$80 million of the College's \$103 million budget. In addition, the Associate Provost is responsible for the leadership and management of the online learning services department, including the development and administration of a nearly \$5 million budget. The position also requires developing community partnerships with business, industry, government agencies, and other institutions of higher learning to meet the educational needs of nontraditional students.

Key Strategic Initiatives

- Spearheaded the development and implementation of a strategic plan for building an infrastructure to support the College's online initiatives.
- Led the development, interpretation, and refinement of the College's vision for an online learning department and built an infrastructure for the College's online learning presence.
- Developed a vision for and then realized that vision by implementing a diverse suite of online course offerings that meet students' educational needs at their own time, place, and pace.
- Diversified the College's revenue stream by overseeing the development of the Center for Professional Development, adding certificate, and credentialing programs, and expanding professional learning options.
- Played a key role in planning and implementing Educators Serving Educators, an initiative to assist colleges in launching an online educational program.

Major Accomplishments

- Created a suite of innovative educational offerings, including the use of multimedia such as simulations and related learning resource services; increased enrollment; and enhanced student success and matriculation.
- Oversaw the daily operations of online learning services, including a staff of 25 that generated \$80 million in revenue.

- Supervised the development of more than 650 courses in varied disciplines that generated 77 percent of the College's revenue.
- Developed and implemented a student services strategic plan to enhance the online support services and see students through to credential. This plan resulted in creating the Office of Disability Services and expanding online tutoring services.
- Facilitated the implementation of *Quality Matters*, a national benchmark for assessing the quality of online course design.
- Developed community partnerships and MOUs with business, industry, and government to enhance and diversify educational offerings to distance-learning students, including the U.S. military.
- Directed a robust student retention program with multiple successful strategies, such as diverse educational offerings and academic triage (support services) for at-risk students.

North Carolina Wesleyan College, Rocky Mount, NC

A private liberal arts college with a traditional student base and adult-serving professional studies centers.

Assistant Dean, Adult Degree Program

(2003 - 2004)

Responsible for the administration of the North Carolina Wesleyan College Adult Degree Program at the Raleigh, Durham, and Research Triangle Park campus; enrollment development; fiscal integrity; curriculum development; and staff management. Oversaw a \$3.3 million budget.

Major Accomplishments

- Led the development and implementation of a comprehensive enrollment plan, increasing enrollment by 5 percent.
- Launched a series of curricular specializations to grow revenue and increase enrollment and matriculation.
- Established a one-stop Student Services Center to enhance the delivery of support services and student success.
- Developed and implemented a plan to recruit faculty from diverse backgrounds.

Bowling Green State University, Bowling Green, OH

A public research university with nationally recognized programs in applied technologies, arts, business, education, health and wellness, humanities, and natural and social sciences.

Graduate Assistant

(1999 - 2002)

Received full scholarship to Bowling Green State University's Higher Education and Student Affairs Ph.D. program. Recruited to assist the then Dean of Continuing Education to create an infrastructure of administrative systems and policies that laid the foundation for IDEAL, the University's first Distance Education Program.

Old Dominion University, Norfolk, VA

(1995 - 1999)

A public research university.

Site Director, TELETECHNET

(1996 - 1999)

One of the largest distance learning initiatives led by Old Dominion University in the 1990s, TELETECHNET provided the opportunity for students to earn bachelor's and master's degrees at remote locations through the use of satellites and televisions with two-way video connections. First offered in 1997 on the U.S.S. *George Washington*, the Ships to Sea Program enabled active-duty sailors in the U.S. Navy to take classes via TELETECHNET's satellites.

Major Accomplishments

- Managed onsite distance learning services to support student retention and success.
- Marketed 20 academic programs in a start-up project to the community, increasing enrollment from 0 to 400.
- Conducted needs assessments for local businesses to identify courses of study to enhance students' professionalism and increase their job mobility.

Assistant Coordinator, Pathways to Teaching

(1995 - 1996)

- Monitored and managed the program budget with an eye toward cost-effectiveness.
- Planned and implemented program projects to enhance offerings and boost enrollment.
- Responsible for all administrative duties, including staff scheduling, payroll, and advising.
- Conducted motivational programs for at-risk students attending high schools in the Hampton Roads, Virginia, area to increase their graduation rates and transition to college learning.

CORPORATE EXPERIENCE

(1991 – 1996)

CIGNA Insurance

Senior Proposal Administrator and Financial and Customer Service Representative

Connecticut National Bank

Household Credit Services and Unit Adjustor

TEACHING EXPERIENCE

Excelsior College

The Art of Leadership: Literature and Film

This graduate-level course in Liberal Studies emphasizes the conceptual bases of culturally informed leadership through a study of theory and practice. Students apply the course concepts to real-world situations and analyze the results. Content includes a study of ethics, leadership vision, empowerment, trust, strategic thinking, participatory goal setting, milestones, diversity, performance management, and motivation toward common goals.

Student Success Seminar

A three-credit online course provides students with practical strategies, knowledge, attitudes, and skills needed for success in achieving a college education at Excelsior College. Students learn how to persist in their college aspirations, how to succeed in an online course, and how to identify their own barriers to success in college and devise strategies for overcoming these barriers.

Bowling Green State University

Training in Industry and Business

Part of the Career and Technology Education Program, the graduate-level course introduced students to the theory and practice of training and development systems within the area of human resources. Topics covered included the role of training in organizations, adult learning, needs analyses, instructional design, formative and summative evaluation, cost-benefit analyses, and professional organizations in Human Resource Development.

Instructional Design and Delivery

Course analyzed learning styles, reading levels, philosophies of learning and education, instructional delivery methods, instructional techniques, and evaluation instruments.

Adult Learning in Technological Settings

Introduction to adult development theory and related implications for adult learning, design elements from assessment through evaluation, and identification of roles and responsibilities of educators and learners in various environments, with an emphasis on distance education.

SUMMARY

- Highly qualified Provost and Senior Vice President of Academic and Student Affairs with expertise in academic and student affairs, online learning, and industry collaborations.
- Demonstrated success in leading academic programs to meet the diverse needs of historically underrepresented groups and increase student access to education.
- Proficient in managing Web-based learning; developing online academic programs, policies, and procedures; and creating effective learning resources.
- An exacting, collegial leader with expertise in managing adult and continuing education programs (including strategic planning certification).
- Proven commitment to recruiting, retaining, and developing a diverse staff, faculty, and student body.
- Extremely adept at convening stakeholders and facilitating consensus using empirical information to form initiatives.
- Able to envision and implement organizational goals that maximize ROI through collaboration, innovation, and creativity.
- Committed to the mutually beneficial accomplishment of goals and protocols through shared governance processes.

- Able to engage dialogue across diverse constituencies to build community and collegiality at-a-distance and serve the needs of traditional and post-traditional students.

PRESENTATIONS

CAEL (Council for Adult and Experiential Learning) Conference
 General Session Panel: *How Our Past Informs Our Future: What Will Higher Education Institutions of the Future Look Like?*

November 2013

Western Cooperative for Educational Telecommunication (WCET) Conference

Using the Center for Transforming Student Services Online Audit Tool

August 2008

The Fifth International Conference on Supplemental Instruction

Effective Supplemental Instruction Supporting Retention in Online Courses

May 2008

U.S. – China Forum on Distance Learning

Rubrics for Online Course Design: Issues & Problems

April 2006

The Eleventh SLOAN-C International Conference on Asynchronous Learning Networks Nov. 2005.

Leadership Challenges in Implementing a Learning Organization's Strategic Plan

November 2005

National Association of African American Studies (NAAS)

The Plight of Historically Black Colleges and Universities. The Implications of a New Millennium.

American Society of Training and Development (ASTD)

Greater Toledo Area Chapter

Distance Technologies American Society of Training and Development (ASTD)

February 2000

PUBLICATIONS

“Going Online to Keep Traditions Alive and Increase Access”, *Diverse Issues*, 21-22, 2010

“Rubrics for Online Course Design: Issues and Problems” (co-author), U.S. - China Forum on Distance Learning Conference Proceedings, Troy, Alabama, 2006

“Exploring Leadership in Distance Education, the Blueprint for Success: A Study of Self-reported Leadership Practices and Institutional Characteristics” (co-author), Academy of Human Resource Development, Conference Proceedings, Minneapolis, Minnesota, 2003

PROFESSIONAL ORGANIZATIONS, LEADERSHIP, AFFILIATIONS

- Aspen Rising Presidential Fellows Program, Class 2021- 22
- Member, President's Cabinet 2019- Present
- Chair, Provost Council, 2018 – Present
- Member, Strategic Planning Committee, 2018 – Present
- *Ex officio* member, Curriculum Committee, 2018 – Present
- *Ex officio* member, Academic Standards Committee, 2018 – Present
- Ex officio member, College Senate Committee, 2018 – Present
- Member, Excelsior College Technology and Facilities Council, 2017 – 2018
- Member, Excelsior College Management Council, 2012 – 2018
- Member, Society of College and University Planning (SCUP), 2012 - 2018
- SCUP Strategic Planning Certification, completed May 2013
- Member, Excelsior College Faculty Advisory Committee, Excelsior College School of Liberal Arts, 2011- 2014
- Member, Excelsior College Innovation Group, 2010 - 2014
- Co-Chair, Excelsior College Online Learning Continuous Improvement Committee, 2009 - 2011
- Chair, Excelsior College Online Education Taskforce, 2004 - 2008
- Chair, Excelsior College Online Education Policy and Procedures Committee, 2004 - 2006
- Chair, Excelsior College ADA Policy and Procedures Committee, 2004 - 2010
- Member, Excelsior College Faculty Steering Committee, 2009 - 2011
- Member, Excelsior College Institutional Review Board, 2006 - 2012
- Member, Excelsior College Outcomes Assessment Steering Committee, 2007 - 2017
- Co-Chair, Excelsior College Learning Management System Review Committee, 2008
- American Council on Education Fellowship Program, Class of 2013
- Harvard Institute for Management and Leadership in Education, Class of 2006
- American Association of Community Colleges, Future Leader Institute, Class of 2005
- Thomas Lakin Institute for Mentored Leadership, Class of 2004

PROFESSIONAL SERVICE, BOARD EXPERIENCE, COMMUNITY ORGANIZATIONS

- Evaluation Team and Team Member, Middle States Commission on Higher Education, 2006 - Present
- Award Recipient, Kappa Charities of the Greater Capital Region, Inc. Excellence in Educational Leadership, 2014
- Board Member Capital District YMCA, 2013 – 2021/Chair (2016 – 2018), Development Committee
- Member, Middle States Commission on Higher Education, Committee on Substantive Change, 2005 – 2018
- Co-Chair General Education Standard, Excelsior College Middle States Steering Committee, 2010 - 2011