

# PAUL R. WATSON II

Collaborative Leadership

Inclusive Educator

Student & Community Empowerment

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## EDUCATION

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2018, *Ed.D.*, Educational Leadership and Management with concentration in Creativity & Innovation – *Drexel University*, Philadelphia, PA

2011, *Advanced Graduate Studies*, Leadership Academy – *Massachusetts College of Liberal Arts*, North Adams, MA

2006, *M.S.*, Teaching and Curriculum – *University of Rochester*, Rochester, NY

2000, *M.S.*, Mathematics Education – *Syracuse University*, Syracuse, NY

1998, *B.A.*, Mathematics with Honors in addition to general honors of Magna Cum Laude – *Houghton College*, Houghton, NY

## CERTIFICATIONS

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Certified Labor Relations Leader (CLRL) – *Michigan State University*, East Lansing, MI

Certificate in Organizational Inclusion & Diversity – *Michigan State University*, East Lansing, MI

Peer Corps (Accreditation Peer Reviewer) – *Higher Learning Commission*, Chicago, IL

Executive Leadership – *Williamsport/Lycoming Chamber of Commerce*, Williamsport, PA

Innovation Engineering Green Belt® – *Eureka! Ranch: Innovation College*, Newtown, OH

## RELEVANT PROFESSIONAL EXPERIENCE

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January 2019 – Present                      Kellogg Community College                      Battle Creek, MI

Kellogg Community College (KCC): Public community college; 4,245 FTE; total operational budget of \$53 million; 95 FT faculty and 342 adjunct faculty, 103 employees; faculty bargaining union, 59 pre-professional transfer curricula, 37 associate degree programs, 25 certificate programs, 7 professional certifications.

*Vice President for Instruction: As the senior academic officer and accreditation liaison officer, provide strategic vision and leadership for the College's Instructional Division, directly supervise 8 staff, budget of \$23 million, and grant management totaling \$6,730,000.*

- Utilized Emsi reports to lead the development of quality curricula that meets current and emerging needs including ongoing design, delivery, and evaluation and setting academic standards within the context of Michigan's Guided Pathways Initiative.
- Ensured the hiring and development of qualified and diverse faculty and staff to assist in delivering quality instruction, with a focus on creating a sense of belonging within the learning environment.
- Managed operational portfolio in three counties including main campus, three regional centers, and a regional manufacturing and technology center. Articulated organizational vision – aligned with the college's strategic plan, that served to guide deans, department chairs and directors in their planning and decision-making.

- Orchestrated collaborative institutional assessment plan that resulted in development of Bruin Standard & comprehensive general education reform.
- Fostered responsibility and engagement in meeting College goals and measureable outcomes by demonstrating collaborative leadership through shared governance structures, open relationships with union leaders, partnerships with other divisions and staff, and authentically engaging with community partners. Maintained inclusive and open dialogues balanced with clear decisions and communications.

Accomplishments:

- Identified and supported five existing academic programs for online development and offering; coordinated efforts in establishing new consortial agreements e.g. with Michigan State University (MSU) leading to a Certificate in Food Processing, Technology and Safety or a Certificate in Agricultural Operations with an Associate in Agricultural Science; collaborated with internal and external partners to add four new degree programs serving workforce demands and community needs.
- Created and implemented professional development, activities, and awards centered on teaching and learning as well as full-time/adjunct faculty orientation programs.
- Successfully initiated, developed, and completed design plan and process for KCC's self-study efforts in preparation for reaffirmation of accreditation process.
- After focused ideation with campus constituents rooted in best practices, selected 11 of 42 proposed activities based on financial and time constraints to implement within the immediate academic year focused on improving college wide retention, persistence, and completion rates – in addition to performance of targeted populations based on review of disaggregated data e.g. led KCC's efforts in IHEP's (Institute for Higher Education Policy) Completion Initiative - Cohort 2 of Degrees When Due.
- Received NADOHE's – Institutional Excellence Award (2-year institution) Honorable Mention award as a result of capacity-building efforts on equity for staff and faculty.
- Successfully received multiple new grants from private, federal & state sources totaling \$5.2 million to fund student scholarships and services, support academic programs, and enhance infrastructure.
- Expanded KCC's Innovative Accelerated Credentialed Training (iACT) i.e. short-term training to equip students to fill positions in high-demand fields, such as manufacturing, phlebotomy, retail management, and nursing assistant.

July 2011 – December 2018

Pennsylvania College of Technology

Williamsport, PA

Pennsylvania College of Technology (Penn College): Special mission affiliate of Pennsylvania State University with focus on applied technology education; 5,055 FTE with 5,465 credit headcount and 6,813 non-credit; total operational budget of \$111,549,200; 298 FT faculty and 147 adjunct faculty, 578 additional employees; faculty bargaining union. Graduates - Bachelor's Degree: 55.15%, Associate's Degree: 41.57%, Other: 3.28%.

*Dean of Academic Success (January 2018 – January 2019): Assist VPAA in management of all (6) academic schools, library & gallery, supervise 16 support staff, budget of \$74 million, and grant management totaling \$530,000.*

- Provided direction within Academic Affairs (AA) on all processes related to the academic probation processes, adjudication of student complaints of fairness in the classroom and

allegations of academic dishonesty, and the development of support for academically at-risk students.

- Guided Policy development related to AA processes, led professional development initiatives for faculty and recognized faculty best practices in advising.
- Provided leadership, fiscal planning, and staff evaluation for all functions in the Academic Success Center and acted as a resource and advocate for students.
- Managed entire AA budget with approval and direction of VPAA. Directly supervised the coordination of processes related to faculty pay, instructional equipment, classroom furniture acquisitions, and renovations.
- Served as AA representative in hiring process for new faculty and administrators. Assisted in college and program accreditation process, especially with regards to writing and subsequent review. Represent the provost, president, or institution as needed in person, oral, or written communications to external entities.

Accomplishments:

- Budgeting expertise from prior positions successfully applied to all facets of complex AA budget. VPAA noted this strength in managing approximately \$74 million throughout all phases of budgeting cycle.
- Implemented evidence-based approach to improve outcomes with students on academic probation.
- Delineated proactive efforts to assist students showing signs of academic distress.

*Dean of Academic Services and College Transitions (July 2013 – January 2018): 25 support staff, 47 First Year faculty (mix of FT and adjunct), 68 Penn College faculty (dual enrollment) liaisons, budget of \$2.1 million, and grant management totaling \$750,000.*

- Coordinated and aligned first-year programs, recruitment and retention initiatives, outreach and communication plans to K-12, and both academic & nonacademic support services.
- Provided leadership, fiscal planning, strategic planning and assessment, faculty and staff evaluation for all functions in Academic Services, College Transitions, International Programs, Transfer Initiatives, and Academic Success Center.
- Led all initiatives of the First Year Experience (FYE) and Orientation (ORN) courses. Evaluated faculty and contractual requests.
- Supervised all aspects of the pre-enrollment process, including placement testing, reporting, pre-enrollment advising, and scheduling of new, transfer, and international students.
- Supervised development, execution, and assessment of programming and initiatives for designated special populations ensuring collaboration with appropriate offices. Managed aspects of multiple grants (e.g. Perkins), such as grant preparation, execution, and performance reporting.
- In collaboration with appropriate academic schools and departments, developed, implemented, and assessed special programs via outcomes assessment to assist under-prepared students in meeting necessary standards for matriculation.

Accomplishments:

- First year initiatives led a 9% increase in 1st year retention from 2013-2018, contributing to a 5% increase in 2-year Associate's degree graduation rate and a 4% increase in 4-year Bachelor's degree graduate rate over the same time period.
- Led Academic Success Center initiatives from 2011-2018 and witnessed total student usage of academic resources and supports rise from 44% to 56%.

- Accredited dual enrollment program grew from 429 to 1,297 participants, with a college matriculation rate of 25.8% after high school graduation.
- Initiated and assisted the Penn College Foundation in the writing of three grants to The Donald B. and Dorothy L. Stabler Foundation to generate \$1.53 million in scholarships for students. The three foci were transfer, nontraditional by gender, and matriculating dual enrollment students.

*Assistant Dean of Sciences, Humanities & Visual Communications – Programs (March 2012 – July 2013) - Assist in management of school; 82 FT faculty, 62 adjuncts, lead 4 support staff, budget of \$8 million, and grants totaling \$40,000.*

- Responsible for operational aspects of the school with an emphasis on implementation of daily school activities and budget. These included but were not limited to solving student issues, faculty/staff evaluation, management and instructional development, development and facilitation of on-going staff development and orientation for adjunct faculty and staff.
- Coordinated with the Dean on program evaluations and curriculum revisions for specified academic programs and defining budget parameters on an annual basis using enrollment projections, faculty and staff input, and institutional initiatives.
- Provided leadership to the Children's Learning Center, providing on-campus care and education for young children of campus constituents.
- Interfaced with all other schools and various offices in a concerted effort to assist students at various stages of the enrollment and matriculation process.

Accomplishments:

- Led faculty in standardization of social sciences introductory classes.
- Established the groundwork and introduction of the online Psychology minor.
- Led the addition of two emerging programs (Emergency Management and Industrial Design), relocation of two programs (Paralegal and Interactive Media) to another academic school and directed the phasing out of two programs no longer identified as high priority occupations.

*Director of Mathematics and General Education (July 2011 – March 2012) – 21 Mathematics faculty, 24 adjunct faculty.*

- Responsible for operational aspects of the school as related to activities within the Department of Mathematics, General Education curriculum, and the Math Testing Center.
- Provided oversight and direction to the mathematics department's assessment efforts, including the coordination of projects with the Office of Assessment, Research and Planning.
- Collaborated with the Advisement Center to coordinate the placement process and advised new students, parents, college faculty and staff related to placement issues. Addressed issues related to scheduling, course sequencing, placement, prerequisites, course substitutions, transfer courses, and change in majors.

Accomplishments:

- Led curriculum review for developmental mathematics sequence based on outcomes assessment.
- Laid groundwork for development of online remediation modules aligned with mathematics placement exam.

Fall 2006 – June 2011

Jefferson Central School

Jefferson, NY

Jefferson Central School: Rural public K-12 school with 302 students.

*High School Math Teacher/Mathematics (5-12) Coordinator/CDEP facilitator/K-12 Administrative Intern*

- Taught Math 7, Integrated Algebra, Geometry, Algebra 2, two CIHS courses (Pre-Calculus and Statistics), and served as advisor for Math Honor Societies (NYSMHS & MAΘ).
- Provided direction for overall curriculum plans, professional development, and district-wide initiatives to satisfy district goals and state requirements. Particularly, supervised 5-12 mathematics curriculum plans to ensure continuity between grade levels and preparation for state assessments. Asked to serve as mentor for neighboring district.
- Assisted in providing leadership at the instructional, organizational, student, fiscal, personnel, and community levels.

Accomplishments:

- Academic alignments & offerings contributed to district award from US News & World Report: America's Best High Schools, 2007, 2008, 2012.
- Prepared district mathematics plans for new Common Core alignment and was asked to serve as mentor for neighboring districts.
- Initiated addition of College in the High School (CIHS) offerings in Pre-Calculus, and Statistics. Site success led to invitation to serve on SUNY Cobleskill's Advisory Council for College in the High School.
- Facilitated new Math Honor Societies (NYSMHS & MAΘ) to recognize excellence and persistence in mathematics at differing levels.

May 2000 – May 2006

Houghton College

Houghton, NY

*Assistant Professor of Mathematics Education*

- Taught traditional mathematics classes, such as Pre-Calculus, Calculus I & II, Probability & Mathematical Statistics, Modern Geometries, Mathematics Applications & Issues, and Senior Seminar with an emphasis on using graphing and computing technology.
- Taught Math Methods class crucial to preparation for pre-service secondary teachers. Set up, supervised, and observed practicum & student teaching placements. Supervised department teaching assistants.
- Created applied mathematics curriculums that addressed topics such as Mathematical Modeling, History of Mathematics, and Integrating Technology in Mathematics Classrooms.

Accomplishments:

- Received student-nominated award "Who's Who Among America's Teachers (College)," 2004 & 2005.
- Served as Allegany County Chair of Association of Mathematics Teachers of New York State (AMTNYS) and provided expertise and professional development as needed in the county.
- Created applied mathematics curriculums that addressed topics such as Mathematical Modeling, History of Mathematics, and Integrating Technology in Mathematics Classrooms.
- Revitalized Mathematics Education program as part of Houghton College Teacher Education Program, curriculum, and marketing. All annual recruitment and retention goals were met 2001-2006.

Fall 1998 – Spring 2000

Syracuse University

Syracuse, NY

*Teaching Assistant*

- Taught MAT 121 & 122 (Probability & Statistics) using Minitab software & MAT 183 (Modern Mathematics i.e. components of Linear Algebra, Discrete Mathematics, Probability & Finance) using TI-83 graphing calculator, and linear programming and finance software.

Fall 2004 – 2018

multiple sites

NY & PA

*Adjunct Faculty Experience*

- Pennsylvania College of Technology (2011-2018) – FYE 101 (First Year Experience), MTH 005 & MTH 006 (developmental mathematics sequence), MTH 153 (Topics in Mathematics), MTH 190 (Pre-Calculus), MTH 230 (Applied Calculus).
- NYS Migrant Education Program: PASS Academy (2008-2010) - MATH 9-10.
- SUNY Cobleskill (2007-2009) - MATH 111 (Algebra), MATH 125 (Statistics), MATH 131 (Pre-Calculus), MATH 229 (Linear Algebra).
- SUNY Oneonta (2006-2007) - MAT 101 (Mathematics for the Liberal Arts).
- SUNY GCC - Genesee Community College (2004) - MAT 130 (Perspectives in Mathematics).

## RELEVANT AWARDS & PUBLICATIONS

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President’s Hall of Fame Award – inaugural “employee of the year” award for service to Kellogg Community College, 2022

National Association of Diversity Officers in Higher Education (NADOHE) – Institutional Excellence Award (2-year institution) Honorable Mention, 2020

Kappa Delta Pi – Alpha Theta Chi Chapter/Drexel University, 2018

Watson, Paul R. II. (2018). *An Explanatory Mixed-Methods Study of How First Year Students Perceive Their Creativity and Innovation at a College of Technology in Pennsylvania*. ProQuest Dissertations Publishing.

Pennsylvania Business Central Top 100 People, 2017

Departmental Endorsement, 2017 - Drexel University: School of Education Graduate Student Award for Outstanding Civic Engagement

PASS Academy: Outstanding Service and Dedication - NYS Migrant Education, 2009 & 2010

Watson, Paul R. II. (2009). Students Ask the Darnedest Things: Question 8: Why do we use radian measure instead of degree measure for angles? *NYS Mathematics Teachers*, 59(2), 12.

Watson, Paul R. II. (2009). Students Ask the Darnedest Things: Question 10: Is  $0.999\dots=1$ ? *NYS Mathematics Teachers*, 59(2), 13.

US News & World Report: America’s Best High Schools, 2007, 2008, 2012

Who’s Who Among America’s Teachers (College), 2004 & 2005

Houghton College Faculty Development Grants, 2003-2005

Housing and Urban Development (HUD) Best Practices Award, 2000 (Syracuse Housing Authority/Syracuse University Super Summer)

Watson, Paul R. II. (1998). *Minimal paths within an Isosceles Tetrahedron*. Houghton College Publishing.

Who’s Who Among Students in American Universities & Colleges, 1998

## RELEVANT PROFESSIONAL MEMBERSHIPS/SERVICE

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Council on Accreditation for Two-Year Colleges (CATYC) – Vice President & Executive Board, 2019 – present

*Quality Approaches in Education* (published by ASQ's Education Division) – Associate Editor

Association of American Colleges & Universities (AAC&U) – Project Kaleidoscope (PKAL) mentor, 2019 – present

Cyber Innovation Center's NSF-funded STEM Career Experience Advisory Council (Anniston, AL)

American Creativity Association (ACA) – member

National Association of Diversity Officers in Higher Education (NADOHE) – member

American Technical Education Association (ATEA) – member

Kellogg Community College – Infrastructure, Planning & Sustainability, Starfish Advisory, Guided Pathways, Academic Cabinet, President's Council, Audit & Finance Committee, Enrollment Management Cabinet, Assessment & General Education Reform Committee, Graduation Committee, Guided Pathways Committee, HLC Steering Committee, Health Strategy, Institutional Review Board, Threat Assessment & Behavior Intervention, Students of Color Taskforce

Pennsylvania College of Technology – Accessibility in Information Technology & Media Committee, College Council (elected governance position), Career Services Advisory Board, Behavioral Intervention Team, FYE Advisory Board, Connections Council, Transfer Advisory Committee, Business Process Improvement, Core Curriculum Assessment, SPIRIT (mental health task force), Minorities Lending Knowledge (adviser)

Pennsylvania Association of Career and Technical Administrators (PACTA) – past member

National Alliance of Concurrent Enrollment Partnerships (NACEP) – past Board of Directors & Governmental Relations Committee Chair

SUNY Cobleskill – past Advisory Council for College in the High School (CIHS)

Association of Mathematics Teachers of New York State (AMTNYS) – past County Chair

Sigma Zeta (National Honor Society for Mathematics and Science) – past Chapter President

## COMMUNITY SERVICE

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United Way of the Battle Creek and Kalamazoo Region – United Against Hunger, Chili Cook-off, Annual Giving Campaign

Voces – Executive Board, Hispanic Heritage Planning Committee

Calhoun County Broadband Task Force (created by Calhoun County Board of Commissioners)

Career Educational Advisory Council

Southcentral Michigan Comprehensive Economic Development Planning Group

Central Pennsylvania Workforce Development Corporation (CPWDC) – past Youth Council

SkillsUSA District 6 secondary competition, Governor's STEM Regional Competition, STEM Design Challenge featuring K'Nex Regional Competition – past judge

Lycoming County United Way – past Campaign Ambassador & Citizen Review Panel member

Williamsport/Lycoming Chamber of Commerce – past Education Committee

Loyalsock Township School District – past (elected) Board of School Directors: Academic Affairs, Student Activities, Tax Review, Facilities & Operations, Chapter 339 (Career Exploration Advisory)

#### SELECTED PROFESSIONAL ACTIVITIES\*

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November 2021                      NSSR 2021 conference                      virtual

- Participated in National Symposium on Student Retention examining the latest evidence-based research and practices.

November 2019 - present              CATYC conference                      KS & OH

- Participated in annual Council on Accreditation for Two-Year Colleges conferences for professional development and networking to promote quality standards and practices for accreditation that support the goals of the Higher Learning Commission.

June 2019                                  2019 Assessment Academy – Midpoint Roundtable              St. Charles, IL

- Participated in HLC mentor-facilitated program to advance KCC’s efforts to assess student learning. Networking opportunities provided exposure to best practices that support the goals of the Higher Learning Commission.

April 2019 - present                      HLC Annual conference                      Chicago, IL

- Participated in annual Higher Learning Commission conference with focus on preparation for reaffirmation of accreditation plan and process.

November 2018                              Middle States Commission on Higher Education              Washington, DC

*Presenter*

- “Ensuring Academic Integrity of Dual Enrollment through NACEP’s National Standards.”

2015-2018                                  NACEP    PA, CO & NM

*Presenter*

- Mid-Atlantic Conference - “Perkins in Practice: What is Working (and not) in CTE-Focused Concurrent Enrollment Programs.” Due to demand, requested to repeat as webinar for conference non-attendees.
- National Conference - Participated in accreditation, membership, and roundtable sessions. Served as Session Host.

April 2018                                      2018 Spring Perkins Regional Workshop                      Harrisburg, PA

*Presenter*

- Invited by Pennsylvania Department of Education to share best practices for state performance indicator related to student retention and transfer.

November 2017                              Bradford County                                      Towanda, PA

- Invited contributor to neighboring County Comprehensive 10 Year Plan - a vital tool for local communities to help identify key issues and develop strategies.

October 2017                                  Sussex County Community College                      Newton, NJ

- Presented “Credentialing to Match the Needs of the Workforce” at ATEA - Region 1.

August 2017                                  National Taiwan Normal University                      State College, PA

*Presenter*



- Invited guest of Penn State Education department to present frameworks, success, and challenges of implementing a First Year Experience course to visiting Taiwanese institution.

March 2017                                      College in High School Alliance                                      Washington, DC

- Successfully advocated for alliance in meetings with US Department of Education representatives, Rep. Glenn Thompson, Office of Sen. Pat Toomey, Office of Rep. Charlie Dent, and a congressional staff briefing. Advocated for new iterations and provisions in upcoming Perkins and Higher Education Act deliberations.

November 2016                                      Economic Development Roundtable                                      Williamsport, PA

- Contributed to Roundtable hosted by Sen. Bob Casey. Topics focused on future growth and challenges faced in Lycoming County.

November 2016                                      Chester County IU - Countywide 2016                                      Downingtown, PA

*Presenter*

- “Navigating Dual Enrollment” from higher education perspective. Participants explored three models of dual enrollment, associated costs of running a program, placement-testing requirements, and gained understanding of associated benefits.

September 2015                                      Teaching and Learning Assessment                                      Philadelphia, PA

*Presenter*

- “Communication as a Creativity Assessment in the Workplace: Voices from the Field.”

August 2015                                      Knowledge, Innovation and Enterprise (KIE)                                      Istanbul, Turkey

- Contributed to the “E. Paul Torrance International Roundtable on Creative Thinking” and the “Reisman Diagnostics Creativity Assessment Special Interest Group” via Zoom (online).

\*Additional professional activities available upon request.

## SELECTED MEDIA

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### [Dr. Paul Watson II - YouTube](#)

- Accreditation conversations, assorted topics & series e.g. *Musings & Dear Younger Me*

<https://twitter.com/PWatsonII>

<https://www.linkedin.com/in/dr-paul-watson-ii-74694585/>

[Upgrades at KCC’s Eastern Academic Center campus in Albion to be complete this spring - KCC Daily \(kellogg.edu\)](#)

[Memo to superintendents regarding dual-enrolled, early college students - KCC Daily \(kellogg.edu\)](#)

[KCC transitions to online instruction due to surge in COVID-19 cases \(battlecreekenquirer.com\)](#)

[KCC and Olivet College expand Nursing Program partnership - KCC Daily \(kellogg.edu\)](#)

[KCC introduces Bruin Standard as mark of excellent education - KCC Daily \(kellogg.edu\)](#)

[KCC seeks applicants for free phlebotomy training for Battle Creek residents - KCC Daily \(kellogg.edu\)](#)

[KCC, Albion College, Marshall Public Schools partner to create K-16 workforce pipeline \(yahoo.com\)](#)