

## Donna Linderman

### Professional Experience:

City University of New York (CUNY) Office of Academic Affairs (2002-present). Associate Vice Chancellor for Academic Affairs (2017-present), University Dean for Student Success Initiatives (2015-17), University Associate Dean for Student Success Initiatives (2012-15), ASAP Executive Director (2008-12), University Director, Middle Grades Initiative/GEAR UP (2002-06).

Current portfolio includes supervision of large-scale programs addressing student success across the college readiness, transition and degree completion continuum across all CUNY undergraduate colleges serving 42,000 students per year with a combined budget of \$130M and leadership of priority CUNY Academic Affairs initiatives.

### *Degree Completion Programs*

- **Accelerated Study in Associate Programs (ASAP):** CUNY's nationally recognized associate degree completion program that serves 25,000 students at nine CUNY colleges and has consistently doubled timely completion rates of participating students and been replicated in five states (OH, CA, NY-Westchester County, TN, and WV) through provision of comprehensive personalized support services, structured pathways, financial resources, and connected community; recipient of the 2020 Innovations in American Government Award from Harvard University's John F. Kennedy School of Government Ash Center for Democratic Governance and Innovation; serves as a key model referenced in pending federal legislation to create a discretionary Retention and Completion Fund (\$9B) designed to support scaling and replication of evidence-based programs across the country.
- **Accelerate, Complete, and Engage (ACE):** The baccalaureate version of ASAP currently serving 1,900 students at five CUNY senior colleges; has more than doubled the four-year graduation rates of participating freshmen and the two-year completion rates of transfer students with an associate degree vs. matched comparison group students; will expand to nearly 3,000 students at six colleges over the next two years with new City funding and scheduled for replication within the University of North Carolina system beginning in 2022.

### *College Readiness Programs*

- **CUNY Start:** A pre-matriculation program for students with significant remedial needs, who delay matriculation for one semester in order to receive intensive instruction in reading, writing, and/or math as well as advisement by specially trained teachers; has been found to significantly improve the skills proficiency and academic momentum rates of participating students via ongoing internal evaluation and external random assignment study; **Math Start** is a condensed version of CUNY Start's math program delivered in eight-week cycles with similar student outcomes as CUNY Start. Both programs are offered at nine colleges and serve 6,000 students each year.
- **CUNY Language Immersion Program (CLIP):** An intensive English as a Second Language (ESL) program for students who need to improve their academic English language skills in preparation for college-level work; serves 6,000 students each year at nine CUNY colleges, typically first-time freshmen, who delay matriculation for up to a year while studying 25 hours per week; partners with the Mayor's Office of Immigrant Affairs (MOIA) and is cocreator of the Emmy award winning educational series *WeSpeakNYC*.

- **CUNY Adult Literacy (ADL) Program:** A multi-faceted program serving students who are not immediately college-ready and have a longer time horizon to matriculation; serves 5,000 students (adults and out-of-school youth) per year at 14 CUNY colleges; delivers three different types of instruction: English for Speakers of Other Languages (ESOL); Pre-High School Equivalency preparation (Pre-HSE); and HSE exam preparation.

#### *Programs Serving Vulnerable Populations*

- **CUNY EDGE:** A partnership with the New York City Human Resources Administration (HRA), provides structured academic, personal, and career planning support; serves 3,000 public assistance recipients per year at 19 CUNY colleges, helping them to persist and complete their degrees while maintaining benefits via their educational pursuits.
- **CUNY Fatherhood Academy:** A partnership with the Mayor's Office for Economic Opportunity that provides academic and personal supports to help unemployed and underemployed fathers ages 18-30 designed to improve their employment and educational prospects in order to better support their families; serves 170 students at three CUNY colleges annually.
- **Two Related Foster Care Programs: Fostering College Success Initiative (FCSI),** a partnership with the New York City Administration for Children's Services (ACS); provides students with year-round room and board at a CUNY dorm along with financial support and dorm-based wraparound services. **Foster Care Initiative (FCI),** a grant-funded initiative that provides additional supports and resources to foster youth enrolled in CUNY Start, ASAP and ACE and training and professional development for staff to better meet the needs of students in care. Both programs serve 200 students annually across multiple CUNY colleges.

General duties include overall program administration and management; supervision of an internal CUNY Academic Affairs staff of 67 (43 FT/24 PT) who support the work of more than 1,000 college-based staff and instructors across CUNY; development and oversight of program research and evaluation agendas, including work with internal and external partners; marketing and communication strategy development; internal and external reporting; preparation of reports and articles; conference presentations; creation of new partnerships and fundraising to expand program and major initiative capacity (have raised more than more than \$100M in new public and private funding over the past five years to expand existing programs and launch new initiatives); serve as a member of the cabinet of the Executive Vice Chancellor and University Provost and CUNY Chief Academic Officers council and provide leadership for priority Academic Affairs initiatives and special projects.

#### *Current CUNY Academic Affairs University-wide Initiatives Leadership:*

- **The CUNY Academic Momentum (AcMo) Campaign** (lead; 2017-present): A University-wide initiative launched in 2017 to help move all undergraduate colleges towards ambitious system graduation increases through adoption of proven strategies academic momentum strategies.
- **CUNY Developmental Education Reform Initiative** (co-lead with Senior University Dean/Vice Provost for Academic Programs and Policy; 2017 present): A multi-year initiative aimed at phasing out traditional zero-credit developmental education by fall 2022 at CUNY associate-degree granting colleges in favor of scaled up corequisite English and math courses and evidence-based pre-matriculation offerings based on student needs.

- **Realignment of Institutional Research, Evaluation and Data Management Units** (co-lead with University Dean for Institutional Research and Assessment; 2020-21): An internal change management process to integrate CUNY Academic Affairs three major institutional research/policy, program evaluation, and data management offices into a single unit to create more efficient workstreams, bolster data infrastructure, and better position the University to solve the complex problems through better alignment. The new integrated unit, the Office of Applied Research, Evaluation and Data Analytics (OAREDA) launched in July 2021.
- **Academic Affairs Academic/Student Success Response Team** (lead; 2020): A cross-functional team formed in response to the COVID pandemic and CUNY's pivot to remote instruction and student support; supported implementation of advisor training and professional development offerings, including a successful seminar series on best practices in online advisement and creation of a digital resource repository; supported CUNY-wide assessment of student technology needs and distribution of resources to students for remote instruction (in partnership with CUNY CIS and Institutional Research) and expanded use of an online tool to prepare students for online learning.
- **Family Empowerment Community College Pilot Program** (co-lead with University Dean of Early Childhood Initiatives; 2019-present): A three-year pilot program funded by New York State (\$3M) that supports student parents at four community colleges in their degree pursuits and connects them to an array of CUNY resources, including childcare, and success/support programs.

CUNY Collaborative Programs, Office of Academic Affairs (2002-2008). University Director, Middle Grades Initiative/GEAR UP (Gaining Early Awareness and Readiness for Undergraduate Programs) and Collaborative Programs Arts Education. Directed college/secondary school consortium project involving Academic Affairs, CUNY colleges, and affiliated partner high schools serving 2,200 students across New York City; enhanced program funding by raising \$5.4M in federal, state, and private grants; also provided oversight for university-wide arts education programs of CUNY colleges working with New York City public secondary schools and managed special projects such as the Lincoln Center Institute Higher Education Collaborative.

Lehman College Department of Middle and High School Education (2002-05). Adjunct Assistant Professor. Taught graduate and undergraduate education methods courses on use of theater education approaches in middle and high school English classes.

Brooklyn College Department of Theatre and School of Education (1997-2002). Assistant Professor. Duties included teaching undergraduate and graduate theatre and education courses, thesis advisement for graduate theatre students, supervision of field work of student teachers and teaching fellows, curriculum development of theatre education graduate courses, and creation of theatre concentration for education majors.

Brooklyn College Theatre and Education Initiative (BCTEI) (1999-2002). Faculty Coordinator. Initiated a theatre education program for area high schools; coordinated and supervised workshops and performances of college productions for students, supervised creation of study guides, trained graduate students as teaching artists, designed and taught a graduate summer institute for high school teachers and graduate theatre students that included partnerships with Manhattan Theatre Club and New York Shakespeare Festival.

Projekt Theatre - Vienna, Austria (1995-96). Associate Artist/teacher. Taught theatre workshops involving acting, movement, and voice as part of a residency at WUK, a multi-arts and education center; also performed as a principal actor and served as the company's voice and speech consultant for stage adaptation of Ingeborg Bachman's *Gier*.

Vienna and Danube International Schools - Vienna, Austria (1995-96). Guest Teacher. Worked with upper and lower division students on scene study, improvisation, text analysis, and voice/physical work.

Bard College, Annandale-on-Hudson, NY (1991 & 1994). Guest Instructor. Taught undergraduate acting classes.

Marquis Studios - New York, NY (1990-1995). Teaching Artist. Worked with students and classroom teachers in residencies of varying lengths in New York City public schools; duties included staff development for teachers and multi-arts workshops with students in grades K-12.

*Theatre resume available upon request.*

### **Select Publications/Major Reports:**

Strumbos, D., Linderman, D., & Hicks, C. (2018). "Postsecondary Pathways Out of Poverty: City University of New York Accelerated Study in Associate Programs and the Case for National Policy." *RSF: The Russell Sage Foundation Journal of the Social Sciences*, 4(3), 100–117.

Kolenovic, Z., Linderman, D., & Mechur-Karp, M. (2013). "Three-year Outcomes from CUNY's Accelerated Study in Associate Programs (ASAP)." *Community College Review* 41, 271-291.

Linderman, D. and Kolenovic, Z. (2013). "Moving the Completion Needle at Community Colleges: CUNY's Accelerated Study in Associate Programs (ASAP)." *Change* magazine September 2013 issue.

Kolenovic, Z., Linderman D., and Mechur Karp, M. (2012). *Improving Student Outcomes via Comprehensive Supports: Three-year Outcomes from CUNY's Accelerated Study in Associate Programs (ASAP)*. Conference Proceedings for the National Symposium on Student Retention in New Orleans, LA. Norman, OK: Consortium for Student Retention Data Exchange (CSRDE).

Linderman, D. and Kolenovic, Z. (2012) *Results Thus Far and the Road Ahead: A Follow-up Report on CUNY Accelerated Study in Associate Programs (ASAP)*. New York: City University of New York.

Linderman, D. and Kolenovic Z. (2009). *Early Outcomes for City University of New York (CUNY) Accelerated Study in Associate Programs (ASAP)*. New York: New York City Center for Economic Opportunity.

### **Select Presentations and Testimonies:**

Fotuhi, O., Linderman, D., Watts, R., & Woolstenhulme, D.R. *Driving Equitable Access and Better Outcomes through Evidence-based College Readiness Approaches*. Panel discussion at the 2021 State Higher Education Executive Officers (SHEEO) Policy Conference, Washington DC, November 2021.

Ackerson, S., Costelloe, S., Karp, M., Linderman, D., McFarlane, B., O'Shea, J., & Richburg-Hayes. *Practice Guide on Effective Advising for Postsecondary Students: An Introduction to the Recommendations*. Webinar organized by the USDOE Institute of Education Sciences What Works Clearing House (WWC) on release of WWC practice guide on effective postsecondary advising, November 2021.

Browne, N., Cheng, I., Linderman, D. (moderator), Robinson, T., & Salazar, M. *Practice Guide on Effective Advising for Postsecondary Students: Practitioners' Perspectives on Recommendation Two*. Webinar for the USDOE Institute of Education Sciences What Works Clearing House (WWC) to discuss sustained, personalized advisement relationships (recommendation two) from the WWC practice guide on effective postsecondary advising, October 2021.

Linderman, D. & Quiroz-Livanis, E. *CCA Fellows Office Hours*, Complete College America online forum, April 2021.

Cruz, J. L., Chellman, C., Cohen, B., Leppert, L., Linderman, D. (moderator), Upadhyay, V., & Zoe, L. *Achieving Equity Through Support at the City University of New York (CUNY)*. Recorded interview series for the Complete College America's "With Equity and Justice for All" virtual forum, October 2020.

Brock, T., Edgecombe, N., Linderman, D., Lundy-Wagner, V., & Mayer, A. *Making Sense of Developmental Education Reform: What Does the Evidence Tell Us, and What Does It Mean for Practice?* Panel discussion at the Association for Public Policy Analysis and Management (APPAM) 42<sup>nd</sup> Annual Fall Research Conference, November 2020.

Cormier, M., Legasa, F. & Linderman, D. *Scaling Success: Lessons from the CUNY ASAP Expansion*. Presentation at the Innovation Conference, League for Innovation in the Community College, New York, NY, February 2019.

DeAlejandro, K., Karp, M. & Linderman, D. *Supporting Students and Dismantling Non-academic Barriers to Success*. Panel discussion at the Complete College America National Convening, Chicago, IL, December 2018.

Ayers, J., Brongniart, C., Garcia, A., Legasa, F. & Linderman, D. (moderator). *Scaling What Works: How Leaders Can Transform Their Completion Culture*. Presentation at the Complete College America National Convening, Chicago, IL, December 2018.

Giang, A., Hood, D., Lewis, R., Linderman, D. & Vaidya, A. *Promoting Student Success in Higher Education*. Regional forum hosted by the New Jersey Secretary of Higher Education, Rutgers University, Newark, NJ, November 2018.

Ayers, J., Gadkaree, S., Linderman, D., Miller, B. & Visger, B. *The Role of Philanthropy vs. Government in Scaling Accelerated Study in Associate Programs (ASAP)*. 2018 Grantmakers for Education national conference, San Diego, CA, October 2018.

Clarke, U., Isekenegbe, T., Legasa, F. & Linderman, D. *From Program to College Redesign: How Accelerated Study in Associate Programs (ASAP) Is Transforming Bronx Community College*. Presentation at the 2018 Association of Community College Trustees (ACCT) Leadership Congress, New York, NY, October 2018.

Ellis, R., Hilliard, T., Linderman, D., Maxam, S. & Walen, D. *Raising the Rates: Retaining Students through Graduation*. Panel discussion at the 2018 NBC Learn Forum 2018: Building the Future of Higher Education, New York, NY, October 2018.

Coile, Z., Linderman, D., Stanback Stroud, R. & Visger, B. *Lessons from CUNY ASAP: How States Can Increase Graduation Rates*. Film screening of Results for America documentary on ASAP and panel discussion at the 2018 State Higher Education Executive Officers (SHEEO) national conference, Denver, CO, August 2018.

Cormier, M., Linderman, D. & Weiss, M. 2018; Bailey, T. (discussant). *CUNY Start: Addressing Students' Remedial Needs at Public Community Colleges*. Presentation at the 2018 Annual Meeting of the American Educational Research Association (AERA): The Dreams, Possibilities and Necessity of Public Education, New York, NY, April 2018.

Castleman, B., Difei, L., Mabel, Z., Linderman, D., Robles, S. (chair), Webber, A. & Whitney, K., *Serving At-risk Students: Starting to Succeed: The Impact of CUNY Start on Academic Momentum*. Paper presented with Webber, A. on panel at the Association for Education Finance and Policy (AEFP) 43<sup>rd</sup> Annual Conference, Portland, OR, March 2018.

*Reauthorizing the Higher Education Act: Access and Innovation*. Testimony before the U. S. Senate Health, Education, Labor and Pension (HELP) Committee. Dirksen Senate Office Building, Washington, DC, January 2018.

Cech, J., Iboshi, P., Fortune, B., Dennison, C., & Linderman, D. *Momentum Pathways Leaders*. Panel discussion at the Complete College America 2017 Annual Convening: Access to Their American Dreams, New Orleans, LA, November/December 2017.

*CUNY Foster Care Initiatives*. Testimony before the New York City Council Higher Education and General Welfare Committees on foster care students. New York, NY, December 2017.

Bailey, T., Kazis, R., Linderman, D. & Weiss, M. *ASAP and Guided Pathways: The Latest in Research and Institutional Alignment*. American Association of Community College (AACC) Annual Convention, New Orleans, LA, April 2017.

Grinter, M., Hurd, N., & Linderman, D. *Innovations Breaking Down Barriers and Leveraging Student Strengths*. Thought Leaders Forum on Student Success, Mercy College, Dobbs Ferry, NY, March 2017.

Johnson, J., Krol, N., Linderman, D., Mayer, A., & Miller, T. *Remedies for Remediation: Strategies and Resources for Successful Reform*. United States Department of Education convening, Potomac Center, Washington DC, December 2016.

Haider, S., Linderman, D., McIntosh, A., & Weathers, T. *Scaling What Works: My Brother's Keeper What Works Showcase*. White House Office of Social Innovation, United States Department of Education, Campaign for Black Male Achievement, Laura and John Arnold Foundation, and Results for America convening. White House, Washington DC, October 2016.

Gordon, S., Hernandez-Mats, K., Jones-Harden, B., Linderman, D., Martin, H., Perry, A. & Scott, R. *Education as a Civil Right: Federal Policy Solutions to Advance Access from Cradle to Career*. Congressional Black Caucus Foundation 45th Annual Legislative Conference, Walter E. Washington Convention Center, Washington DC, September 2015.

Lamany, L., Linderman, D., & Scrivener, S. *Expanding a Successful Reform for Increasing Graduation Rates: The Continuing Story of CUNY's Accelerated Study in Associate Programs (ASAP)*. American Youth Policy Forum (AYPF), Rayburn House of Representatives Building, Washington, DC, October 2014.

*Views from the Field: Implementing Developmental Education Reforms, Tracking and Demonstrating Progress*. Panel discussion at the White House College Opportunity-College Readiness convening, White House, Washington, DC, August 2014.

*Improving Student Retention and Graduation via Comprehensive Supports: Two and Three-Year Outcomes from CUNY's Accelerated Study in Associate Programs (ASAP)*. Paper coauthored with Menchur-Karp, M. and Kolenovic, Z. presented at the 9<sup>th</sup> Annual National Symposium on Student Retention (NSSR), San Diego, CA, November 2013.

Allen, D., Kreisman, D., Mayer, A., and Linderman, D. *Promising Approaches to Improving Community College Outcomes*. Presentation at the Welfare Research and Evaluation Conference (WREC), Washington DC, May 2013.

Hicks, C., D'Amour Meisch, A., Linderman, D., & Greenberg, D. *Building Economic Opportunity Through Education: Results from Three Innovative Programs in New York City*. Symposium at the American Educational Research Association (AERA) Conference, San Francisco, CA, April 2013.

**Education:**

ABD, Ed.D. in Higher Education Administration, Northeastern University, expected completion

M.F.A. in Theatre, Graduate Fellow, Brooklyn College,

B.F.A. in Drama, University of Southern California,

**Special Assignments and Professional Affiliations:**

Panelist, USDOE Institute of Education Sciences What Works Clearing House (WWC) *Practice Guide on Effective Advising for Postsecondary Students*, 2019-2021.

Alliance Team lead and Fellow, Complete College America (CCA), 2017-present.

**References:**

Available upon request.