

# REPORT OF THE FIRST ONE HUNDRED DAYS OF LEADERSHIP BY PRESIDENT TONY D. HAWKINS

## Listening & Learning: Dr. Hawkins' First 100 Days as President

Dr. Tony D. Hawkins, President of SUNY Broome Community College, made a commitment to spend his first 100 days in his new role actively listening and learning about the College's culture, strengths and connections to the community. To help guide Dr. Hawkins and the College through this transition, a committee of stakeholders was formed, known as the Presidential Transition Committee (PTC). With the committee's guidance, Dr. Hawkins hosted several open forums to hear thoughts, ideas and feedback from key stakeholders.

### Listening and Learning Open Forums

Sept. 12, 2023	Students Residence Halls
Sept. 14, 2023	Students
Sept. 26, 2023	Faculty/staff
Sept. 27, 2023	Faculty/staff
Oct. 5, 2023	Donor/alumni
Oct. 26, 2023	Virtual Open Forum
Oct. 27, 2023	Business Town Hall



Jan. 2, 2024

Dear Stakeholders of SUNY Broome,

It has been over a month since the completion of my One Hundred Days of Listening and Learning. I am moved by how much SUNY Broome means to the county and region, employees and community members, and students and alumni, our most admired constituency. I appreciate everyone's openness and honesty, and I am grateful to all who took time to attend a forum, send an email, and share a thought or two about the future. We are truly a wonderful community college.

My listening affirmed the College is open to new opportunities and ready for a transition. I heard about the many strengths, challenges, and opportunities for the institution, and will heed your advice for me as a president. This summary contains the themes from the comments shared and the steps going forward.

### **Five Themes from Listening and Learning**

**Purpose:** Generally, I heard support for the modern community college. It is inarguable that the COVID-19 pandemic has created challenges and opportunities for higher education to rethink nearly every aspect of its operations. Most open forum attendees believed the College needs to evolve to address struggles with post-COVID enrollment declines and focus attention on equity. SUNY Broome will continue to be a place where students can complete an associate degree and transfer to a four-year college or university or go directly into the workforce. However, I heard very clearly now is the time for something new. Community college students today represent vastly different starting points, academic goals, and timelines. They require new kinds of support programs and opportunities to be successful. Many are first generation college goers, adults with some college credit but without college degrees, students of color, immigrants, parents, and those maneuvering from poverty. SUNY Broome must be re-designed with these students in mind.

**Student Access:** SUNY Broome students are our most admired constituent and our greatest strength. We change lives by the excellent academic experiences we offer. This theme recognizes that modern community colleges exist to be inclusive, accessible, and student focused. But I must ask, are we truly accessible to all? Our programs should have several on- and off-ramps and enable credit mobility, including evening offerings and multiple modalities. Serving a diverse population is essential to our future.

**Student Success:** SUNY Broome has a strong, expert faculty. They are leaders in their fields and committed to student success. Equally as laudatory are the student development and engagement professionals and the support they provide outside of the classroom. In this area we will build upon our strengths to serve students better. We must demonstrate achievement and progress and tell a story of success in ways that are relevant and meaningful.

**Organizational Structure and Culture:** Clearly there are many opportunities for SUNY Broome to develop and evolve as an organization. During the virtual forum someone commented we are "stuck." The path forward includes a realigning of functions, updating policies, caring for employees, and planning for growth. We will modernize our buildings and automate many services. If we are to reach our full potential, we must make investments in the culture, be brave in our decision-making, and incentivize innovation. This theme is a commitment to transparency, psychology safety, and building trust.

**Community Connection:** Everyone agrees the workforce development mission is evolving very quickly. As the Community's college, we must build relationships and connections in Broome County and the Southern Tier. We must play our part in the future development of the region. There is a willingness for partnerships and outreach to expand educational and training opportunities. With more intentionality SUNY Broome can engage and mobilize with employers to reimagine the future and ensure effective responses to labor market needs. This is an extremely exciting time to be a member of this community.

**In addition to the open forums, I participated in other listening opportunities, meetings, and events during the first one hundred days. They included:**

Assemblywoman Donna Lupardo	Binghamton City Council Member Angela Riley	Binghamton Community College alumni at Rumble Ponies baseball game	American Association of Community College Trustees Annual Meeting
Assemblyman Joe Angelino	SUNY Presidents and SUNY Community College Presidents	Greater Binghamton Chamber of Commerce Leadership Alliance	SUNY President's Meeting with Chancellor
NYS Senator Lea Webb	Binghamton University President Harvey Stenger	Various members of the African American community (Faith leaders, retired IBM executives, community organizers, and Binghamton University staff/administrators)	Southern Tier REDC (Academic Group)
County Executive Jason Garner	Collective Bargaining leadership	BCSD Superintendent Tonia Thompson	SUNY Advocacy Day in D.C.
Deputy CE Michael Ponticciello (Physical Services)	Endicott Mayor Linda Jackson	SUNY Broome Student Leaders	Department chairs
Deputy CE Colleen Wagner (Human Services)	Binghamton Rotary	College Senate	Superintendent's Meeting
Legislative Chair Daniel Reynolds	Endicott Rotary	Girl Scouts of NYPENN Pathways	NENY Tech Hub Announcement
Binghamton City Mayor Jared Kraham	Broome Community College Foundation Board of Directors	Civic Engagement Advisory Board	Broome County Arts Council
Binghamton City Council	Greater Binghamton Chamber of Commerce		Amanda Spellicy, Regional Director, Senator Schumer's Office
Binghamton City Council President Giovanni Scaringi	EOP Students Welcome		

**I will continue to listen closely throughout the spring semester.**

**Next Steps:**

In Spring 2024, SUNY Broome Community College will embark on the exciting work of strategic planning for the institution's next three years. Strategic planning is a roadmap developed to meet the needs of our students and help the College set and reach its goals. The feedback gathered during the Presidential Task Force open forums will serve as a foundation for the strategic planning process. We are committed to keeping our stakeholders engaged and informed throughout this several-month process.

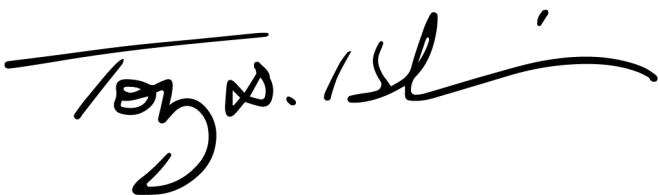
We will also administer an employee satisfaction survey during the spring semester. A satisfaction survey tool will allow us to gauge how employees feel about their jobs, experiences, workplace, and the overall organization. More information will be forthcoming. I strongly encourage all employees to participate.

Finally, we will continue our focus on improving the enrollment picture by executing the Strategic Enrollment Management (SEM) plan.

I heard your voices clearly. I am in a much better position to lead this organization thanks to the time spent. I promise we will make the transition of leadership necessary for SUNY Broome to serve the next generation of students going forward. Change will occur over time. You can be confident the period of listening and learning will continue as we move along.

Thank you for your patience throughout this exercise and your continued commitment to the success of SUNY Broome.

Sincerely,



Tony D. Hawkins, PhD  
President, SUNY Broome Community College

**Thank you to the Presidential Transition Committee Members for their support and the success of SUNY Broome**

Kathy Connerton, Lourdes Hospital President & CEO

Stacey Duncan, Greater Binghamton Chamber of Commerce President & CEO

Barbara Fiala, SUNY Broome Trustee

Kerry Gallagher, Director of Marketing, Communications & Public Information

Maureen Hankin, Chairperson of Dental Hygiene

Laura Hodel, Assistant Vice President for Human Resources and Student Finance

Sandy Gibble, Assistant Registrar

Michael Keenan, President of Fairview Good Shepherd Villages

Robyn Kopolow, Senior Account Clerk

Hiba Khan, VP of Student Affairs - Student Assembly

Scott Mastin, Broome County Department of Public Works Engineering Division

Dean Mario Ortiz, Dean of Decker School of Nursing

Karyn Moyer, Associate Professor - English Department

Ty Muse, Visions Federal Credit Union CEO

Anthony Paniccia, Delta Engineering

Angela Riley, Councilwoman, 3rd District City of Binghamton

Dr. Carol Ross-Scott, Vice President for Student Development & Chief Diversity Officer

Cathy Williams, Executive Director of the SUNY Broome Foundation

