

Dear Screening Committee Members:

I am writing to apply for the position of Provost and Vice President of Academics and Student Affairs at Monroe Community College. I have been the Provost and Vice President of Academic Affairs at Tompkins Cortland Community College (TC3) since 2018. I served as Administrator in Charge (CEO) at Tompkins Cortland Community College from August 2021 to May 2022, while I was simultaneously the Provost. Prior to my time at TC3, I worked at SUNY Sullivan from 2003 to 2018, serving as the Interim Vice President for Academic and Student Affairs, as the Chair of the Liberal Arts and Humanities Division, and as a full-time faculty member and the Writing Program Administrator. I earned my Ph.D. in American Literature and Critical Theory from Florida State University. I have experience with senior management, creative problem solving, and strategic thinking that I believe can benefit your institution.

I have experience in all facets of running a community college, including assessment, budgeting, supervision (I have approximately 60 direct reports annually), accountability, goal-setting/implementation, collective bargaining, fund-raising, and communication. For example, during my time as the Administrator in Charge (CEO) we crafted a three budget plan and focused our Strategic Enrollment Plan on marketing and admissions changes. The result was a 4% FTE increase the following Fall while adding monies back to our fund-balance. More importantly, I took great care to communicate all of this to our campus through a variety of mediums. I understand the balance and rigor of developing and maintaining budgets that align with strategic plans and then sharing that information to benefit the whole campus.

I am heavily involved in our Guided Pathways efforts, as the Executive Lead for the College and the Co-Chair of the Guided Pathways Steering Committee. I organized our Academic Plan around the Four Pillars, to ensure that our work is assessed annually and is on-going. Each year we assign ourselves new work to fill gaps and build on achievements. For example, we have worked to better connect the Academic Plan to our Equity, Diversity, Inclusion, and Social Justice Plan. We used SUNY funding to incentivize faculty to obtain the SUNY Center for Professional Development's Inclusive Teaching and Learning Certificate and create a repository of resources for the campus. I am excited by how Guided Pathways can organize a campus around a coherent and shared vision.

I am the College's Accreditation Liaison Officer with the Middle States Commission on Higher Education. I led the overhaul of our academic assessment practices to improve teaching and learning. This resulted in the creation of an Academic Assessment Committee, creation of Institutional Learning Outcomes, alignment of Program Learning Outcomes and Student Learning Outcomes, and standardized curriculum mapping. We also tied our assessment work more directly to chair reports and our Comprehensive Program Process, both of which we also completely retooled. I thrive on taking on big projects that can help my institution.

I served as a union president while at SUNY Sullivan, and I know that maintaining effective, collaborative, and positive relationships with bargaining units is vital to running a college properly. For example, we worked together with the adjunct and faculty unions during the

pandemic to make sure that our guidance and leadership was in line with faculty needs and our contracts. More recently, I was the lead negotiator in 2022 for successful negotiations that led to an overhaul of our chair/coordinator structure and clearly delineated best practices for advising on campus. I believe this is emblematic of my approach to seeing unions as our strongest partners.

I have over twenty years of experience working in the SUNY system. I understand the needs of SUNY but also how to leverage the system to benefit our institution. Thus, I took the lead to perform the presentation to SUNY for the \$3,400,000 grant -- which we were awarded -- as part of the SUNY 2020 Funding Project. I knew the players involved and could explain why our proposal was in line with SUNY and State initiatives. SUNY can be hard to navigate, but it helps to have the right contacts, which I have been developing for years.

I was the chair of our Shared Governance body at SUNY Sullivan for four years, and I won the SUNY Chancellors Award for Teaching Excellence. I care about teaching and students so much that I found time to teach a Public Speaking course at TC3, as I wanted to know our students and systems as a professor in the classroom only can. I have led myriad committees and projects, showcasing my creativity and ability to accomplish tasks. I strive to treat faculty, staff, and students with respect, with professionalism, with joy, with compassion, and with honesty. Being an effective administrator, mentor, and leader is about people. I try to show folks I care about them as individuals; use my position to protect their rights and support their needs; work openly and collaboratively to set goals; and make the workplace fun. These methods allow individuals to work more effectively as a team, and it allows you to offer needed criticism and accountability without people feeling targeted unnecessarily. That formula affords staff and faculty the flexibility and guidance to put our students first. Nothing is more important.

Strong communication as a Provost is arguably the most important trait. It is vital to create formal and informal spaces for people to be heard, to ask questions, and to be updated on key decisions. As our CEO I organized and led monthly Town Halls of the College to present highlights and next steps for each area of our Strategic Plan. During the pandemic, I created Provosts Hour, a weekly meeting set up as an open forum for faculty and staff to ask questions, voice concerns, and share triumphs. Throughout my time at TC3, I have written monthly Provost Posts, designed to keep everyone updated on key aspects of the Provosts Office and the College. I offer these items as evidence of my commitment to transparency and openness.

I am always willing to do more than my share when it comes to serving the College. I believe leadership means more than just delivering directives: it is showing what it means to work within and beyond your job-description for the good of your institution. I hope that this letter and my attached resume and contact information for references meets your requirements. Thank you for considering my application.

Best Wishes,

A handwritten signature in black ink that reads "Paul Reifenheiser". The signature is written in a cursive, flowing style.

Dr. Paul Reifenheiser

Paul Reifenheiser

PROFESSIONAL EXPERIENCE

Tompkins Cortland Community College 2018-Present

Administrator in Charge (CEO) August 2021-May 2022

- Chief Executive Officer responsible for assessment, planning, budget, and management of all college operations, including our COVID-19 Response, negotiations with four collective bargaining units, facilities, personnel appointments, and strategic and financial planning.
- Supervised all vice presidents and led President's Cabinet meetings
- All CEO tasks performed while simultaneously Provost/VPAA
- Focused on enrollment projections, marketing, and admissions processes, leading to gains in enrollment of 4% (FTE) and an increase to the College's Fund Balance
- Organized and led Monthly Town Halls to apprise campus of key events/information and to provide highlights and next steps related to the Strategic Plan
- Worked with the College Foundation, including multiple donor visits and raised over \$100,000 in funds for key initiatives, including our student emergency fund
- Represented the College with local press, including multiple interviews with *Tompkins Weekly*, the *Cortland Standard*, and the *Cortland Voice*
- Acted as primary college liaison with SUNY (State University of New York)

Provost and Vice President of Academic Affairs 2018- Present

- Responsible for assessment, planning, budget, and management of all academic programs, Workforce Development (through 2020); Access and Equity Services; The Library; Tutoring; Academic Records; College Now (Concurrent Enrollment); and Global Initiatives
- Supervise 60 direct reports, including all full-time teaching faculty
- Work with key stakeholders to create and assess annually The College's Academic Plan
- Executive Lead of the College's Guided Pathways Initiative
- Executive Lead on submission of approved Workforce Development Grant and Job Linkage Grant, totaling over \$3,400,000 and other grants totaling over \$500,000
- Organized and lead monthly Faculty Meetings and bi-weekly Academic Council Meetings
- Accreditation Liaison Officer (ALO) with Middle States Commission on Higher Education
- Organized assessment overhaul including creation of Institutional Learning Outcomes, alignment of Program and Student Learning Outcomes, and curriculum mapping
- Worked with Faculty to completely revise Academic Chair and Coordinator Structure
- Worked with Faculty to establish best practices for holistic student support via advising
- Led campus through new microcredential policy and over 15 new credentials
- Led strategic planning overhaul of Global Education and Initiatives Office

- Created and led Provosts Hour, a weekly meeting designed to allow anyone on campus to ask questions, voice concerns, and share triumphs, held primarily during the pandemic to maintain connections while so many faculty/staff were working remotely
- Member of Labor Negotiation Team and administrative point person for Faculty Association, including lead negotiator for successful negotiations in 2022.
- Spearheaded creation of new templates for Comprehensive Program Review, Snapshot Program Analysis, New Program Creation, and Program Discontinuation
- Crafted multiple policies and procedure documents designed to guide faculty through COVID-19 pandemic
- Member SUNY General Education Diversity Working Group, representing Community College CAOs

SUNY Sullivan County Community College, Loch Sheldrake, NY

Interim Vice President for Academic and Student Affairs, 2016-2017

- Responsible for assessment, planning, budget, and management of approximately 70% of all full-time employees
- Designed new curriculum in *Massage Therapy* and *Police Academy* and redesigned certificates in *Casino* through work with the Curriculum Committee and division chairs
- Chaired the committee that produced the College's Diversity Plan and Applied Learning Plan
- Oversaw reorganization to bring recruiting and admissions into the area of Academic and Student Affairs

Liberal Arts and Humanities Division Chair, 2010- 2016 and 2017-2018

- Performed evaluation, scheduling, budget, course creation and assessment, and hiring for a division that included anthropology, composition, developmental writing, foreign language, geography, graphic design, history, humanities, literature, media arts, music, public speaking, and theater
- Designed new programs in *Theater Arts AA*, *English AA*, *Humanities AA*, and *History AA*; redesigned programs in *Digital Storytelling AS* and *Graphic Design AAS*
- Chaired committee that redesigned the campus block schedule
- Co-designed a new first-year experience course focused on mentoring, service learning, and self-determination theory
- Chaired the Faculty Council (Shared Governance Body)
- Coordinated creation of co-requisite developmental English classes
- Coordinated with the Hudson Link for Higher Education in Sullivan Correctional Facility
- Facilitated appreciative inquiries and helped craft our Strategic Plan while serving on the Strategic Planning and Institutional Assessment Committee
- Revised the Honors Program to include service learning, individual research, and philanthropy

Writing Program Administrator, 2005-2010

- Founded and chaired the Composition Committee
- Created the *Writing Program Handbook*, which houses policies, position statements, assessment procedures, sample syllabi, suggested approaches, teaching advice, etc.

Professor, Division of Liberal Arts and Humanities, 2008-2018
Associate Professor, Division of Liberal Arts and Humanities, 2006-2008
Assistant Professor, Division of Liberal Arts and Humanities, 2003-2006
Subjects Taught: Literature, Writing, Public Speaking, Popular Culture

Florida State University, Tallahassee, FL

Visiting Instructor, English Department, 2001-2003

EDUCATION

Florida State University, Tallahassee, FL

Ph.D. English December 2001

St. John's University, Jamaica, NY

M.A. English, May 1996

Villanova University, Villanova, PA

B.A. English, May 1994

ACADEMIC GRANTS AND HONORS

- SUNY Chancellor's Award for Teaching Excellence, 2008

PUBLICATIONS

- "Silent Spirituality: Religion, *Angels in America*, and the Contemporary American Literature Classroom" (*Teaching American Literature: A Journal of Theory and Practice*. Fall 2007 :1/4)
- "The Art of Academic Diplomacy: How to Finesse Departmental Politics as a Grad Student," *Finding Our Way: A Writing Teacher's Sourcebook*. Edited by Wendy Bishop & Deborah Coxwell Teague (Houghton-Mifflin 2003). Co-authored with Dan Melzer.
- "Interpretive Bondage: Reader-Response, Authorial Intention, and Gilman's 'The Yellow Wallpaper,'" *Reading the Writing on the Wall-paper: Pedagogical Approaches to Charlotte Perkins Gilman's "The Yellow Wall-paper."* Edited by Jeffrey Weinstock (Peter Lang 2002)
- Review of Robert C. Fuller's *Stairways to Heaven: Drugs in American Religious History*. (*Journal of the American Academy of Religion* Summer 2003: 71/2)

COMMUNITY SERVICE/ PROFESSIONAL SERVICE

- Member Tompkins County Chamber of Commerce Executive Committee 2021-Present
- Town of Bethel Green Committee, 2013- 2016
- Monticello Central School District Elementary Task Force Committee Member, 2012-2013
- Bethel Lions Club Member, 2009- 2018
- Boys and Girls Club Celebrity Dinner Volunteer/Organizer, 2012-2018
- Monticello Little League Board Member and Coach, 2012- 2016
- *Tallahassee Animal Shelter* Volunteer, 2002