

David C. Clickner, Ph.D.



MOST RECENT HIGHER EDUCATION EXPERIENCE

SUNY Schenectady County Community College, Schenectady, NY (2017 – Present)

Vice President for Strategic Initiatives & Planning and Academic Affairs

Vice President for Strategic Initiatives & Planning

Interim Vice President for Academic Affairs

Assistant Vice President for Academic Affairs

Hudson Valley Community College, Troy, NY (2007 – 2017)

Interim Assistant to the Vice President for Academic Affairs

Director, Learning Centers

EXPERIENCE

Vice President for Strategic Initiatives & Planning

SUNY Schenectady County Community College, Schenectady, NY (2017 – Present)

Notable Accomplishments:

- Led teams in reengineering advising, ultimately resulting in the college earning the nationwide Advising Success Network, Holistic Advising Award for 2023 recognizing postsecondary institutions that have undergone holistic advising redesign efforts supporting cross functional teams and centering student experiences to increase completion and success indicators.
- Successfully assumed position of Vice President of Academic Affairs in addition to my responsibilities as Vice President for Strategic Initiatives & Planning following a transition at the college.
- Implemented the college's Strategic Plan, leading and mentoring cabinet members in annual goal development and project management, quarterly reporting, and integrating the Plan into operational processes including facilities master planning and business sustainability planning.
- Shifted the service model across admissions, advising, student success coaching, career services, and social media marketing resulting in a 9% increase in FTE generated by first-time, full-time and first-time, part-time students.
- Led a campus team in developing and drafting the college's SUNY Transformational Initiative Fund (ASAP replication) submission.
- Initiated SUNY Schenectady Global, expanding the college's reach beyond the U.S.; developing partnerships and negotiating MoUs with universities and organizations in India, Indonesia, and Zambia, including meeting with the Zambian Ambassador to the U.S. and the Ministers of Commerce and Education, to provide support regarding literacy and economic initiatives.
- Selected from national pool of candidates to take part in the National Security Seminar (NSS) at the U.S. Army War College as a civilian thought leader.
- Oversaw development and launch of the college's newly constructed Welcome Center with a re-engineered operational model to seamlessly serve students from point of first contact through completion, shifting away from a transaction-based operation to a sustained engagement-based operation.
- Launched Fall 2022 high school leadership academy on campus; students will conclude their studies with a high school diploma and associate degree, all at no cost to them.
- Increased campus data democratization through the development of an interactive data dashboard (available to every employee), instituting data-focused professional development (e.g., data tools, student success metrics), overseeing data collection and analysis efforts, and the college's first Data Summit.

- Led the development and implementation of an incoming student intake survey, *My Survey to Success*. The automated survey is used to drive targeted support to students; provide advisors with student specific academic, career, and transfer planning information; and collects data used for planning and assessment.
- Collaborated with the workforce development team to drive economic impact (e.g., successful grant for a mobile learning lab; credit free to credit bearing coursework articulations; New York State Department of Labor apprenticeships; WIOA partnership for returning students).
- Successfully led the college team in contract negotiations with all full- and part-time faculty, and the supervisors' collective bargaining units; all three collective bargaining agreements have been ratified.
- Oversaw completion of the college's economic impact study for the upcoming Capital Campaign.
- Established a positive environment, focusing on collegiality and consensus building with a readiness for change management, to move the college's Strategic Plan forward.

Overview of Key Responsibilities/Additional Accomplishments:

- Middle States Commission on Higher Education (MSCHE) Accreditation Liaison Officer, responsible for adherence to MSCHE accreditation requirements and reporting as well as Federal, New York State, SUNY System compliance and reporting.
- Grant efforts: TRIO (\$1.4 million), Liberty Partnerships Program (\$2.5 million); Institutional Resilience and Expanded Postsecondary Opportunity (\$1.6 million); ECHS/Smart Transfer/CHS/P-Tech (\$4 million plus); and grants focused on mechatronics, student success, DEI, and mentoring.
- Led development and implementation of the institutional effectiveness and assessment system to improve programs and services, align with best practices, and benchmark with state and national indicators.
- Collaborated with Finance and Administration offices to develop the college's multi-year financial planning and resource/cost distribution models and budget assumptions, including vetting with cabinet members and ensuring fidelity of implementation across all units.
- Collaborated with Marketing and Public Relations to ensure alignment in media and marketing messaging and that it advances the college's priorities for student success, enrollment and retention, and as a regional economic partner.
- Instituted student focus groups to gain feedback and insight from students related to DEI, perceptions of the campus, and continuous improvement of processes that are responsive to students' needs.
- Partnered with leaders from three area school districts to complete the college's first whole-class instant admit program, admitting all qualifying members of each school district's senior class and culminating in a live community celebration at each high school.
- Expanded the Early College High School program from six students graduating with an associate degree in 2021 to over thirty in 2023.
- Led cross-campus team in the development of the Strategic Enrollment Management plan and its implementation and integration into the Strategic Plan and daily operations.
- Worked to assiduously build and enhance relationships with community leaders and elected officials. Recent collaborations include working with a company focused on employment services for differently abled individuals, a fitness space adjacent to campus, and a campus Veterans memorial.
- Led the College's response to the COVID-19 pandemic.
- Serve as administrator in Charge in the President's absence.
- Composed and revised policies, procedures, and guidelines to support college operations.

Interim Vice President for Academic Affairs

Notable Accomplishments:

- Led the College's response to the COVID-19 pandemic including the transition from face-to-face to a virtual environment; implementation of pool testing; internal and external communication management; student, faculty, and staff engagement activities; and working with labor unit leaders.

- Directed efforts to ensure academic integrity and calibration across online courses, implementing shifts in advising and student support, reconfiguring the college's restaurant operations, and building out remote music student instruction and performance formats in response to the COVID-19 pandemic.
- Developed a college-wide plan to improve diversity and equity across the institution including refocusing the pre-semester professional development (pd) program on diversity, equity, and inclusion (DEI), led group discussions on culturally competent instruction; and led a working group to develop and implement the college's first campus-wide, sustainable DEI pd program.
- Established strategy and defined key tracking variables for use in semester course scheduling, resulting in Late Start course enrollment increased 47%.
- Co-shepherded successful development and project completion of the Learning Commons capital project, including multiple open forums with faculty, staff, and students, and working with facilities representatives and architects; Initiated the development of the Center for Teaching and Learning within the Learning Commons. Additional capital project leadership includes off-site culinary and craft beer labs and on-campus chemistry lab space.
- Led a collaboration with Feed Albany, a local non-profit, to feed individuals with food insecurity, provide meals to patients of Albany Medical Center's Cancer Survivorship Program, the Bethesda House homeless shelter, and the college's Food Pantry.
- Initiated weekly dialogue meetings with faculty and staff to shift the organizational culture toward one of increased transparency for information and the institutional vision.
- Fostered innovation in teaching and learning, leading to increased usage of Open Educational Resources (OER) including support for a faculty member's sabbatical to develop OER materials.
- Increased transparency around the budget development process and initiated an equipment purchase review process including a required justification linking it to student learning outcomes.
- Built pathways and internal articulation agreements between credit and non-credit programs including culinary, criminal justice, and medical coding and billing.
- Oversaw the production of college catalog and the development of the academic calendars.

Overview of Key Responsibilities/Additional Accomplishments:

- Managed the development of the Academic Affairs Plan and oversaw the unit's course and program assessment practices.
- Successfully re-negotiated the Fixed-Based Operator Aviation Flight School contract and recruited an additional aviation company to support program growth and expansion.
- Implemented a review process for equipment purchases, including a justification related to student learning outcomes, and developed a system for more effectively tracking useful life in accordance with the SUNY System equipment life schedule.
- Wrote and promoted the accepted application into SUNY Guided Pathways, Cohort II, and led the campaign to cascade information and facilitate professional development to campus teams for the implementation of Guided Pathways (SUNY Guided Pathways, Executive Lead).
- Led the successful implementation of a co-requisite Mathematics course model and the use of multiple measures for Mathematics course placement (Strong Start to Finish, Executive Lead).
- Oversaw the development and revision of multiple degree and certificate programs through shared governance and the SUNY and New York State Education Department approval processes.
- Led successful re-accreditation of Alcoholism and Substance Abuse Counselor (CASAC) credential.
- Co-authored successful \$4 million Title III grant application.
- Served as College liaison to SUNY System and the New York State Education Department.
- Led and recommended to the President all Academic Affairs operations including changes in instructional and staffing patterns, curricular offerings, academic policies, non-traditional programming, assessment practices, and organizational structure.

- Led reorganization of the College's Achieving the Dream initiatives, increasing the focus on Return on Investment and the link between curriculum development, implementation, and evaluation and budget planning.
- Led development of the annual course schedule for all academic programs to facilitate student success in collaboration with deans, the Registrar, and faculty to facilitate student success.
- Led development of the Academic Affairs annual budget in support of the College's strategic priorities.
- Reviewed program offerings to ensure that academic programs fully support the community and students.
- Maintained compliance with the terms of contracts with employee bargaining units.
- Chaired the Information Technology Committee (IT Governance); provided leadership to incorporate instructional technologies that improve student learning and support IT quality assurance for classrooms and online instruction.
- Led the creation of the Direct Support Professional and Community Health Worker certificate programs, secured their approval from NYSED and SUNY, and created pathways with the local Arc and the Workforce Development unit.

Assistant Vice President for Academic Affairs

Notable accomplishments:

- Leveraged alliances with colleges, universities, and K-12 systems to fuel growth in concurrent enrollment and Early College High School programs; increased concurrent enrollment program FTE.
- Successfully led a complete and transparent revision and implementation of course, degree, and certificate assessment tools and processes in collaboration with faculty and deans.
- Managed the development of the Institutional Effectiveness Plan, providing a data driven snapshot of institutional health and defining key financial metrics to increase the College's focus on offset revenue and retention Return on Investment (ROI).
- Directed the creation of an online instructional best practice professional development (pd) program; instituted online course development procedures and implemented the use of the SUNY Online Course Quality Review Rubric (OSCQR), over 55% of the college's online courses were assessed using the OSCQR, and 40% of full-time faculty completed the pd program.
- Led efforts to provide pd focused on data-driven decision making.
- Responsible for making recommendations to the President for employment and retention of personnel assigned to the Educational, Student, and Information Services areas in accordance with the Policies of the Board of Trustees.
- College Liaison, SUNY Performance Initiative Funding (PIF); leveraged \$305,175 in additional funding.

Overview of Key Responsibilities:

- Worked with Institutional Research personnel to assist academic units undergoing accreditation and program reviews in collecting and analyzing data.
- Established positive working partnerships with faculty, staff, academic divisions, other colleges, K-12 systems, and business and industry leaders.
- Assisted faculty and academic deans with curriculum development; led tracking of program development culminating in program submissions to SUNY and the New York State Education Department.
- Led program review processes and compiled annual curriculum and assessment reports.
- Collaborated with Office of Human Resources to recruit, hire, and onboard Academic Affairs staff.
- Chaired the Academic Affairs Assessment Committee and advised deans on course-level and program level assessment activities.
- Coordinated Academic Affairs review of college publications.
- Led implementation of Academic Code change recommendations.
- Led and supported new Faculty Orientation and Institute Week activities.

Interim Assistant to the Vice President for Academic Affairs (promoted, 2015)

Notable Accomplishments:

- Facilitated academic departments' completion of accreditation self-study reports, site visits, and presentations to accrediting bodies resulting in national re-accreditation of two academic programs.
- Led the Center for Advanced Studies' partnerships with four-year colleges and universities.
 - Increased on-campus four-year degree program offerings by 100%.
- Successfully secured State University of New York and New York State Education Department approval for 13 degree and certificate programs.
- Re-configured Academic Affairs' assessment procedures to increase efficiency and facilitated professional development; areas of focus included building assessment tools, data driven decision making, measures of Student Learning Outcomes, and alignment of College goals and program accreditation requirements for department chairpersons and deans.

Director, Learning Centers (2007 – 2015)

Notable Accomplishments:

- Implemented instructional support and retention programs resulting in a 20% increase in student participation.
- Developed micro-efforts to fuel proof of concept work for retention, enrollment, and instructional support programming; resulted in development of a mini-grant program to test new retention efforts.
 - Spearheaded the implementation of START (Student-Athlete Retention Team) and PASTA (Prepare to Achieve Strength Through Academics) Night leading to a 15% increase in average GPA across all student-athlete cumulative grade point average.
- Created and implemented the Dental Hygiene APEX student collective.
 - Resulted in 100% student retention in its first year of operation and program was scaled to other health sciences departments with similar success.
- Launched a data tracking model to link classroom instruction to academic support.
 - Resulted in a more than 10% increase in English Composition student performance on research papers.

PROFESSIONAL SERVICE and DEVELOPMENT ACTIVITIES

General

- National Security Seminar (NSS) at the U.S. Army War College
- Middle States Commission on Higher Education Peer Evaluator
 - Completed multiple accreditation site visits to community colleges; responsible for determining institutions' alignment with Middle States Standards
 - Led teams charged with assessing colleges' achievement of Standard V (Educational Effectiveness: Assessment), Standard II (Ethics and Integrity), and the Requirements of Affiliation
 - Led and supported team training and writing of the team Report
- Cornell University International School of Labor Relations: Contract Language and Interpretation Program, and Collective Bargaining Negotiation Program
- Supervision in a Union Environment
- Fundraising Strategy and Planning
- Member, Dissertation in Practice Committee, Northeastern University, Doctor of Education Program
 - Dissertation Title: *Attrition of STEM Leaders at Community Colleges* (T. Cabrera, Spring 2022)

SUNY Schenectady

- Lead Tri-Chair, COVID Task Force (responsible for managing the College's response to the pandemic)
- Academic Senate: Executive Committee; Bylaws Committee; Curriculum Committee, ex officio; Assessment Committee, ex officio
- Achieving the Dream (ATD): Chair, Data Team
- SUNY System: Transcript Review Working Group; REACH (adult underrepresented student enrollment) Lead; Campus Executive Lead, Guided Pathways; Co-lead, PRODiG - Promoting Recruitment, Opportunity, Diversity, Inclusion and Growth (program to increase representation of historically underrepresented and women faculty in STEM fields)
- Middle States Commission on Higher Education Accreditation Liaison Officer
- Campus Middle States Steering Committee: Co-Chair, Standard V (Educational Effectiveness: Assessment); Compliance (Requirements of Affiliation)
- Student Success Initiative: Advising Sub-Team
- SUNY Schenectady Strategic Enrollment Management (SEM) Team
- Co-Chair, New Student Orientation (NSO) Task Force (responsible for re-engineering NSO)
- Chair, Information Technology Council
- Strategic Lead, Union of Faculty and Professionals and Service Employees International Union (full- and part-time faculty), Chairpersons, Administrators, and Directors Association contract negotiations
- Achieving the Dream Leadership Team

Hudson Valley

- Institutional Effectiveness Committee
- Retention Committee
- Grant Review Committee
- Enrollment Committee
- Liaison to SUNY and NYSED
- Distance Learning Task Force
- Diversity Task Force
- Campus Middle States Working Group
- Developmental Reading Working Group
- Second Chance Scholarship Committee

EDUCATION

Ph.D. in Reading, University at Albany, New York

Dissertation: *Teachers' Perceptions of the Impact of Education Policy on Their Teaching, Professional Development, and Sense of Efficacy for Literacy Instruction*

Master of Science in Reading, University at Albany, New York

Bachelor of Arts in English, Secondary Education, Siena College, New York

COMMUNITY SERVICE

- Centro Civico, Board of Directors (2012 - 2015)
- Youth Hockey Coach (1998 - 2011)

RECOGNITION AND AWARDS

- Guided Pathways Coach, NYS Student Success Center Coaching Academy Leadership and Instruction Team
- Executive Leadership Institute (The League for Innovation in the Community College, 2020-2021)
- Future Presidents Institute (American Association of Community Colleges, 2018)
- Chancellor's Award for Excellence in Professional Service (State University of New York, 2014)
- State University of New York Leadership Program (State University of New York, 2012)
- Willie A. Hammett Award for Student Services (Hudson Valley Community College, 2010)

PRESENTATIONS

- Clickner, D., & Moono, S. (2022, May 1). *The Pandemic's Disruption is Helping Us "Be" Our Strategic Plan* [Conference session]. American Association of Community Colleges (AACC). Annual Conference, New York, NY.
- Clickner, D., Moono, S., & Fleming Brown, A. (2021, October 14). *Diversity, Equity, and Inclusion: "Being" Your Strategic Plan* [Conference session]. Association of Community College Trustees (ACCT) Leadership Congress, San Diego, CA.
- Clickner, D. (2015). *Teachers' Perceptions of CCSS, RTI, and Teacher Evaluation*. Literacy Research Association Annual Conference, Fort Myers, FL.
- Martinez, L., & Clickner, D. (October, 2012). *Smart Choice: Advantages of Community Colleges in Student Success*. Black & Latino Achievers !Si, Se Puede! Latino Youth Conference. Loudonville, NY.
- Clickner, D. (May, 2011). *Evaluating Academic Support Services for Continuous Improvement*. Academic Impressions Expert Programming, San Diego, CA.
- Clickner, D. (October, 2010). *Assessment and Planning: Looking Within to Look Ahead*. Annual Conference of the National College Learning Center Association, Charlotte, NC.

TEACHING EXPERIENCE:

Graduate (College of St. Rose, Thelma P. Lally School of Education)

- Literacy Development
- Advanced Development in Literacy (Birth - Grade 6)
- Advanced Literacy Improvement (Grades 5 - 12)
- Literacy Teaching Practicum (Birth – Grade 6)
- Literacy Improvement in the Secondary School
- Literacy in Content Areas
- Foundational Knowledge of Teaching Literacy
- Theories of Literacy
- Research Seminar: Literacy
- Diagnosis of Literacy Problems

Community College (Hudson Valley Community College)

- Reading and Reasoning

K-12

- Grades K – 3 Reading Teacher
 - Curriculum development - School district's Kindergarten literacy assessment
 - Curriculum development - Shared Grade 1/2 Literacy Classroom
- Grade 8 English Teacher
- Middle School Alternative Learning Program Teacher (Grade 8)
 - Curriculum Development for Specialized Alternative Program
- High School English Teacher (Grades 9, 10, 12)
- Assistant Director of Pupil Services (District Central Office)

CERTIFICATIONS:

- NYS English 7-12 Permanent Certificate
- NYS School District Administrator Permanent Certificate
- NYS Reading Teacher Permanent Certificate