

Joel Frater Bio

In addition to more than 20 years as a faculty member, Dr. Joel Frater brings substantive leadership and managerial experience as a college administrator; most recently serving as Dean of Student Services for Rochester Regional Health System's College of Health Careers (RGCOHC). In this capacity, he led a portfolio that included student counseling, registration and records, title IX, ADA, and strategic enrollment management. He collaborated with other administrators to develop new academic and student support programs, including Respiratory Therapy partnership with a Medical University, College Readiness program for nursing students, feasibility study in preparation for the launch of a Dental Assisting program, and the opening of three rural extension sites for nursing education.

From 2015-2020, Dr. Frater served Monroe Community College (NY) as Executive Dean of the Downtown Campus leading the strategic visioning and daily operations that included academic services (degree and certificate programs, pre-collegiate partnerships), student services (Enrollment and Financial Services, Advisement, Counseling, Community Engagement and Development, Campus Life, Wellness Promotion), facilities and finance. He led the Transition Team that oversaw the process of constructing a new \$78 million campus. Under his leadership, several academic programs and student success initiatives including drop-in childcare, family friendly study lounge, veterans lounge, food pantry, and multicultural center were implemented.

Dr. Frater served State University of New York, College at Brockport in several capacities, including Assistant Provost for Diversity, Director of the Institute for Engaged Learning, Middle State Accreditation Liaison Officer, Department Chair, and Associate Professor of Tourism Management. Also, he was American Council on Education (ACE) Fellow at Rochester Institute of Technology from 2013-2014.

Dr. Frater is an equity-minded, student-success-oriented, collaborative, innovative, engaged, and passionate leader. He enjoys building partnerships to catalyze regional economic and social development opportunities and supporting individuals to grow and reach their potential. He is a NY Governor's appointee as a State Commissioner of Parks Recreation and Historic Preservation, representing the Genesee Region. He chaired the Student Recruitment and Retention Sub-committee of the SUNY Diversity Taskforce that resulted in the System-wide Diversity Policy. He serves as Past Chair and is an Executive Committee member of the Rochester Downtown Development Corporation, board Chair of the Center for Government Research, Trustee and Finance Committee member of Coordinated Care Services Inc., Nomination Committee Chair and Finance Committee member of the PathStone Development Corporation board, and Trustee and Finance and Education Committee member of the Strong National Museum of Play. Dr. Frater currently

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serves on the Society for College and University Planning (SCUP) Council. He has presented nationally on matters related to institutional effectiveness, integrated planning and diversity, equity and inclusion.

Dr. Frater began his career as an Elementary school teacher in his native Jamaica. He earned a Doctor of Education in Sport and Recreation and Tourism Administration and a Master of Education in Therapeutic Recreation from Temple University in Philadelphia, PA. In 2010 he completed the Institute for Management and Leadership in Education (MLE) at Harvard University, and in 2011-12 the American Association of State Colleges and Universities (AASCU) Becoming a Provost Academy.

Joel Frater

February 9, 2024

Roxbury Community College
1234 Columbus Avenue
Roxbury Crossing, MA 02120

Dear Roxbury Community College Presidential Search Committee:

I am pleased to submit this letter of candidacy and curriculum vitae in application for the position of President of Roxbury Community College (RCC). As a first-generation college student, I very much value the doors a college education opens for people of diverse backgrounds and means. My own success was enabled by hard work and graduate fellowships, along with a strong support network. As you might imagine, an opportunity like RCC offers speaks loudly to me, given my professional journey and experience working in a collective bargaining higher education system, where I have served as departmental representative to the union as well as in non-unionized administrative roles. Also, I am applying for the position based on my excitement leading in new, dynamic, and fluid environments where a culture of excellence, access, persistence, success, community engagement and partnerships, and being responsive to workforce development needs are success factors. My review of the institutional profile convinces me that RCC is rooted in cultivating the next generation of innovators, which I believe is essential in the pursuit of an impactful and sustainable agenda in higher education.

In addition to more than 20 years as a faculty member, I bring substantive leadership and managerial experience as a college administrator; currently serving as Dean of Student Services for Rochester Regional Health System's College of Health Careers (RGCOHC). Reporting to the president, I provide leadership for the offices of student counseling, registrar, title IX, ADA, advising, student success and strategic enrollment initiatives. RGCOHC is part of a healthcare system comprising nine hospitals, 19,500 employees and a \$3.5 billion operating budget. I served Monroe Community College (MCC) as Executive Dean of the Downtown Campus from 2015-2020 when my position became one of seventy-five eliminated due to COVID-19. In this capacity, I was a member of the President's Cabinet and the senior administrator for a full-service campus that enrolled over 2,000 students, employed 250 individuals and is home to the Economic and Workforce Development Center. MCC is a multi-campus League for Innovation in the Community College Board member and Guided Pathways institution that operates under a "one college" service model. At the time of my departure, MCC enrolled 11,500 credit and 29,500 credit/non-credit, offered more than one hundred academic programs, employed more than 1,600 and had an operating budget of \$121 million dollars, \$15 million of which was allocated to the Downtown Campus. Also, MCC is home to the Public Safety Training Facility, a joint venture between the College, County, and City of Rochester.

Prior to joining MCC, I served as Assistant Provost for Diversity at State University of New York (SUNY) at Brockport for seven of my 20 years tenure. In this capacity, I participated in all aspects of Academic Affairs, including budget planning and management, academic planning, strategic planning, and assessment. I provided leadership for campus-wide diversity initiatives, and the Institute for Engaged Learning. From 2009-2013, I provided leadership for Middle States Accreditation. I led the development of a strategic plan for diversity, founded the College's Diversity Conference, established the culturally responsive teaching series, completed the first comprehensive campus climate study to assess the living, learning, and working environment and instituted the Diversity Score Card as a method of assessing student achievement.

With my experience at Rochester Regional Health, MCC and Brockport, service as an Executive Mentor in the St. John Fisher College Ed.D. program, being a 2013-14 American Council on Education (ACE) Fellow in the offices of the

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President and Provost at Rochester Institute of Technology (RIT), president of a nonprofit organization, and past Board Chair of the Rochester Downtown Development Corporation, I would bring well-rounded experience as well as a diverse perspective to the role of President. As you review my credentials, I hope you will agree that my experience and accomplishments are a good match for the mission and character of RCC; and are aligned with your desire for a “dynamic, entrepreneurial, and visionary leader with proven skills, capacity, and passion to serve as your next president.” The following paragraphs further illustrate how my qualifications and experiences relate to this position.

One of my strengths as a leader is my ability to dissect complex systems and work collaboratively to derive solutions that align with the vision, mission and purpose of the institution. I served as a member of MCC’s Emergency Operation Center (EOC) and the Executive Policy Group (EPG) as we retreated from campus in March 2020 and pivoted to 100% remote instruction. This required **enhancements in our technological infrastructure** to accommodate increased demand, despite MCC being a leader among SUNY Community Colleges in online delivery of instruction. At RGCOHC, we successfully implemented a full return to face-to-face instruction in April 2021. *Mitigating COVID-19 losses with Higher Education Emergency Relief Funding (HEERF) has provided short-term relief and the opportunity to continue to ask: How have student and employee post-pandemic expectations for teaching and learning changed? How are we building capacity to fully engage in alternative instructional delivery methods such as hybrid, remote and online? In light of inflationary pressures triggered by COVID-19, how are we strategizing to enhance employee experience? What employee professional development is necessary to succeed in the new normal?*

Over the years, I have applied my skills as a **Certified Strategic Planner** through the Society for College and University Planning (SCUP) to help lead the development and implementation of MCC and the Center for Government Research strategic plans. I facilitated the development of the strategic operational plans for the MCC Downtown Campus and the Rochester Downtown Development Corporation (RDDC). I have been a champion of **data-informed decision-making** to guide strategic initiatives. I applied this skill in my role as **Middle States Accreditation Liaison Officer** at SUNY Brockport where I ensured that the College complied with Middle States guidelines. I co-chaired the steering committee comprised of personnel from all college units and divisions that brought about the College’s successful (2012) decennial reaffirmation with the Middle States Commission on Higher Education. I served on the Middle States focus groups that informed the reduction of standard from 14 to seven. I was engaged in leading RGCOHC through Accreditation Commission for Education in Nursing (ACEN) and Accreditation Bureau of Health Education Schools (ABHES) accreditations. *These skills will be needed as RCC’s new president “provide strategic vision and entrepreneurial leadership.”*

Strategically enhancing programmatic offerings to ensure academic excellence has been an essential element of my leadership portfolio. To yield more efficiency in **Academic Services**, MCC contracted with Gray Associates to provide a market demand analysis. I was a part of a team that worked with Gray to help us grow enrollment through program optimization, analysis of the market demand for existing and new academic programs and make recommendations for course locations and delivery models. This work includes the evaluation of student demand, employment opportunities, and competition. The Economic and Workforce Development Center at MCC has generated a series of quarterly reports of key workforce development indicators in our 9-county region. One such analysis identified the health care sector as having a significant skills gap. After further consultation with healthcare industry partners and an identification of the skill level needed to fulfill the most pressing need, the Office of Executive Dean and Workforce Development Center partnered to launch the Certified Nursing Assistant (CNA) program.

I have a track record of **servicing as a visible ambassador and strengthening my institution’s regional standing**. I am a NY Governor’s appointee as a Genesee Regional Commissioner of Parks Recreation and Historic Preservation. As Executive Dean, I served as Chair of the 45-member board of the Rochester Downtown Development Corporation (RDDC). RDDC engages in advocacy for economic development and market tracking of \$2.5 billion in downtown economic investments underway since 2000. I served as a board trustee of ROC2025; charged with raising \$25 million in private sector funding to catalyze downtown economic initiatives. \$10 million was raised in the first year. I served as a member of the ROC the Riverway Management Entity Workgroup charged with establishing the appropriate management structure for a \$50 million NY State Regional Economic Development Council investment in waterfront development in Rochester. *This level of external engagement has been a conduit for MCC and RGCOHC to build economic and workforce development partnerships and friend-raising, and I am poised to lead an even greater level of engagement as RCC’s President, as the institution seeks to “identify new and strengthen existing partnerships and relationships with multiple constituents”*

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I have years of experience **elevating partnerships with K-12 and college/university partners.** SUNY Seamless Transfer laid the foundation for articulation agreements within the system, but it also provided a gateway to other educational partnerships. In recognition of the critical role of the K-12 pipeline, in addition to a dual enrollment program that served over 4,000 students, Monroe participated in a two-year temporary co-location of a Rochester city high school on campus. This partnership generated approximately \$1.3 million in revenue, but more importantly, yielded an 87% graduation rate, up from 74% with **54% of these graduates continuing their college education at MCC.**

I possess the **financial acumen to develop new revenue streams and ensure existing resources are allocated appropriately** as reflected in multiple aspects of my daily work as executive Dean. As a member of the institution's Budget Development Team that set priorities for the \$121 million budget, inclusive of the \$15 million Downtown Campus budget, and the MCC Association Finance Committee, I was keenly aware of the need to be a steward of existing resources and a champion for new revenue streams. We worked diligently to balance the institutional budget and ensured that the fee-based component of the budget was equitably allocated to various auxiliary services managed by the Association. Also, as a board trustee, I serve on the Finance Committee of three organizations.

I am a successful and innovative fundraiser, adept at advocating for the College and working with county and state representatives and the Foundation Board to grow resources. I was co-author of a \$600,000 SUNY grant that funded the Rochester Integrate SUNY Excels (RISE) program. I had a long history of working with the MCC Foundation to raise revenue and identify funding priorities for the institution. The Foundation transferred \$1.5 million to the college to support over eight hundred scholarships. I worked with the foundation to secure funding for an endowed scholarship from a neighboring manufacturing company, a large corporation for the funding of SingleStop, and from a family foundation to add a Multi-cultural Center. Also, as a Board Trustee and Finance Committee member for the Strong National Museum of Play, we recently closed a capital campaign that raised over \$74 Million for the museum expansion project. *Continuing to focus on resource development would go a long way in building capacity to cultivate strategic partnerships and strengthen college programs and services.*

As Executive Dean, I served as **senior administrator for the strategic visioning and daily operations of a branch campus** to include, academic services (degree and certificate programs, pre-collegiate partnerships), student services (Enrollment and Financial Services, Advisement, Counseling, Community Engagement and Development, Campus Life, Wellness Promotion), facilities and finance. I led the Transition Team comprising faculty, staff, students, County construction managers, architects, and engineers, who oversaw the process of **constructing a new \$78 million campus** that adhered to the principles of being "on time, of high quality and on budget", while ensuring compliance with State and County construction, procurement, and financial regulations. I led the negotiations for a lease extension in our then, \$4 million/year leased campus and presided over the grand opening of the new campus.

I have been a leader in **advancing strategies to grow student recruitment, enrollment, and retention.** MCC was one of the thirty charter participants in the **Guided Pathways Project.** Guided Pathways has since been fully integrated campus-wide. MCC was awarded two major grants from the State University of New York (SUNY) to lead the implementation of Guided Pathways throughout its community colleges. In response to declining enrollment and data showing that community college students, including ours, face basic needs insecurities that impact retention and completion, I partnered with internal and external constituents to implement student success initiatives that include drop-in childcare, technology enhanced family friendly lounge, a food pantry, Dreamkeepers (a micro-grant program), Save for Success (an 8:1 matching fund), and SingleStop. A pilot program through which Rochester Transit Service (RTS) universal bus passes were awarded to 60 SingleStop students, grew into a transportation agreement whereby all full and part-time MCC students paid a transportation fee and were eligible to ride any RTS bus with a swipe of their student ID. *The above examples are consistent with RCC's desire for the President to "make the advancement of student support services a top retention priority."*

I possess the skills to fully advance RCC's **commitment to diversity, equity, and inclusion in every area of the college.** I served as a member of and chaired the student recruitment and retention sub-committee of the SUNY Diversity Taskforce that developed the system-wide diversity policy. In response to a major racial incident on MCC's campus, I chaired the Equity Taskforce that resulted in the appointment of a permanent Chief Diversity Officer, cultural competency training, the addition of the Downtown Campus PRISM Multicultural Center, and the application of new

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employee recruitment and retention strategies. One of the greatest opportunities for improvement in the community college sector is **closing the equity gap** in student outcomes. At MCC, we launched the men of excellence program to provide male students of color with the skills necessary to navigate successfully in and outside the classroom through academic, professional, and social support. *This underscores the need to bring to scale the Integrated/ Wrap-Around Service Model that Men of Excellence is built on.*

In the capacities described above, I have drawn on **effective communication and interpersonal skills, high emotional intelligence, active listening with a sense of humor and humility; and being visible, approachable, engaging, compassionate, and empathetic.** I reinforce a sense of community through active listening and collaborative leadership, from my days as department chair working with faculty on their innovations in teaching and scholarship, to my recent roles as Dean and Executive Dean, working laterally with President's cabinet members and hierarchically with Boards of Trustees. I have been able to build on and foster strong intra and inter-group synergies through my caring commitment to human resources and a natural diplomacy. I have been actively involved as a faculty member and an administrator in promoting a culture of shared governance. I look forward to the opportunity to engage in a dialog with you about my qualifications and any questions you may have.

Sincerely,

Joel Frater, Ed.D.

A handwritten signature in black ink, appearing to read "Joel Frater", with a long horizontal flourish extending to the right.

EXPERIENCE OVERVIEW

An accomplished administrator with more than 28 years of experience in leadership, teaching, strategic visioning, professional development, budget development and management, and operational planning. A person recognized for collaboration, facilitating dialog on difficult subjects, initiative-taking decision making, modeling inclusive excellence, deriving equitable outcomes, managing complex organizational systems, and driving impactful evidence-based results. A proven leader with an inspiring and exemplary executive presence, capable of blending big picture viewpoints with tactical considerations to inspire, build trust, and achieve desired outcomes.; currently serving as Dean of Student Services for Rochester Regional Health System's College of Health Careers.

Feb. 2021-Present: Rochester Regional Health System, Rochester General College of Health Careers (RGCCHC). RGCCHC is part of a healthcare system comprising nine hospitals, 19,500 employees and a \$3 billion operating budget, and provides nurse education for over 300 students.

- **Dean of Student Services:** Reporting to the president, I provide leadership for the offices of, student counseling, registrar, title IX, ADA, advising, student success and strategic enrollment initiatives.

2015-2020: Monroe Community College, State University of New York

- **Executive Dean, Downtown Campus:** Reporting to the president, was a member of the president's Cabinet and served as senior executive for the strategic visioning and daily operations of an urban branch campus to include, academic services (degree and certificate programs, pre-collegiate partnerships), student services (Enrollment and Financial Services, Advisement, Counseling, Community Engagement and Development, Campus Life, Wellness Promotion), facilities and finance. Led the transition team that oversaw the process of constructing a new \$78 million campus and vacating the existing leased campus, while ensuring compliance with State and County construction and financial regulations. Member of the Executive Leadership Teams managing the COVID-19 pandemic.

1995-2015: The College at Brockport, State University of New York

- **2008-2015:** Academic Affairs, Assistant Provost for Diversity & Director, Institute for Engaged Learning; Middle States Accreditation Liaison Officer; Associate Professor, Recreation and Leisure Studies; **2004-2010,** Chairperson, Department of Recreation and Leisure Studies.
- **2000-2008** Graduate Coordinator, Department of Recreation and Leisure Studies.
- **August 2012-Present:** St. John Fisher College, Executive Mentor, Executive Leadership Doctoral Program.
- **August 1994-August 1995:** East Carolina University, Lecturer, Department of Recreation and Leisure Studies.

EDUCATION

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.

POST DOCTORATE PROFESSIONAL DEVELOPMENT

2013: American Council on Education (ACE) Fellowship, offices of the President and Provost, Rochester Institute of Technology (RIT).

2011: American Association of State Colleges and Universities (AASCU) Becoming a Provost Academy.

2010: Harvard University, Institute for Management and Leadership in Education (MLE).

ADMINISTRATIVE RESPONSIBILITIES AND ACCOMPLISHMENTS

Feb. 2021-Present: Rochester Regional Health System, Rochester General College of Health Careers

Responsibility

Dean of Student Services: Reporting to the president, provide leadership for the offices of admissions, student counseling, registrar, title IX, ADA, strategic enrollment management initiatives, and IT applications.

Accomplishments

- Implemented the Integrated Service Model with a focus on a “one-stop” approach to on campus and online service to students, and cross-training of staff.
- Collaborated with staff to align student services functions with accreditation standards that led to a successful ABHES initial review and site visit.
- Developed key performance indicators for student services and implemented policies such as leave of absence, withdrawal, grievance, and academic conduct.
- Finalized an agreement with a Medical University to utilize space on campus to offer a BS degree in Respiratory Therapy.
- Wrote proposal for a program that serves as a college readiness “on ramp” for students seeking to ease the transition into the nursing programs.
- Secured \$25,000 start-up funding and \$7,500 private funding for transition program
- Worked with the Foundation to identify potential long-term funders, one of which has donated \$1.5 million.
- Developed Student Services Framework for three rural hospital locations where nursing courses will be offered beginning spring 2022.

2015-2020: Executive Dean, Downtown Campus, Monroe Community College, State University of New York

Responsibility

Reporting to the President, served as senior administrator for the strategic visioning and daily operations of an urban branch campus to include, academic services (degree and certificate

programs, pre-collegiate partnerships), student services (Enrollment and Financial Services, Advisement, Counseling, Community Engagement and Development, Campus Life, Wellness Promotion), facilities and finance.

Accomplishments

Facility Development and Management:

- Led the Transition Team that oversaw the process of constructing a new \$78 million campus while ensuring compliance with State and County construction and financial regulations.
- Negotiated the termination of a \$4 million per year long-term lease and execution of a \$1.6 million short-term lease extension in our then leased campus.
- Presided over the grand opening of the new campus following two years of construction.
- Completed a strategic operational plan for the new campus.
- In collaboration with, our Economic and Workforce division, County, and industry partners, entered the architectural design phase of an \$11.4 Million renovation for the addition of lab space for robotics, mechatronics, and an expansion of P-Tech partnerships.
- Secured Family Foundation grant to fund space renovation for the PRISM Multicultural Center.

Student Success Strategies:

- Added Community Engagement and Development department within Student Services.
- Completed pilot program with Rochester Transit Service (RTS) that provided data to justify a more comprehensive transportation agreement that gives all students access to RTS transportation with the swipe of their ID card.
- Launched SingleStop, Save for Success and Dreamkeepers to address emergency service and funding needs of students as a retention strategy.
- Opened Food Pantry to address food insecurity among students.
- Engaged with the Foundation to secured funding for the North American Brewery endowed scholarship.
- Partnered with ESL Credit Union to launch the ESL Scholarship and Internship program.
- Worked collaboratively as a member of the Enrollment Building Strategies committee, to develop and launch “Return to Complete,” a debt deferment and partial forgiveness program for students who have stopped out because of their unpaid debt.
- Secured Foundation grants to renovate space for drop-in childcare and a technology enhanced family friendly lounge.

Academic Programs and Services:

- Partnered with Workforce Development Center to launch Certified Nursing Assistant (CNA) and Home Health Care (HHC) programs.
- Collaborated with the Academic Dean to launch the Early Care Certificate program through the Department of Education and Human Services.
- Established the Teaching and Creativity Center to meet faculty professional development needs.
- Implemented the Shared Advisement Model in support of our Guided Pathways initiative.
- Secured a \$600,000 grant in collaboration with SUNY Rochester Educational Opportunity Center and a four-year institution and launched the Rochester Integrated SUNY Excels (RISE) network.

Budget Development and Management

- Worked as a member of the budget planning committee to set spending priorities for the \$121 million budget.

- Closed a \$4 million budget gap in my role as a member of the budget planning committee.
- Completed the \$78 million campus construction project within budget.
- Set spending priorities for \$15 million Downtown Campus budget allocation, in collaboration with campus departments and the budget office.
- Developed the \$1 million Downtown Campus Student Services budget in conjunction with the Dean of Students Services.

Institutional Strategic Initiatives

- Chaired the Equity in Hiring Taskforce that resulted in the hiring of the Chief Diversity Officer, implementation of employee professional development program and updated employee recruitment and retention plan.
- Served as a member of Strategic Planning Steering Committee that resulted in board approval of current strategic plan.
- Developed and implemented two leadership development programs for employees.

External Relationship:

- Chaired the 45-member board of the Rochester Downtown Development Corporation (RDDC), an advocacy organization that engages in economic development and market tracking of \$744.25 million in downtown economic investments, including securing \$2 million Federal, State, and private funding for the first Kitchen Incubator in Monroe County to foster food industry entrepreneurship.
- Secured funding for an endowed scholarship from a neighboring manufacturing company.
- Negotiated agreement that resulted in the temporary co-location of a high school on campus, yielding \$1.3 million in revenue.
- Launched the Pathways to Academic Support and Success (PASS) program in Collaboration with the Office of the Mayor of Rochester. This program gives community members who have been disengaged from the higher education system the opportunity to engage in informational sessions about the various resources available to them should they choose to attend MCC.

2008-2015: Assistant Provost for Diversity, Academic Affairs, The College at Brockport, State University of New York (SUNY)

Planning

Responsibility

Reporting to the Provost, provided strategic leadership for the college's diversity program, with a focus on assessment, accountability, and implementation of the college's diversity goals, which included benchmarks for access and equity across campus, campus climate improvement, community outreach, curriculum transformation, professional development, quality programming, and recruitment and retention of students, faculty, and staff.

Accomplishments

Diversity Initiatives

- Served as a member of the SUNY Diversity Taskforce and chaired the Recruitment and Retention Sub-committee, resulting in Board approval of the System-wide Diversity Policy.
- Developed and implemented a leadership model (Inclusive Excellence) for campus-wide diversity initiatives.
- Updated the strategic plan for diversity to align with 2011-2016 institutional strategic plan and collaborated with deans and other senior leaders to develop unit level diversity benchmarks for the 2011-2016 strategic plan.

- Launched and completed the first comprehensive Campus Climate study in more than a decade.
- Published the Annual Diversity Report that captured a multifaceted set of campus-wide accomplishments.
- Reconstituted the college-wide Diversity Committee to ensure broad representation, including students.
- Developed staff diversity recruitment plan which resulted in participation in the Compact on Faculty Diversity and establishment of the Presidential Fellowship that resulted in the hiring of two post-doctoral fellows per two-year funding cycle.
- Chaired the annual Diversity Conference as a signature educational platform for students, employees, and the community to highlight their contribution to the body of knowledge.
- Served on the Hispanic Student Recruitment Taskforce and chaired the Diversity Recruitment and Retention committee. The strategies developed contributed to an increase in underrepresented first-year enrollment from 10.6% in 2009 to 22% in 2014 and among transfer students an increase from 16.4% in 2009 to 23.3 % in 2014.
- Implemented the Culturally Responsive Teaching series focused on developing faculty skills to incorporate diversity into the curriculum.
- Established the Diversity Engagement Award to incentivize faculty collaborative research and diversity engagement with students.
- 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, resulting in board approval of the plan.

Assessment

Co-chaired the Middle State Decennial Reaffirmation Committee resulting in the decennial reaccreditation of the institution. Led a steering committee and seven sub-committees comprising one hundred 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.

Academic

- Completed an organizational restructuring of the division of Academic Affairs to accent our core academic strengths, in collaboration with members of the Provost's senior leadership team and shared governance bodies.
- Served as a member of the Provost's senior leadership team and with members of the College community to revise the general education program to promote interdisciplinary teaching and learning.

Budget

- As a member of the Budget and Resource Committee, aligned institution resources with strategic priorities.
- 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.
- As a member of the provost's senior leadership team, set spending and investment priorities related to the divisions \$55M budget.
- Monitored monthly expenditures related to the divisional budget and maintained a balanced budget and build reserves in select line items.

Development & External Relations

- Worked with Advancement staff to identify prospects for strategic diversity initiatives.
- Contributed to the development of case statement for the College's first Comprehensive Campaign.
- Participated in campaign-related events and activities leading to the successful completion of the comprehensive campaign.

2012-15: Director, Institute for Engaged Learning, The College at Brockport, SUNY

Responsibility

Developed the organizational, budgetary, and operational framework for the Institute for Engaged Learning spanning the divisions of Academic Affairs, Enrollment Management/Student Affairs, and Advancement as a portal for students who are searching for a challenging extracurricular experience that fits their interests. Staff at the Institute work with students to identify their goals and aspirations, then collaborate with them to identify programs and opportunities include study abroad, internships, collaborative research with faculty, and living learning communities.

Accomplishments

- Formalized the Leadership Development Program in conjunction with other founding members of the Student Leadership Taskforce.
- 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 and administered funding and provided leadership for the Summer Undergraduate Research and the Glen Goldberg Internship Scholarship programs.
- Received grant funding and implemented the Learning And Understanding New College Home (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."
- Developed the proposal that resulted in increased funding for the Brockport Foundation Undergraduate Research program.
- Established the Roland Fontaine Faculty Student Engagement and the Academic Advisement awards.
- Instituted the Service-Learning Grant to support faculty-student engagement in teaching and learning outside of the classroom.

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

Responsibility

Engage in a customized learning experience that allowed me to participate in the full range of institutional leadership, exploration of culture, policies and decision making in areas 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.

Accomplishments

Council of Fellows

- Elected to the Board and served on the Executive Committee to complete the strategic plan.
- Chaired the Professional Development Committee and served as panelist & moderator during Council of Fellows and ACE Annual Meeting programs.
- Serve as mentor for incoming Fellows.
- Spearhead application review and interviews for incoming class of Fellows.

Host Institution

- Overhauled strategies for diversity, student support, performance standards, and evaluation.
- 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.
- Develop institution-wide strategies for achieving selected student achievement benchmarks and bridging achievement gaps, as a member of the Student Success Committee.
- Served on the Curriculum Innovation Taskforce for strategic planning to develop strategies and make recommendations for contemporary and mission-centric curriculum development.

Other

- 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.
- Successful completion of the Society of College and University Planning Institute (SCUP) Integrated Planning certificate program.

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

Responsibility

- Serve as liaison between the department and the Dean to oversee the daily progress toward achieving teaching, research, and service goals as set out in the department's plan. Planned, allocated and managed the departmental budget and other resources. Reviewed personnel files and made recommendations for appointment tenure and promotion and Discretionary Salary Increase (DSI).

Accomplishments

- Completed the department's strategic planning initiative.
- Presided over the reaccreditation self-study process and represented the department at the Council on Accreditation hearing, leading to reaccreditation.
- Recruited new faculty and implemented a new mentoring program.
- Provided leadership for development, implementation, and maintenance of academic programs, including the development and implementation of the new Tourism Management concentration.
- Developed 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.
- Spearheaded the development and implementation of a five-year assessment plan including the development of appropriate assessment metrics.

- Implemented 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

Responsibility

As a member of Graduate Council, engage in long-range planning and daily oversight of the graduate program including application review, admissions recommendation, curriculum development, recruitment, and marketing.

Accomplishments

- Published a graduate student handbook.
- Completed content analysis of all courses, leading to curriculum revision.
- Served as a member of Graduate Council and provide input to consultants to review the College's graduate portfolio.
- Developed and implemented marketing strategy that resulted in increased head from two to thirty students.

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.

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.
- **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.
- **1998:** Frater, J.L. The economic impact of tourism: Jamaican residents' perceptions. *Visions in Leisure and Business*, 17 (1), pp. 23-36.

Selected Presentations

- **2022:** Frater, J.L.; Avalone, V. Reimagining integrated planning through inclusion and transformation: Society for College and University Planning Annual Conference, Long Beach, CA
- **2020:** Frater, J.L.; Mangelsdorf, S.; Jacobson, J.; & Battles, D. How the pandemic is affecting local colleges and universities, Connections with Evan Dawson, *WXXI Radio*.
- **2020:** Frater, J.L. & Ayers, K. Leading community colleges through COVID-19, *ACE Webinar*.
- **2020:** Frater, J.L.; Castorina, C.; Crawford, C. Terrell-Powell, Y.; Rienhart, S.; Wigginton, V. Multi-institutional collaboration in support of closing the equity gap: *League for innovation in community college conference*, Seattle, WA.
- **2019:** Frater, J.L.; Custodio, A. Growing Affordable Leadership Development Programs as a Strategic Imperative, *Community College Business Officers Annual Conference*, Fort Worth, TX.
- **2019:** Frater, J.L.; Avalone, V. The Strategic plan: A catalyst for student success: *Society for College and University Planning Annual Conference*, Seattle, WA.
- **2019:** Frater, J.L.; Kress, A.; Custodio, A.; & Sine-Kinz, K. Can't afford leadership development programs, grow your own, *American Association of Community College Annual Conference*, Orlando, FL.
- **2019:** Frater, J.L.; Avalone, V. The strategic plan: Optimizer of student success and outcomes: *League for innovation in community college conference*, New York, NY.
- **2019:** Frater, J.L.; Rambish M.; Dean, Evans S; & McKinsey-Mabry K.; Integrating Early College High School into College Guided Pathways Culture, *League for innovation in community college conference*, New York, NY.
- **2018:** Frater, J.; Navigating racial discord on college campuses: Reframing institutional culture through the equity and inclusive excellence lens, *SUNY Brockport Annual Diversity Conference*, Brockport, NY.
- **2018:** Frater, J.; Responding to racist messages on college campuses: The role of Faculty Governance, *SUNY University-wide Faculty Senate Annual Meeting*, Buffalo, NY.
- **2018:** Frater, J.; Navigating the social climate: Racist messages on college campuses, *SUNY Diversity Council Annual Meeting*, Albany NY.
- **2018:** Transforming an iconic industrial plant into a vibrant community college, *Society for College and University Planning Annual Conference*, Nashville, TN.
- **2018:** Integrating town-gown principles into urban community college design and operation, *League for innovation in community college conference*, Baltimore, MD.
- **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 re-design. *American Association of State Colleges and Universities (AASCU)*, Summer Meeting, Portland, OR.

SELECTED PROFESSIONAL DEVELOPMENT

- **2019:** Inclusive Higher Education: Inspiring Change from Within, Essential Discussion, Monroe Community College.
- **2018:** Beyond Academics: Supporting Holistic Student Readiness, Essential Discussion, Monroe Community College.
- **2017:** Title IX: Building a Culture of Inclusion & Shared Responsibility, Essential Discussion, Monroe Community College.
- **2016:** Student Success at Scale: Guided Pathways, Essential Discussion, Monroe Community College.
- **2015:** Black Male Achievement in Higher Education, Essential Discussion, Monroe Community College.
- **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.

SELECTED SERVICE AND INVOLVEMENT

Professional Service

Rochester General College of Health Careers

- **2021:** Member, Clinical Integration Team
- **2021:** Chair, College Handbook Committee
- **2021:** Chair, Student Progression and Success Consultant Team
- **2021:** Member, Student Success Committee

Monroe Community College

- **2019-present:** Council Member, Society for College and University Planning, and Associate Convener for the Academic Planning Academy.
- **2019-2020:** Member, Faculty Master Planning Executive Committee.

- **2018-2020:** Member, Board of Directors and Finance committee, Monroe Community College Association.
- **2018-19:** Chair, Equity in Hiring Taskforce.
- **2017-present:** Member, Enrollment Building Strategies Committee.
- **2017-19:** Member, Shared Leadership Coordinating Council.
- **2016-17:** Member, Strategic Planning Steering Committee.
- **2015-present:** Application reviewer and interviewer, American Council on Education Fellows Program.
- **2014-present:** Member, Board of Directors, American Council on Education Council of Fellows, and **2015-16:** Chair, Professional Development Committee.
- **2007-present:** National President, Rho Phi Lambda, National Honorary Fraternity for Recreation and Parks Professionals.

Pre-Monroe Community College

- **2014-2015:** Member, SUNY Diversity Taskforce, and Chair of the Recruitment and Retention Sub-committee.
- **2013:** Chair, Middle States Monitoring Report Committee.
- **2011-2015:** Member, Budget & Resource Committee.
- **2009-2015:** Member, Institutional Effectiveness and Accountability Committee.
- **2008-2015:** Member, CSTEP/McNair Advisory Board.
- **2009-2012:** Co-Chair, Middle States Decennial Reaffirmation Committee.
- **1998-2001:** United University Professionals Department Representative.
- **1998-2000:** Faculty Senator and Member, Curriculum and Personnel Policies Committees.

Community Service

- **2023:** Commissioner Genesee Region, NY State Park Recreation and Historic Preservation.
- **2021:** Executive Mentor, Leadership Development Program, United Way of Greater Rochester.
- **2020:** Board Trustee, and Finance, Long Range planning, and Education Committee member, The Strong National Museum of Play.
- **2019-2020:** Board Member, ROC2025.
- **2019-present:** Board Member, Rochester Riverside Convention Center Management Corporation.
- **2015-present:** Rochester Downtown Development Corporation (RDDC), Immediate Past Chair **2020**; Board Chair **2019**; Board Chair-Elect **2018**; Equity Taskforce Chair **2020**; Vice Chair, Executive Committee and Board member since **2015**.
- **2018-present:** Member, ROC the Riverway Management Entity Workgroup.
- **2017-present:** Board and Finance Committee Member & Nominating Committee Chair, PathStone Development Corporation.
- **2016-present:** Board Vice-Chair Elect, Trustee and Secretary, Executive Committee, Center for Government Research.
- **2015-present:** Member, Rochester Monroe Antipoverty Initiative (RMAPI) Transportation and Policy Committees, and Adult Mentoring Taskforce.
- **2015-2020:** Member, GreenTopia Board of Directors.
- **2015-2020:** Member, High Falls Business Association.
- **2015-present:** Member, City of Rochester Mayor's Advisory Council.
- **2008-present:** President, Rochester Jamaican Organization, Inc.

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.
- **1998:** Recipient of Genesee Valley Recreation and Park Society (GVRPS) Professional Excellence Award.

CERTIFICATIONS

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

ORGANIZATION AFFILIATION

- League for Innovation in Community College.
- American Association of Community College (AACCC).
- American Council on Education (ACE) - Council of Fellows.
- Society for College and University Planning (SCUP).
- Council for Advancement and Support of Education (CASE).
- Association of American Colleges and Universities (AAC&U)
- American Association of State College and Universities (AASCU)
- Middle States Commission on Higher Education (MSCHE)
- National Recreation and Park Association (NRPA)

TEACHING

Tenured associate professor and 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.