

Joel L. Frater

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EDUCATION

- 2013:** American Council on Education (ACE) Fellowship
2011: American Association of State Colleges and Universities (AASCU) Becoming a Provost Academy
2010: Harvard University, Institute for Management and Leadership in Education (MLE)
1996: Ed.D. Sport and Recreation Administration, Emphasis in Tourism and Hospitality Management, Temple University, Philadelphia, PA
1994: Ed.M. Therapeutic Recreation, Temple University, Philadelphia, PA
1991: B.S. Recreation Management, Cheyney University of Pennsylvania
1987: Diploma, Physical Education, GC Foster College, Jamaica, West Indies
1982: Certificate, Primary Education, Moneague Teachers College, Jamaica, West Indies

EXPERIENCE OVERVIEW

- 1995-present:** The College at Brockport, State University of New York
- 2008-present** Academic Affairs, Assistant Provost for Diversity & Director, Institute for Engaged Learning; Associate Professor, Recreation and Leisure Studies

The College at Brockport is a comprehensive master's institution within the 64-campus State University of New York system of higher education, serving 7,133 undergraduate and 1,138 graduate students. Academic Affairs includes six schools, plus Library and Information Technology Services, the Office of Vice Provost, and the Diversity Office.

The office of Assistant Provost for Diversity provides leadership for the Institute for Engaged Learning and Middle States Accreditation, and works collaboratively

with all divisions to develop and implement strategic diversity initiatives across the institution.

2004-2010 Chairperson, Department of Recreation and Leisure Studies
2000-2008 Graduate Coordinator, Department of Recreation and Leisure Studies
May 1999- Interim Chair, Department of Recreation and Leisure Studies
January 2000
2002 tenure Associate Professor, Department of Recreation and Leisure Studies
1995-2002 Assistant Professor, Department of Recreation and Leisure Studies

August 2012- St. John Fisher College, Executive Mentor, Executive Leadership Doctoral
Present: Program

August 1994- East Carolina University, Lecturer, Department of Recreation and Leisure
August 95: Studies

ADMINISTRATIVE EXPERIENCE

2013-14- American Council on Education (ACE) Fellow, Offices of the President and Provost, Rochester Institute of Technology (RIT)

Selected Involvement

- Participated in the full range of institutional leadership (including but not limited to the President's Administrative Council, Provost's Academic Council, Institute Council, Associate Deans Council and Board of Trustees) to discuss issues such as: enrollment and retention; budgets; government; community/external and alumni relations; curricula; academic quality; faculty development; diversity; student support; performance standards and evaluation; sponsored research and assessment
- Served on the Strategic Planning Steering Committee that provided leadership for the college community in developing the next strategic plan and providing reports to the Board of Trustees
- Served on the Curriculum Innovation Committee task force for strategic planning to develop strategies and make recommendation for contemporary and mission-centric curriculum development
- Served on the Student Success Committee to develop institution-wide strategies for achieving selected student achievement benchmarks and bridging achievement gaps
- Participated in Board of Trustee meeting where institutional priorities were discussed and approved.
- Ongoing engagement in special projects for home institution (The College at Brockport), host

Institution (RIT) and sponsoring organization (ACE)

- An examination of faculty productivity, instructional costs and the institution's need to build capacity for changing expectations and strategic alignment of reward systems
- Branding and positioning case study for Wayne State University
- Enrollment management plan for Purdue University Calumet
- Completion of the Society of College and University Planning Institute certificate program

2008-present: Assistant Provost for Diversity, Academic Affairs, The College at Brockport, State University of New York (SUNY)

Selected Accomplishments and Involvement

Planning

- Assumed leadership role for the diversity component of the 2011-2016 focused vision and strategic planning effort for the college with the goal of becoming a nationally recognized comprehensive master's institution
- Worked collaboratively with other members of the Academic Affairs leadership team to incorporate diversity into unit level, departmental and individual faculty annual reports
- Updated the strategic plan for diversity to align with 2011-2016 institutional strategic plan and worked with deans and other senior leaders to develop unit level diversity benchmarks for the 2011-2016 strategic plan

Assessment

- Chaired the Middle State Monitoring Report committee through July 2013. Worked with committee members to develop a process for gathering data and completing the report
- Co-chaired the Middle State Decennial Reaffirmation Committee: led a steering committee and seven sub-committees comprising approximately 100 individuals representing all constituencies, including voluntary boards; implemented the use of technology such as TK20 and Activity Insight for curriculum/learning outcome mapping and assessment reporting
- Implemented multifaceted diversity assessment measures

Academic

- Worked as a member of the Provost's senior leadership team to reorganize the division of Academic Affairs to accent our core academic strengths
- Worked as a member of the Provost's senior leadership team and with other members of the College community on revision of the general education program to promote interdisciplinary teaching and learning
- Secured funding for pilot program to incorporate diversity into the curriculum
- Provided oversight for the Presidential Fellowship (faculty) program
- Established the Faculty Award for Student Scholarly Engagement

- Secured funding and launched the Culturally Responsive Teaching Series in collaboration with the Center for Excellence in Learning and Teaching (CELT)

Budget

- Worked as a member of the Budget and Resource Committee to align institution resources with strategic priorities
- Worked as a member of the provost's senior leadership team to set spending and investment priorities related to the divisions \$55M budget
- Monitored monthly expenditures related to the divisional budget
- Worked as a member of the Provost's Cabinet to reduce temporary service expenditures and realign other budgetary resources following two rounds of early retirement incentives and four years of reduction in state allocations, without significantly impacting the quality of instruction

Diversity

- Developed and implemented a leadership model for campus-wide diversity initiatives
- Launched the first comprehensive Campus Climate study in more than a decade
- Reconstituted the Diversity Committee and revised its charge to reflect the strategic direction of the institution
- Published the Annual Diversity Report that captured a multifaceted set of accomplishments campus-wide
- Developed and gained College Senate and President's Cabinet approval for a set of "guiding principles" for diversity
- Developed an organizational structure for managing an ever-expanding annual Diversity Conference
- Established the Diversity Engagement Award
- Developed diversity recruitment plan which includes participation in the Compact on Faculty Diversity
- Provided leadership for the Diversity Committee and the annual Diversity Conference

Development & External Relations

- Represent the institution in various capacities at the system-level and state legislative level
- Work with Advancement staff to identify prospects for strategic diversity initiatives
- Participate in campaign-related events and activities
- Collaborate with Alumni Relations in planning event aimed at reconnecting alumni with the institution
- Present reports to College Council
- Contributed to the development of case statement for the College's first comprehensive campaign
- Developed the proposal that resulted in increased funding for the Brockport Foundation Undergraduate Research program

- Created the blueprint for the Institute for Diversity and Inclusion as a centralized venue for the coordination and implementation of key strategic diversity initiatives for students, faculty and staff, and as an entity for which Advancement can make the case for external financial support

2012-Present: Director, Institute for Engaged Learning, The College at Brockport, SUNY

The mission of the Institute for Engaged Learning is to develop, coordinate and promote accessible, transformational, high-impact educational opportunities within and beyond the traditional classroom and curricula.

Selected Responsibilities & Accomplishments

- Developed the organizational and operational framework for the Institute for Engaged Learning spanning the divisions of Academic Affairs, Enrollment Management/Student Affairs, and Advancement
- Established and administer a grant incentive program to incorporate service learning into the curriculum
- Secured and administer funding and provide leadership for the Summer Undergraduate Research program and the Glen Goldberg Internship Scholarship program
- Provide leadership for the Academic Advisement award
- Developed partnerships with agencies such as the Workforce Diversity Network and Diversity Education Abroad to facilitate student, faculty and staff engagement outside of the classroom
- Founding member of the Student Leadership Taskforce that resulted in the creation of the Leadership Development Program
- Led a team of faculty and administrators who participated in the Institute on High Impact Practices, with the goal of learning and sharing best practices for integrating High Impact Practices into the culture of the institution. The outcome was an action plan resulting in taskforces that developed recommendations for (1) managing internships (2) integrating High Impact Practices as a pedagogical strategy, and (3) service learning as an institutional priority.
- Secured funding for, and implemented the LAUNCH mentoring program aimed at bridging the achievement gap between underrepresented students who are not in "special admit" categories and majority students or underrepresented students who are in "special admit categories"
- Established the Roland Fontaine Faculty Student Engagement award

2004-2010: Chairperson, Department of Recreation and Leisure Studies, The College at Brockport, SUNY

Selected Responsibilities & Accomplishments

- Presided over the department's strategic planning initiative
- Presided over the reaccreditation self-study process and represented the department at the Council on Accreditation hearing

- Recruited new faculty and implemented a mentoring program
- Planned and managed the departmental budget and other resources
- Reviewed personnel files and made recommendations for appointment tenure and promotion and Discretionary Salary Increase (DSI)
- Provided leadership for development, implementation and maintenance of academic programs, including the development and implementation of the Tourism Management concentration
- Provided leadership for the development of on-line and hybrid courses in the Recreation and Leisure Studies department
- Developed the department's first Operations Manual and implemented a framework for succession planning
- Provided leadership for the development and implementation of a five-year assessment plan including the development of appropriate assessment metrics
- Developed student recruitment strategies that resulted in significant enrollment increases at the undergraduate and graduate level
- Worked with the department and the division of Advancement to launch the department's first fundraising initiative to establish an endowed student scholarship

2000-2008, Graduate Program Director, Department of Recreation and Leisure Studies, The College at Brockport, SUNY

Selected Responsibilities and Accomplishments

- Reviewed applications and made admissions recommendations
- Developed marketing strategy for the program
- Served as a member of Graduate Council
- Developed a graduate student handbook
- Conducted a content analysis of all courses, leading to curriculum revision
- Provide input to consultant for the review of the College's graduate portfolio
- Served as a member of the recruitment and marketing committee

May 1999-January 2000: Interim Chair, Department of Recreation and Leisure Studies, The College at Brockport, SUNY

- Supervised personnel, facilitated faculty meetings, represented department at chairs council, hired adjunct faculty, scheduled courses and taught two courses as the department made the transition to hiring a new chair

SELECTED PROFESSIONAL DEVELOPMENT

2014: Leadership for Diversity Institute, National Center for Institutional Diversity, University of Michigan

- 2013:** AAC&U Institute on High-Impact Practices and Student Success
- 2011:** American Association of State Colleges and Universities (AASCU) Pre-Conference Workshop for New Provosts
- 2010:** Middle States Commission on Higher Education, Becoming an Assessment Facilitator
- 2010:** National Conference On Race and Ethnicity in American Higher Education, (NCORE), Institute for Incorporating Diversity into the Curriculum and Pedagogical Practices
- 2010:** Council for Advancement and Support of Education (CASE), Development for Deans
- 2009:** Middle States Commission on Higher Education, Self-Study Institute
- 2009:** National Conference On Race and Ethnicity in American Higher Education, (NCORE) Diversity Training Institute
- 2009:** Middle States Commission on Higher Education, Institutional Effectiveness: Rethinking Student Learning Assessment
- 2009:** Middle States Commission on Higher Education, Integrating Higher Education Planning and Assessment

RESEARCH AND SCHOLARLY ACTIVITY

Selected Publications

- 2014:** Frater, J.L. Rochester Institute of Technology demonstrates inclusive excellence. *Insight Into Diversity*, April/May, pp. 30-31
- 2010:** Zurlick, A., Sperazza, L. J., Frater, J. L., Fatula, J. E. American Karoshi. Proceedings from *Northeastern Recreation Research Symposium*, 22, pp. 6-10
- 2008:** Frater, J.L. and David Howard. Reviewer/Consultant of National Geographic Publication, "Countries of the World: Jamaica." *National Geographic*, ed. Jan Green, Washington, D.C., pp. 4-5
- 2008:** Frater, J.L. "Foreword." *National Geographic*, ed. Jan Green, Washington, D.C.
- 2007:** Frater, J.L. Quality of customer service: Perceptions from guests in all-inclusive resorts in Jamaica. Proceedings from *Northeastern Recreation Research Symposium*, pp. 403 - 410
- 2007:** Frater, J.L. Quality customer service in Jamaican all-inclusive resorts: Guests' and staffs' perceptions. Proceedings from *National Recreation and Park Association Research Symposium*, n.p.
- 2004:** Frater, J.L. & Graham, A. Using the case study method to explore the potentials and pitfalls of the Fast Ferry in Rochester, NY. Proceedings from *Northeastern Recreation Research Symposium*, 16, pp. 336-342
- 2004:** Papadakis, K. and Frater, J.L. Understanding volunteers' motivation. Proceedings

- from *Northeastern Recreation Research Symposium*, 16, pp. 321-326
- 2004: Papadakis, K. and Frater, J.L. Targeting volunteers' motivation. Proceedings from *National Recreation and Park Association Research Symposium*, n.p.
- 2004: Frater, J.L. The potentials and pitfalls of the Fast Ferry in Rochester, NY: A case study. Proceedings from *National Recreation and Park Association Research Symposium*, n.p.
- 2002: Frater, J.L. & Graham, A. Parks and recreation employment status: Implications from a civil service perspective. Proceedings from *Northeastern Recreation Research Symposium*, 13, pp. 22-28
- 2001: Frater, J.L. The need for diversity in the tourism and hospitality industry. *Visions in Leisure and Business*, 20 (2), pp. 11-21
- 2001: Frater, J.L. & Mihalik, B. Georgia residents' perceptions of the impact of the 1996 Olympic games II. *Visions in Leisure and Business*, 19 (4), pp. 10-20
- 1999: Frater, J.L. & Mihalik, B. Georgia residents' perceptions of the impact of the 1996 Olympic games. *Visions in Leisure and Business*, 18 (2), pp. 9-19
- 1999: Frater, J.L. The Socio-cultural impact of tourism: Jamaican residents' perceptions. Proceedings from *TTRA Annual Conference*, 30 (1), pp. 243 - 251
- 1998: Frater, J.L. The economic impact of tourism: Jamaican residents' perceptions. *Visions in Leisure and Business*, 17 (1), pp. 23-36
- 1998: Frater, J.L. An assessment of members' perceptions of services by a grassroots recreation organization since state affiliation. Proceedings from *NRPA Symposium on Research*, n.p.
- 1997: Frater, J.L. Residents' perceptions of the impact of tourism in Jamaica. Proceedings from *NRPA Symposium on Research*, n.p.
- 1997: Frater, J.L., Howe, C.Z. & Murray, S. Issues in diversity in Recreation and Leisure Studies: Perspectives from educators at a public institution of higher education. *Leisure Studies Journal*, 16 (4), pp. 222-232

Selected Presentations

- 2014: Frater, J.L. Nurturing diversity for student success: From counting heads to making heads count. *SUNY Making Diversity Count Conference*, Albany, NY
- 2014: Frater, J.L. Leveraging diversity for undergraduate and graduate student success. *University of Oregon-Showcase Oregon Conference*, Eugene, OR
- 2013: Frater, J.L. Building capacity for the college completion agenda: A climate for diversity and high impact academic engagement. *SUNY Chief Diversity Officers/Affirmative Action Officers workshop*, Albany, NY
- 2012: Frater, J.L. Access-persistence-success: Creating a culture of accountability. *Association for Equality and Excellence in Education, Inc. 35th Annual Conference*, San Juan, Puerto Rico

- 2011: Frater, J.L. Succession planning in tough economic times: Is the case for diversity still valid? *The Academic Network Inc. The National Conference on Minority Recruitment*, Las Vegas, NV
- 2011: Frater, J.L. Rethinking General Education through course redesign. *American Association of State Colleges and Universities (AASCU)*, Summer Meeting, Portland, OR
- 2010: Zurlick, A., Sperazza, L. J., Frater, J. L., Fatula, J. E. American Karoshi (Poster). *Northeastern Recreation Research Symposium*, Bolton Landing, NY
- 2010: Frater, J.L. Operationalizing the collaborative office model: A framework for diversity leadership. *National Conference on Race and Ethnicity in Higher Education (NCORE) National Conference*
- 2010: Frater, J.L. Succession planning in tough economic times. *New York State Recreation and Park Society (NYSRPS) Annual Conference*
- 2008: Frater, J.L. Succession planning: A model for sustaining the resort recreation profession. *Resort and Commercial Recreation Association Conference*
- 2008: Frater, J.L. Celebrating cultural diversity in the workplace. *National Recreation and Park Association Conference*
- 2008: Frater, J.L. Sustaining the recreation profession through succession planning. *NYSRPS Annual Conference*
- 2007: Frater, J.L. Successful internships: The student and practitioner roles. *NYSRPS Annual Conference*
- 2006: Frater, J.L. Quality customer service in Jamaican all-inclusive resorts: Guests' and staffs' perceptions. *National Recreation and Park Association Research Symposium*
- 2006: Frater, J.L. Quality of customer service: Perceptions from guests in all-inclusive resorts in Jamaica. *Northeastern Recreation Research Symposium*
- 2006: Frater, J.L. Identifying and developing leadership quality among students and young professionals. *NYSRPS Annual Conference*
- 2005: Papadakis, K. and Frater, J.L. Targeting volunteer motivation. *National Recreation and Park Association Research Symposium*
- 2005: Frater, J.L. The potentials and pitfalls of the Fast Ferry in Rochester, NY: A case study. *National Recreation and Park Association Research Symposium*
- 2003: Frater, J.L. The impact of casino gambling and fast speed ferry on international tourism in Western New York. *The College at Brockport's Scholars Day*
- 2003: Frater, J.L. The answer lies in special events. *NYSRPS Annual Conference*
- 2002: Frater, J.L., Lake Ontario tourism and recreation development: The potentials and pitfalls. *NYSRPS Annual Conference*
- 2001: Frater, J.L., Bibbins, K., Ham, L & Montague, J. Transcending race: Issues in cultural diversity Part III. *National Recreation and Park Association (NRPA) Annual Conference*

- 2001: Frater, J.L., & Graham, A. Parks and recreation employment status: Implications from a civil service perspective (poster). *NRPA Annual Conference*
- 2001: Frater, J.L., Arnold, M. & Udd, E. Professional preparation: Current status and future needs. *New York State Recreation and Park Society Annual Conference*
- 2000: Frater, J.L. & Bibbins, K. Transcending race: Issues in cultural diversity Part II. *NRPA Annual Conference*
- 2000: Frater, J.L. Recreation spending forecast 2005. *National Air Transportation Association Annual Conference.*
- 2000: Frater, J.L. & Graham, A. The Civil Service examination: Is there congruence with educational preparation? *NYSRPS Annual Conference*
- 1999: Frater, J.L. & Bibbins, K. Transcending race: Issues in cultural diversity Part I. *NRPA Annual Conference*
- 1999: Frater, J.L. The socio-cultural impact of tourism: Jamaican residents' perceptions. *Travel and Tourism Research Association (TTRA) International Conference*
- 1999: Frater, J.L. The state district partnership: Is it right for you? *NYSRPS Annual Conference*
- 1998: Frater, J.L. Georgia residents' perceptions of the impact of the 1996 Olympic games. *Resort and Commercial Recreation Association Annual Conference*
- 1998: Frater, J.L. An assessment of members' perceptions of services by a grassroots recreation organization since state affiliation. *NRPA Symposium on Leisure Research*
- 1997: Frater, J.L. Residents' perceptions of the impact of tourism in Jamaica. *NRPA Annual Conference*
- 1997: Frater, J.L. The economic impact of tourism: Jamaican residents' perceptions. *Resort and Commercial Recreation Association Annual Conference*
- 1997: Frater, J.L. Casino gambling in New York state: A broader look at the social and economic implications. *Northeast Research Symposium*
- 1994: Frater, J.L. Volunteers do work in at-risk youth programs: The Developing Nations' perspective. *NRPA Annual Conference*

Selected Grants Funded

- 2014: Secured SUNY Exploration in Diversity and Academic Excellence funding of \$10,000 toward developing Phase 2 of the Learning And Understanding Your New College Home (LAUNCH) mentoring program
- 2013: Secured SUNY Exploration in Diversity and Academic Excellence funding of \$10,000 toward developing the LAUNCH mentoring program
- 2010: Secured SUNY Exploration in Diversity and Academic Excellence funding of \$18,000 toward project aimed at incorporating diversity into the curriculum and hosting the Annual Diversity Conference
- 2008: Secured New York Legislative Item funds of \$47,000 for building a multi-sensory

lab to support the Children with Autism Recreation Program (CARP)

1999-2001: Secured \$10,000 internal funding over a three-year period to support various research projects

SELECTED PROFESSIONAL SERVICE AND INVOLVEMENT

Service: The College at Brockport

2013: Chair, Middle States Monitoring Report Committee

2012-2013: Co-chair, Institute for Engaged Learning Steering Committee

2011-Present: Chair, Diversity Recruitment & Retention Committee

2011: Student Group Project Advisor, Leadership Development Program

2011-Present: Seymour Student Union Advisory Board

2011: Calendar Priority Committee

2010-Present: Chair, Recruitment and Retention Sub-committee

2010-present: Accreditation Liaison Officer, Middle States Commission on Higher Education

2010: Member, Campus-wide Programming and Events Taskforce

2009: Chair search committee, Dean, The Arts, Humanities and Social Sciences

2009-2012: Co-chair, Middle States Self Study

2009-present: Member, Institutional Effectiveness and Accountability Committee

2009-present: Member, Leadership Development Program Taskforce

2009: Chair, search committee for Dean of the School of the Arts, Humanities, and Social Sciences

2008-present: Member, CSTEP/McNair Advisory Board

2008-2009: Member, the Hispanic Recruitment Taskforce

2007: Member, search committee, V.P. Enrollment Management/Student Affairs

2001-2002: Chair, NRPA/AALR Accreditation Committee and author of self-study report, The College at Brockport Department of Recreation and Leisure Studies, Continuing Accreditation

2001: Member, Commission on Higher Education of the Middle States Association of Colleges and Schools work group on Diversity and Equity

2000-present: Co-Chair, Annual Diversity Conference. Set agenda for meetings, presided over meeting and monitored the daily planning for the conference

1999 to 2006: Member, Graduate Council

1998-2000: Faculty Senator

1998 to 2000: Member, Personnel Policies sub-committee, Faculty Senate

1998: Member, Strategic Planning Committee

1997-2005: Recreation Management Coordinator, Department of Recreation and Leisure Studies

Service: East Carolina University

- 1995:** Co-Chair, Student Section (5.00), NRPA Accreditation Self-Study
- 1994-1995:** Member, Scholarship Committee, Organization for Minority Faculty and Staff
- 1994-1995:** Member, Student Exchange Committee, Foreign Students' Service
- 1994-1995:** Chair, Social Committee, Department of Recreation and Leisure Studies
- 1994-1995:** Liaison with community agencies that provide opportunities for student internships

Professional Service

- 2007- present:** National President, Rho Phi Lambda, National Honorary Fraternity for Recreation and Parks Professionals
- 2004-2007:** National VP/Secretary, Rho Phi Lambda
- 2001-2006:** Associate Editor, *Journal of Park and Recreation Administration*.
- 2005:** Manuscript reviewer, *SCHOLE: A Journal of Leisure Studies and Recreation Education*
- 1995-2005:** Chair, Personnel Standards Committee, New York State Recreation and Park Society
- 2000:** Manuscript reviewer, *Journal of Park and Recreation Administration*
- 1998-1999:** Member, Awards Committee, New York State Recreation and Park Society
- 1997:** Developed questionnaire to measure Genesee Valley Recreation and Park Society (GVRPS) members' perceptions the organization
- 1996:** Chair, Awards Committee, GVRPS
- 1994:** Assistant Exhibits Manager, Eastern District Association Conference, American Alliance for Health, Physical Education, Recreation and Dance, Philadelphia, PA

Community Service

- 2008-present:** President, Rochester Jamaican Organization, Inc
- 2006-2008:** Member, Sweden/Clarkson Recreation Advisory Council
- 2002-2004:** President, Brockport Central School District, Parent-Teacher Student Association
- 1999-2002:** Member, Renaissance 2010 Tourism Destination Committee, City of Rochester, NY

HONORS AND AWARDS

- 2013:** Outstanding Service to the College Award, The College at Brockport, State University of New York
- 2012:** Distinguished Service Award, National Association of Jamaican and Supportive Organizations
- 2009:** Circle of Honor Award recipient, School of Tourism and Hospitality Management Alumni Association, Temple University

- 2009: Certificate of Honor recipient, in recognition of distinguished service to the profession and in appreciation of service to the University, Alumni Association, Temple University
- 2007: Outstanding Faculty Award, Department of Recreation and Leisure Studies Alumni Banquet, The College at Brockport
- 2002: Induction into Gallery of Success, in recognition of professional and personal achievements, Temple University
- 2001: Student Government, Outstanding Professor Award, The College at Brockport
- 1999: New York State Recreation and Park Society (NYSRPS) Publication Award for Professional Literature. Title of Article: Issues in diversity in Recreation and Leisure Studies: Perspectives from educators at a public institution of higher education, with C. Howe and S. Murray, *Leisure Studies Journal* 16 (4), October 1997, 222-232
- 1998: Recipient of Genesee Valley Recreation and Park Society (GVRPS) Professional Excellence Award

WORKSHOPS AND CLINICS

- 2011: Succession planning for diversity in tough economic times. *Workforce Diversity Network*, Rochester, NY
- 2011: Dealing with race and ethnicity in teaching. *Center for Excellence in Teaching and Learning*, The College at Brockport
- 2010: Culturally inclusive communication. *Leadership Development Program*, The College at Brockport
- 2006: Internal customer service. *Sandals Resorts Corporate University*, Negril, Montego Bay, Ocho Rios and Boscobel, Jamaica, West Indies
- 2004: Understanding diversity. *Parkridge Hospital*, Rochester, NY
- 2003: Managerial and supervisory leadership. *Sandals Training and Development Institute*, Negril, Jamaica, West Indies
- 2003: Recreation program leadership. *Sandals Training and Development Institute*, Negril, Jamaica, West Indies
- 2003: Enhancing guest satisfaction through professional leadership: A multicultural and multinational approach: Part I. *Sandals Resorts International Training and Development Institute*, Negril, Jamaica, West Indies
- 2002: Planning recreation programs in a family resort: A professional leadership approach: Part I. *Sandals Resorts International Training and Development Institute*, Boscobel and Negril, Jamaica, West Indies
- 2000: Enhancing guests' satisfaction through recreation programming. *Sandals Training and development Institute*, Negril, Jamaica, West Indies, July 2000
- 1999: Planning recreation programs in a family resort. *Sandals Beaches Resort*, Turks and Caicos Islands, West Indies

- 1997:** Planning recreation programs for children in a family resort. A one-week staff development seminar presented at *Sandals Training and Development Institute*, Negril, Jamaica, West Indies
- 1997:** The recreation and leisure profession: Professional obligations, educational and job opportunities in an era of change. Keynote Speaker at Erie Community College *Luncheon for Recreation and Leisure Studies Students and Professionals*, Buffalo, New York

CERTIFICATIONS

- 2014:** Certified Strategic Planner, Society of College and University Planning
- 2008-present:** Child Abuse and Maltreatment Mandated Reporter Trainer, NY

ORGANIZATION MEMBERSHIPS

- 2013:** Society for College and University Planning
- 2009-present:** Council for Advancement and Support of Education (CASE)
- 2009-present:** National Association of Chief Diversity Officers in Higher Education (NADOHE)
- 2008-present:** Work Force Diversity Network (WDN)
- 1994-present:** National Recreation and Park Association (NRPA)

TEACHING

Served as a classroom instructor for over twenty years. Taught courses in general education, tourism management and the graduate program. Supervised theses and coordinated the internship program.