

**DR. JAMES P. LOMBELLA**

Asnuntuck & Tunxis Community Colleges

January 24, 2019

Dear Search Committee Members:

It is with great enthusiasm that I submit my application for President of the North-West Region of the Connecticut State Colleges and Universities (CSCU) Community College System. It is an inspirational time to be a part of CSCU. The Board of Regents and executive leadership team have set in motion a bold reorganization plan that will better position the CSCU system for long-term fiscal sustainability. This will help to ensure the system's ability to offer affordable, high-quality education to its constituents, and to meet or exceed workforce development goals vital to Connecticut's ongoing economic recovery.

I currently serve as President and Interim President at two of the four community colleges projected to constitute the North-West Region, Asnuntuck Community College (ACC) and Tunxis Community College (TXCC), respectively. In a relatively short time, and in the face of significant obstacles, I have implemented dramatic and transformative change at both institutions. I believe that my record of success, executive leadership capabilities, commitment to students and innovative spirit demonstrate my ability to lead the North-West Region of the CSCU Community College System as its first President.

*Professional highlights in my role as President and Interim President include:*

*Student-Centered Initiatives:*

My passion for community college students stems from my own experience as a first-generation community college graduate. I understand and have firsthand knowledge of the challenges faced by students attending community college. Informed by that understanding and knowledge, my executive leadership team crafts policies that prioritize student success and well-being over all else.

Student access to the college President is a priority component of my leadership style. Therefore, to provide a platform for dialogue, we on the executive cabinet team host regular open forums with students. As a result of these and other interactions, ACC has implemented several student-centered initiatives designed to reduce or remove barriers to access and success in higher education. For example, under my direction, a food pantry to address food insecurity on the ACC campus was established. In addition, an agreement with the town of Enfield has been negotiated to provide unlimited access to free local transportation to students. I have also remained committed, despite significant fiscal constraints, to ACC remaining the only community college in Connecticut to offer free childcare to its students.

During my tenure as President, Asnuntuck Community College pioneered a state/federal partnership where the Supplemental Nutrition Assistance Program (SNAP) allows eligible students to enroll in health career certificate programs at no cost. ACC has granted approximately \$1,000,000 in scholarships to over 550 students. Students who have received this benefit have enjoyed a graduation rate of nearly 100% in addition to job/externship placement rates of nearly 80%. The program has proven to be so successful that the Hartford Foundation for Public Giving awarded ACC a \$256,000 grant to fund a SNAP program coach to assist students with their challenges and help assure even greater success.

Other examples of student-centered initiatives which I have overseen include the creation of a Women's Leadership Institute and a Civic Engagement Institute. During my tenures as President and Interim President, I have supervised over \$50,000,000 in capital improvements, including dramatic enhancements to security at both campuses. Asnuntuck currently administers the largest consortium grant ever awarded by the federal Office of Violence Against Women (OVW). I also lend my support to various student organizations including student government, veterans and groups that support diversity on campus. Phi Theta Kappa (PTK), the national honor society for two-year institutions, ranked ACC as the number one chapter in New England and

honored me as one of 35 college presidents nationwide with the Shirley B. Gordon Award of Distinction in 2018. The award is an honor bestowed upon college leaders who best exemplify the values of PTK in supporting its mission.

#### Advanced Manufacturing Technology:

It has been my distinct honor to be associated with Asnuntuck Community College during what has been an unprecedented period of growth and success for its Advanced Manufacturing Technology (AMT) program. I joined the college as an Adjunct Instructor in the AMT program and subsequently served as college president years later during the construction of ACC's 27,000-square-foot, state-of-the-art Advanced Manufacturing Technology Center (AMTC). The AMTC has allowed students to enjoy placement rates well above 90% in careers that often pay in excess of \$50,000 per year to start. ACC has also positioned itself as a strategic partner with some of the most recognizable and influential firms in the AMT industry, including Pratt & Whitney and Sikorsky. These partnerships ensure ACC's vital role in helping to meet ever-increasing AMT workforce demands and provide the college with revenue that is critical to supporting the AMT program and the college at large.

Shortly after beginning my tenure as Interim President at Tunxis Community College, I launched an initiative to make TXCC the eighth community college in the state to offer an Advanced Manufacturing Technology curriculum. Given the proud tradition of manufacturing in the Connecticut towns of New Britain, Farmington, Bristol and other communities surrounding the TXCC campus, the initiative was greeted with enthusiasm. In April 2018, Tunxis hosted a Manufacturer's Roundtable Breakfast at which nearly thirty local manufacturers attended to share ideas and best practices regarding how TXCC's AMT curriculum could be crafted in a manner to most effectively respond to local workforce demands.

As co-chair, along with the Chief of Staff to the CSCU President, I serve the CSCU Advanced Manufacturing Committee. The committee is charged with developing a strategic plan to ensure the long-term viability of the community college AMT programs via expansion, careful financial consideration, and cultivation and maintenance of key state, federal and industry partnerships. Appointed by the CSCU President, I also serve as statewide Co-Chair of the committee overseeing the implementation of Public Act No. 16-114, a state statute designed to encourage middle-school and high-school students to consider careers in manufacturing.

#### Enrollment Initiatives:

Since assuming the presidency at Asnuntuck Community College, enrollment has experienced historical highs. In the fall of 2016, ACC experienced an increase in FTE enrollment of 18.5%, making it the only community college in Connecticut to demonstrate growth and vastly outperforming college projections for both enrollment and tuition-driven revenue. Under my direction, these successes were achieved by encouraging a mixture of cutting-edge and analytically driven recruitment and retention strategies. As a result, ACC maintains a graduation rate that is the highest among Connecticut community colleges and among the highest in New England for all public two-year institutions.

During 2016, in my role as President, I successfully petitioned the Board of Regents to allow ACC to offer in-state (discounted) tuition rates to Massachusetts residents as part of the college's "Dare to Cross the Line" recruitment initiative. I also oversaw the college's selection by the U.S. Department of Education as one of 70 institutions nationwide to participate in the "Second Chance Pell Grant" program, which allows ACC to award Pell Grants to incarcerated individuals. Both enrollment initiatives far exceeded expectations and have become cornerstones of ACC's commitment to innovative enrollment and retention practices.

Upon assuming the interim presidency at Tunxis Community College in 2017, I quickly implemented several of the measures that had been successful at Asnuntuck Community College. TXCC subsequently experienced the largest FTE enrollment growth of any community college in the state (+4.8%).

#### Financial/Operational and Fundraising:

Since my appointment as President, ACC has experienced a dramatic improvement in its financial standing. Despite significant erosion in state support and dramatically increasing expenses over which the college has had little to no control, ACC has experienced several years of balanced budgets and net-positive financial positions. In addition, the college has replenished its

reserve by nearly 20%, providing a vital lifeline to allow for the maintenance and enhancement of crucial services being provided to students during times of fiscal uncertainty.

Since assuming an executive leadership role over two community colleges, I have sought significant cost savings by leveraging staff talent across the campuses. In addition to my own position as president, I have utilized competencies across the campuses in several non-student-facing areas (i.e. Information Technology, Institutional Research, Enrollment Management, Continuing Education and Marketing). In doing so, the colleges have realized approximately \$1,000,000 in annual savings. These savings were reinvested in both campuses by hiring full-time faculty positions and student support specialists.

In addition to enacting enrollment and revenue growth strategies and operational efficiencies, I have achieved fiscal success through aggressive fundraising and by forging key external partnerships. I executed an innovative partnership with Capital Workforce Partners (CWP) by negotiating an agreement allowing their American Job Centers to be housed directly on the campuses of both Asnuntuck and Tunxis Community Colleges, generating significant annual revenue via a renewable lease agreement.

Fundraising has increased dramatically in several areas during my tenure as President. Business and Industry revenue increased 337% in the five years between 2013 and 2017 at ACC. Individual contributions to the ACC Foundation increased by over 500% since my appointment and the Foundation itself experienced a 71% increase in its net assets.

*Team Building and Shared Governance:*

I firmly believe in building strong teams and equipping them with the tools necessary to achieve their objectives. I strive to align staff members' work with their individual passions whenever possible and am deliberate in giving wide recognition to all those involved in achieving success. I also believe it is vital to be visible as president and accessible to all staff members. My open-door policy is well-known, as is my desire to hear feedback and ideas from a wide cross-section of student, faculty and college personnel.

Shared governance and coalition building are key elements of my management style, and I work to achieve these in a variety of ways. I routinely hold all-college meetings throughout the year and also personally attend College Council and Professional Staff Organization/Faculty Council meetings. This allows me to hear concerns directly from staff and faculty members and to respond in a quick and agile manner. I also created an extended cabinet, which is a leadership group comprised of my executive cabinet in addition to all next-level management personnel for both faculty and staff.

A priority for me is to ensure employees feel valued and that they are recognized for their success. I have created college-wide employee recognition programs that celebrate service to the institution as well as outstanding dedication and achievement in all facets of educational administration. Prior to the start of each semester, as President, I host a celebratory event welcoming faculty and staff back to campus. In what has now become tradition at both institutions, myself and the executive cabinet serve a traditional holiday luncheon to staff as a gesture of our appreciation for all that they do.

I am extremely proud of the many successes achieved at both Asnuntuck and Tunxis Community Colleges and am keenly aware that none of them could have been accomplished without the support of the faculty, staff and students with whom I am privileged to work. I have no doubt that this success can be replicated and surpassed throughout the North-West Region of the CSCU Community College System. I would very much appreciate the opportunity to speak with you personally to discuss how my executive leadership experience and passion for community colleges can help CSCU achieve its goals. I cannot think of a higher calling than helping people better themselves through education and achieve their dreams. I humbly thank you in advance for considering my application.

Sincerely,



Dr. James P. Lombella

# DR. JAMES P. LOMBELLA

Asnuntuck & Tunxis Community Colleges

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## EXECUTIVE LEADERSHIP IN HIGHER EDUCATION

Executive leader for all areas of college operations and advocate for the college, students, faculty and staff with external partners in the public and private sectors. Proven ability to leverage experience in delivering academic excellence with a solid background as an entrepreneur and driver of business and industrial growth. Excel in teaching, learning and team building. Dedicated to growing and expanding the institution as an economic engine that creates jobs and meets the needs of industry. Uniquely qualified with the perspective of an industry leader and educator to continue CSCU's mission to nurture student learning and success to transform students and equip them to contribute to the economic, intellectual, civic, cultural and social well-being of their communities.

## CORE EXECUTIVE QUALIFICATIONS

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- Focused on Academic Excellence
  - Commitment to Diversity
  - Strategic Planning/Analysis
  - Executive Collaborative Leadership
  - Manufacturing Expertise
  - Promotion of Social Equity
  - Financial Management
  - Educational Innovation
  - Community Partnerships
  - Professional Development
  - Talent Acquisition
  - External Partnerships
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## PROFESSIONAL EXPERIENCE

**PRESIDENT & CHIEF EXECUTIVE OFFICER** 2009 – PRESENT  
ASNUNTUCK COMMUNITY COLLEGE, ENFIELD, CT

**INTERIM PRESIDENT & CHIEF EXECUTIVE OFFICER** 2017 – PRESENT  
TUNXIS COMMUNITY COLLEGE, FARMINGTON, CT

Committed to the vital role that community colleges play in preparing students for transfer to four-year colleges or to enter the workforce. Successfully engage the employer community, positioning the college as a valuable source of future industry leaders and an educated, skilled workforce. Promote an environment of inclusiveness, embracing the diversity of our students, faculty and staff. Reputation for maintaining and expanding the strong history of the college as a vibrant force in the community. Focus campus strategic direction on enrollments and student success. Take other decisive measures in line with the Governor's directive to increase enrollments in Advanced Manufacturing Technology, and increasing the number of partnerships with key employers and stakeholders.

- Pilot high-demand allied health certificates and develop new allied health degree programs at Asnuntuck; develop advanced manufacturing technology curriculum at Tunxis to meet employer needs.
- Set goals and establish accountability for proactive outreach, marketing and recruitment, resulting in the largest overall FTE increase of all 17 colleges and universities in the CSCU system for Fall 2016, and Spring 2017 (Asnuntuck); Fall 2017, guided Tunxis to achieve the largest FTE enrollment growth of any community college in the state.
- Consistently achieve operational budget goals for the colleges while fostering a culture of growth and continuous improvement.
- Leverage staff talent across both campuses as a cost saving strategy; reinvest saving by filling full-time faculty positions vacancies and hiring additional student support specialists.

- Creative sourcing of alternative revenue streams including but not limited to nearly \$1M in SNAP funding and the largest single donation, \$100,000, to the Asnuntuck Foundation.
- Oversee and direct more than \$50M in campus improvements including dramatic enhancements to campus security at both institutions, and construction of ACC's new 27,000 square foot Advanced Manufacturing Technology Center.
- Leverage ACC's geographic location in the "Knowledge Corridor" by spearheading a strategic pilot plan to build out-of-state enrollments and establish key regional and community partnerships with leading employers across Connecticut and Western Massachusetts.
- Act as college advocate identifying strategic career growth opportunities in finance, business, alternative energy and technology-based fields, achieving up to a 90% placement rate with major employers in the area.
- Support fundraising efforts by working with Executive Boards of Asnuntuck Community College Foundation and Tunxis Community College Foundation.
- Collaborate with Deans and Department Directors to achieve consensus on strategies to identify and meet the educational needs of students, employers and residents.
- Establish Women's Leadership Institute at ACC, and launch Civic Engagement Institute at TXCC.
- Build strategic partnerships with key external public and private-sector organizations, including area high schools, employers, Capital Workforce Partners, Department of Corrections, other state agencies, local colleges and universities, and peer CSU institutions.
- Pilot U.S. Department of Education Second Chance Pell Grant program at five Department of Corrections facilities, and administer the largest consortium grant ever awarded by the federal Office of Violence against Women (OVW).
- Support, promote and embrace multicultural diversity on campus.
- Create college-wide employee recognition programs; host Welcome Back event for faculty and staff at the start of each semester; lead the executive cabinet to serve a traditional holiday luncheon to faculty and staff.

#### **CHIEF FINANCIAL OFFICER / DEAN OF ADMINISTRATION**

##### **ASNUNTUCK COMMUNITY COLLEGE**

- Manage dual roles as Chief Executive and Financial Officer of the college, including oversight of the Business Office, Information Technology, and Maintenance Departments.
- Develop and manage the budget for campus operations, holding departments accountable for line-item budget expenditures.
- Develop budget; procure materials and equipment; implement budgetary and cost controls; plan capital and maintenance program, funding and income operations, and campus health and safety.

#### **ASSOCIATE DEAN OF WORKFORCE DEVELOPMENT & CONTINUING EDUCATION**

##### **ASNUNTUCK COMMUNITY COLLEGE**

- Lead and supervise operations of Workforce Development, Continuing Education, Business and Industry and Marketing divisions of the college. Accountable for performance of the Continuing Education Division, achieving 32% growth in 2009/2010 and sustaining 30% growth through 2010/2011.
- Evaluate labor market requirements and needs to assure that training and curriculum quality align with skills and training requirements of employers.
- Develop new programs and courses to address the ongoing academic and training needs of the region, with particular focus on employment growth areas in technology, manufacturing and healthcare sectors.
- Perform data analysis to determine cost benefits and return on investment of current programs.
- Expand the Continuing Education program from three Allied Health Programs to 11 programs. Broaden more than 90% of the Allied Health programs to include externships focusing on employer skills and training requirements, contributing to 80% job placement in the health field within six months following graduation.

#### **ADJUNCT INSTRUCTOR**

##### **ASNUNTUCK COMMUNITY COLLEGE**

- Instruct three distinct courses on campus: Statistics (three-credit course) and Career Exploration Skills (non-credit course) to Manufacturing Level 2 program students; and Essential Job Skills (non-credit course) to Allied Health students in the Certificate and Licensure Healthcare Career Programs.

#### **ROVING MENTOR, SKILLS FOR MANUFACTURING & RELATED TECHNOLOGIES (SMART)**

##### **ASNUNTUCK COMMUNITY COLLEGE**

- Develop and implement requirements and policies of the SMART Grant in accordance with grant framework and policies.
- Establish innovative combination Internship/On-the-Job Training (OJT) program with Capital Workforce Partners officials for students.
- Develop marketing materials to advance student employment and job retention.
- Implement post-graduate follow-up systems to gauge success by tracking employment retention.
- Support job development, placement and retention by creating a job bank, and by providing support services including counseling, job coaching, internships, OJT and placement assistance.
- Institute a Speaker Program to engage students in discussing employment and skills among student peers.

**OPERATIONS MANAGER**

2007 – 2009

PEPPERIDGE FARM / CAMPBELL SOUP COMPANY, BLOOMFIELD, CT

Direct operations for the company's flagship plant located in Bloomfield, Connecticut. Serve as a member of the Executive Staff Steering Committee and play key role in SAP Inventory Coordination as lead instructor. Track and use key performance indicators to evaluate performance metrics, and direct production and training operations for a 300+ personnel facility.

- Direct a multi-million dollar operating budget, and function as primary plant contact to external vendors and business stakeholders.
- Direct Lean manufacturing principles associated with Kaizen and Six Sigma initiatives for achievement of increased efficiencies, and direct training for SAP Inventory coordination.
- Design a training program for cycle counting procedures to comply with the Sarbanes-Oxley Act requirements.
- Direct product managers and supervisors for a 24/7 high-speed food manufacturing facility.

**OPERATIONS MANAGER / CONVERSION MANAGER**

2001 – 2007

PLASTIPAK PACKAGING COMPANY, EAST LONGMEADOW, MA

- Play key critical leadership role in the manufacture of rigid containers for the food and beverage industry; manage a multi-million dollar operating budget, achieving key performance metrics.
- Quality Assurance and Health & Safety Manager, ISO Management Representative and ISO 9001 Lead Workforce Instructor, responsible for implementing, managing, training and ensuring the safety of 150+ personnel working 24/7 shift operations.
- Ensure compliance to ISO 9001 standards, budgetary disciplines, 5s, GMP, HACCP, AIB and OSHA safety.
- Manage profit and loss, steering a strategic course for the company profitably during tenure.
- Direct all production, maintenance, engineering, quality personnel and plant operations.
- Train and mentor associates in environmental health and safety best practices and OSHA, EPA, state and local regulatory compliance.
- Oversee customer contracts and provide customer focused services in resolving complaints and issues.
- Manage customer product specifications control, and host customers on site.
- Schedule and direct all external customer and third-party compliance audits.

**QUALITY CONTROL & INTERNAL ISO 9000 LEAD AUDITOR**

1995 – 2001

JEN COAT, INC., WESTFIELD, MA

- Serve as resident technical expert for ISO 9000 International Organization for Standardization.
- Participate in testing performance measurements and testing for materials used in flexible packaging manufacturing processes.
- Contribute to development and maintenance of an ISO Quality System and Internal Audit System, ensuring the capability of the facility to produce and supply product at consistent quality levels.
- Registered ISO 9000 Lead Auditor, issuing corrective action requests and designing preventative actions using Statistical Process Control.

**OWNER & OPERATOR**

1989 – 1996

RETAIL AND SERVICE ESTABLISHMENT

- Grew business over seven-year period and then liquidated investment.

- Manage wholesale purchasing and distribution, customer service and customer relations, inventory control, retail sales, marketing and business development, and financial management.

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## EDUCATION

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**Doctor of Education**, Higher Education Leadership  
Nova Southeastern University, Abraham S. Fischler School of Education, Fort-Lauderdale, Florida  
**Master of Management**, Cambridge College, Cambridge, Massachusetts  
**AS in Business Management**, Holyoke Community College, Holyoke, Massachusetts

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## TECHNICAL TRAINING & CERTIFICATIONS

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**Certificate, Microcomputer Technology**, Holyoke Community College, Holyoke, Massachusetts  
**OSHA Authorized Trainer**, 29-CFT 1910 Regulations  
**Certified Microcomputer Technician** "Software and Hardware"  
**Certified Lead Auditor and Trainer** "ISO 9000 Lead Assessor and Auditing Principles"  
Competency in the necessary skills required to plan and conduct  
Quality System Audits to the ISO 9000: 1994 Standards.  
**Re-Certified Lead Auditor and Trainer** "ISO 9001 Lead Assessor and Auditing Principles"  
Competency in the necessary skills required to plan and conduct  
Quality System Audits to the ISO 9000: 2001 Standards.

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## PROFESSIONAL ACTIVITIES AND SPEAKING ENGAGEMENTS

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**Plenary Speaker**, plenary session of the American Association of Community Colleges and National Science Foundation's joint 24th National ATE Principal Investigators Conference in Washington, D.C., 2017  
**Featured Speaker**, Central Connecticut Chamber of Commerce's Economic Forecast Breakfast, 2018  
**Keynote Speaker**, Farmington Economic Development Commission's Business Breakfast, 2018  
**Invited Speaker**, Simsbury Bank West Hartford Advisory Board, 2018  
**Panelist**, Manufacturing, Workforce Development, and Education, hosted by Connecticut Economic Resource Center at the New England Air Museum, 2018  
**Panel Member**, National Assoc. of Workforce Development Professionals (NAWDP) Regional Conference, 2011  
**Panel Member**, New England's Knowledge Corridor 2015 "State of the Region" Conference, discussing the New England Council and Deloitte Consulting LLP report entitled: *Advanced to Advantageous: The Case for New England's Manufacturing Revolution*  
**Speaker**, Education and Workforce Development, NCCC Scholarship Awards ceremony 2011

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**Committee Co-Chair**, *Public Act No. 16-114, An Act Encouraging Middle School and High School Students to Consider Careers in Manufacturing, 2016/2017*  
**Team Chair**, NECHE Accreditation Visiting Team for a community college in Maine  
**Member**, Kappa Delta Pi, International Honor Society in Education  
**Member**, Epsilon Pi Tau, International Honor Society for Professions in Technology  
**Steering Committee Member**, New England's Knowledge Corridor  
**Board Member**, Asnuntuck Community College Foundation, Inc.  
**Board Member**, Tunxis Community College Foundation, Inc.  
**Board Member**, Capital Workforce Partners North Central One-Stop Operating Consortium Board  
**Member / College Representative**, North Central Connecticut Chamber of Commerce (NCCC)  
**Member**, Rotary Club of Enfield

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**2018 Recipient**, Shirley B. Gordon Award of Distinction, Phi Theta Kappa annual convention and centennial celebration, Kansas City, Missouri