

JAMES SALNAVE, ED.D.

EXECUTIVE LEADERSHIP



PROFESSIONAL SUMMARY

Dynamic and results-driven executive leader with over 25 years of experience in higher education, dedicated to driving positive organizational outcomes. Proven expertise in effective leadership, strategic planning, fiscal management, and staff development. Skilled in fostering collaboration among cross-functional teams to tackle complex, high-stakes challenges. Passionate about continuous improvement and committed to empowering teams to achieve collective success.

EXPERIENCE

City University of New York - York College – Jamaica, NY
Assistant Vice President/Dean of Students (2023 – present)
Interim Assistant Dean for Student Affairs and Enrollment Management
Division of Student Affairs and Enrollment Management (2022 – 2023)

Serve as a member of the Student Affairs and Enrollment Management leadership team on the President's Cabinet with primary responsibilities that include implementing college-wide strategic enrollment management and retention practices that support students from entry to graduation, provide support and guidance to staff and faculty on managing student behavior, and leadership and supervision of Student Activities and Leadership (Student Government Association), Health Center, Counseling Center, Center for Students with Disabilities, Center for Gender Justice, Veteran's Affairs, Career Services, First-Year Experience and Mentoring (New Student Orientation, Black Male Initiative, York Mentoring Collective), and Student Conduct. Serve as a key member in the following committees: Behavioral Intervention Team (BIT), Board of York Child and Family Care Center, York College Association, York Commencement Committee, the Committee on Student Academic Progress, the Committee on Academic Policy, the Academic Advisement Council, and the Strategic Initiatives Fund for Faculty Research. Supervise five direct reports and over 30 staff members.

Accomplishments:

- Used data-driven outcomes to develop the First-Year Experience aligned to NACE career readiness competencies
- Launched the York Mentoring Collective – met and exceeded goal of 550 mentees by the first day of school

EDUCATION

- St. John Fisher University, Rochester, NY
Ed.D. Executive Leadership
- Harvard University Graduate School of Education, Cambridge, MA
Graduate, Management Development Program
- St. John's University, Queens, NY
M.S.Ed., Student Development Practice in Higher Education
- St. John's University, Queens, NY
B.A., English

PROVEN LEADERSHIP

- Student Affairs
- Enrollment Management
- New Student Orientation
- First-Year Experience
- Student Conduct
- Title IX
- Diversity, Equity, and Inclusion
- Academic Service-Learning
- Co-curricular Engagement
- Student Activities
- Leadership Development
- Campus Recreation
- Career Services
- Residence Life Training
- Living-Learning Communities
- Experiential Learning
- Community/Civic Engagement
- Performing Arts
- Student Government
- Mentoring

- Spearheaded the research and implementation of UWill, which provides mental and physical health tele-counseling 24/hrs. a day, 7 days a week, and in over 200 languages.
- Developed and launched the Student Conduct webpage outlining policies and sources of support for faculty, staff, and students
- Created a faculty/staff guide designed to prevent, manage, and address disruptive student behavior, and identify campus resources to assist with managing these encounters.
- In collaboration with members of the President’s Cabinet, received \$7.5 million from the New York City Football Club (NYCFC) to support the college’s program and services – represents the largest philanthropic gift since its founding
- Awarded \$90,000 annually from the New York City Council for Project Serve, an initiative to support a community service-based programs that brings York students to local community-based organizations to provide some form of community service and mutual mentoring.
- Developed a comprehensive four-year student engagement blueprint to enhance the overall college experience, aligning academic, social, and personal growth goals, with a focus on promoting student retention and success
- Co-led the implementation of a diagnostic analysis of student and institutional data to develop a customized playbook to resolve institutional barriers to equity and college completion by improving student-success systems in collaboration with the National Institute for Student Success (NISS) at Georgia State University
- Developed a comprehensive strategic plan for Career Services to align with institutional goals, addressing the evolving career readiness needs of students. This initiative strengthened employer partnerships, increased student engagement in career programs, and contributed to positive post-graduation outcomes

City University of New York - LaGuardia Community College, LIC, NY
Assistant Dean for Student Engagement
Division of Student Affairs and Enrollment Management (2017 - 2021)

Served as a member of the Leadership Team with primary responsibilities that included strategic planning and the supervision of Campus Life (New Student Orientation, Co-curricular programs, Mentoring programs, Student Government Association, Leadership Development, Women’s Center, LGBTQIA Safe Zone Hub, and Student Clubs/Organizations), Campus Recreation, Wellness Center, Health Services Center, Early Childhood Learning Center, Students with Disabilities Services, the Center for Career and Professional Development, the Veteran’s Resource Center, and the Ombudsman. Served as a student advocate to enhance communication between students and administration beginning with orientation through the completion of the student’s course of study leading to transfer or career opportunities with labor market value. Provided oversight and coordination of Student Affairs policies, procedures, and emergency

- Retention
- Counseling Center
- Women’s Center
- Food Pantry
- Resource Center
- Health Center
- Women’s Center
- Disabilities Services
- LGBTQIA+ Safe Zone Hub
- Early Childhood Learning Center
- Assessment and Planning

SKILLS

- Strategic Planning
- Talent Development
- Project Management
- Budget Management
- Risk Mitigation
- Data Analysis
- Change Management
- Process Improvement
- Efficiency Improvement
- IT Solution Integration
- Recruiting and Hiring
- Coaching and Mentoring
- Training and Teaching
- Vendor Management
- Standard Operating Procedure (SOP) Development
- Collaborative Goal Attainment
- Contract Negotiation

PROFESSIONAL AFFILIATIONS

- National Association of Student Personnel Administrators (NASPA)
- NODA – Orientation, Transition, and Retention
- SUNY Student Conduct Institute (SCI)

CONFERENCE PRESENTATIONS

- “Get Excited. Get Connected. Get Ready: Leveraging Campus Partner Buy-in, Technology, and Peer Connections to Make Lecture-Based Presentations a

protocol involving students. Advised other staff and faculty on appropriate actions to manage behavior and ensure student safety in collaboration with Public Safety. Supervised eight direct reports and over 90 staff members.

Accomplishments

- Secured \$100K and developed a co-curricular program linking major/career goals, LaGuardia's core competencies, and course learning focused on enhancing the overall student experience
- Used data-drive outcomes and the college's strategic plan to redesign Campus Life, Campus Recreation, and the Center for Career and Professional Development to provide direction and growth and create a more streamlined approach to engagement
- Launched an online co-curricular funding process for students, faculty, and staff focused on operational effectiveness, accuracy, and accountability
- Used data-driven outcomes to redesign the New Student Orientation program that increased student participation by 15%
- Created and implemented a Student Leadership Conference focused on training student leaders on processes/procedures, Title IX, collaboration, and event planning
- Participated in the development and implementation of a comprehensive Emergency Response Protocol, collaborating with cross-functional teams to ensure campus safety and preparedness in critical situations, contributing to a secure and resilient campus environment
- Spearheaded the implementation of Project DIVE (Diversity, Inclusion, and Valuing Equity), which provided programs, services, learning experiences, and opportunities that celebrate diversity and promote greater inclusion and equity

St. John's University - Queens, Staten Island, NY (1998 - 2017)

Associate Dean for Student Development

Division of Student Affairs (2008 - 2017)

Served as a member of the Student Affairs Leadership Team with primary responsibilities that included strategic planning and the supervision and day-to-day management of Student Development (New Student and Parent Orientation, Out-of-Class Experiential Learning Opportunities for first-year students, Academic/Student Affairs initiatives, Living-Learning Communities (LLCs), Student Government, Inc, Performing Arts, and the R.I.S.E. Scholars Mentoring program). Initiated strategic planning and assessment activities to further engage students in a broad range of co-curricular programs intended to build community and enhance learning; efficient program development, fiscal management of over \$10 million; collaborated with Academic Affairs and Student Engagement (Campus Activities, Multicultural Affairs, Leadership Development, Campus Recreation, Greek Life, Career Services, and Service) to ensure programming was aligned with strategic initiatives and university strategic plan. In addition, built collaborative partnerships with Academic Affairs and other members of the

Thing of the Past." Presented at the NODA – Orientation, Transition, and Retention Conference, October 27, 2015, Denver, Colorado.

- "Building Bridges and Pathways to Success from Admission to the First Day of Class. Three Proven Onboarding Techniques that Support Student Success" Presented at NASPA – Student Affairs Administrators in Higher Education conference, March 6, 2018 – Philadelphia, Pennsylvania

DISSERTATION TOPIC

"Examining Perceptions of Successful Black College Males: An Analysis of Their Experiences with Successfully Enrolling, Retaining, and Persisting Toward Graduation at St. John's University" (2013).

TEACHING EXPERIENCE

St. John's University
Queens, NY (2002 - 2015)

- English: Literature Through a Global Context
- Freshman Core: Discover New York
- English: Literature and Culture
- English: Composition and Rhetoric
- Organization and Administrative Leadership in Higher Education

CERTIFICATIONS

- Behavioral Intervention and Risk Assessment – NABITA (National Association for Behavioral Intervention and Threat Assessment)

University community to advance the mission, vision, and values of the University and the Division while fostering student engagement, development, and success. Provided leadership to the members of Student Government, Inc., which managed over 150 student organizations and seven working committees. Served on the Food and Facilities committee to foster a positive environment for students and enhanced the overall campus experience. Adjudicated high-level alleged violations of the university code of conduct, sexual assault (Title IX) and misconduct, and intimate partner violence, as a member of the University Conduct Board. Served as the chair of the Community, Inclusion, and Diversity committee and as a member of the President's Multicultural Advisory Committee. Supervised five direct reports and 175 peer student leaders.

Accomplishments

- Created a comprehensive slate of programs and services to address the educational, cultural, social, and personal needs of a diverse student body, including the redesigning of New Student Orientation and Parent programs, peer mentoring programs, academic programming, and Performing Arts groups
- Developed and launched a Living Learning Community (LLC) in collaboration with Residence Life, which enhanced student engagement and academic success through integrated residential experiences, resulting in increased retention rates and a stronger sense of community within Residence Life.
- Developed an engaging and interactive new student orientation program to meet the overarching goal of building excitement, creating connections, and preparing to transition to college
- Spearheaded the development and implementation of an online orientation program, which decreased lecture-based sessions during on-campus program
- Launched an interactive peer theater program during New Student Orientation that addressed concerns with mental health, alcohol use, diversity, power-based relationships, and sexual misconduct to assist students with making smart choices in challenging situations
- Played a pivotal role on the Campus Planning Committee, facilitating the successful planning and execution of a new campus building for both academic and student affairs, ensuring alignment with university goals, and enhancing campus infrastructure for future generations
- Developed a communication plan for all orientation participants (first-year student, transfer, parent/family, international veteran, and graduate students), which streamlined information and increased satisfaction
- Created and implemented a virtual peer bilingual guide program to provide support and guidance to incoming international students from China, Taiwan, Korea, and Japan, via their respective social media platforms
- Expanded student participation in out-of-class academic lectures to 4,500 (15% increase)
- Streamlined processes and procedures in Student Government, Inc. to provide a better student experience
- Successfully spearheaded the collaboration between Performing Arts and Fine Arts to create and implement a music minor
- Used data driven outcomes to develop and implement a Black and Latino retention-based mentoring program, which served 130 students with a retention rate of 83%
- Developed and implemented a four-tiered strategic plan for the Division of Student Affairs in collaboration with senior management
- Created literature that defined microaggressions, discussed the effects, and listed the resources for reporting and support
- Co-led training sessions with Residence Life for Resident Assistants, focusing on conflict resolution, inclusivity, and community-building strategies
- Spearheaded DE&I training opportunities for Student Affairs and Public Safety in collaboration with the National Coalition Building Institute (NCBI) and Penn State University's Center on Race and Equity
- Initiated and led the implementation of Green Dot training program for staff, peer leaders, and students on campus to foster a safer and more inclusive campus culture. Received recognition for outstanding leadership and dedication to campus safety.
- Developed an online reporting system to report microaggressions and other forms of bias and hate on campus in collaboration with the Office of Student Conduct

Director of Academic Service-Learning

Vincentian Institute for Social Action (2008 - 2011)

Provided overall leadership, strategic planning, and budgetary supervision for the Office of Academic Service-Learning, supervised three full time administrators on both the Queens and Staten Island campuses, and developed opportunities for growth in student and faculty participation both domestic and abroad. Supervised 3 full time staff members.

Accomplishments

- Increased Service-Learning initiatives to include more than 209 faculty members – a 146% increase – and more than 3,000 students, including eight global service-learning courses in Rome, Paris, and Salamanca
- Instituted a one-day certificate program and certified 110 faculty members from various disciplines
- Increased student and faculty participation on both the Queens and Staten Island campuses in one year
- Connected over 3,000 students in first-year core course (Discover New York) to meaningful service opportunities
- Increased participation in Academic Service-Learning courses taught abroad (Rome/Paris/Salamanca), from 0 to 22 courses
- Planned and implemented the Voluntary Income Tax Assistance (VITA) program where 86 students were trained and processed over \$2.8 million in tax money returned to the community

Director of Student Development

Division of Student Affairs (2005 - 2008)

Reported to the Associate Dean for Student Development, provided visionary leadership and direction for university-wide New Student and Transition programs on the Queens and Staten Island campuses including New Student Orientation, Parent Orientation, Welcome Back, and Family Weekend activities, Discover New York Out-of-Class Experience, and other student development opportunities that met the educational, developmental, and transitional needs of students. Collaborated with the Office of Admissions to create a robust and engaging Open House and Accepted Students Day. Supervised 2 staff members and over 60 peer leaders.

Accomplishments

- Redesigned the New Student Orientation program into a three-day mission-based program that included hands-on service projects and faculty-guided cultural tours of Manhattan. More than 95% of incoming first-year students and 1,800 parents attended with a 93% satisfaction rate
- Created a common experience for 3,000 first-year students enrolled in Discover New York which included the simulcasting of three New York themed speakers over two campuses, a private excursion to Ellis Island, and walking tours of historic Manhattan

Associate Director of Student Development

Division of Student Affairs (2004 - 2005)

Under the direction of the Director of Student Development, managed a comprehensive year-round New Student Orientation, Parent Orientation, Welcome Back and Family Weekend activities and other efforts designed to strengthen the connection between the student and the university; collaborated with other university departments to assist first-year and transfers students in making the transition from their previous environment to the diverse academic, intellectual, and social culture of the university; served as a member of the Parent/Family program planning team and assisted the Director with supervision of other student programs and initiatives to strengthen the development of the entire student body.

Accomplishments

- Developed and managed on-campus transitional workshops for all 3,000 first-year students enrolled in Discover New York core course focused on leadership development, career exploration, and diversity
- Successfully managed and expanded year-round New Student Orientation and Parent Orientation programs, enhancing first-year and transfer student transitions by implementing engaging activities that increased student satisfaction and retention rates. Collaborated with multiple university departments to streamline processes and ensure a smooth transition for over 1,500 new students annually
- Revitalized Welcome Back and Family Weekend activities by incorporating new events focused on fostering a stronger connection between students, their families, and the university. This effort resulted in a 20% increase in participation and positive feedback from both students and families, strengthening community engagement and university pride

Assistant Director for First-Year Student Experience

Division of Student Affairs (2001 - 2004)

Under the direction of the Director of Student Development, supervised and trained faculty in the planning and implementation of a New York City immersion program, organized off-campus trips to major cultural arts venues to expose new students to the cultural and performing arts of New York City, fostered partnerships with outside vendors to ensure cost efficiency of programs, planned and implemented several lectures and new student seminars focusing on the diversity of New York City, coordinated the New Student Convocation, Welcome Week, Parent Orientation and Family Weekend, coordinated and expanded the Alpha Peer Mentoring Project, specifically designed to assist in the transition of first-year multicultural students.

Accomplishments

- Created co-curricular programs linked to a first-year core course (Discover New York), a multi-campus initiative that utilized New York City as a laboratory for cultural and social awareness. Collaborated with 80 faculty aimed to introduce students to a variety of themes (e.g., Immigration, Wealth and Poverty, the Environment, etc.)
- Expanded the Alpha Peer Mentoring Project, increasing support for first-year multicultural students by developing targeted programming and mentorship initiatives, which enhanced student retention and provided a smoother transition into the university environment. Additionally, coordinated key events like New Student Convocation, Welcome Week, and Family Weekend to foster community building among new students and families

Grants Management Specialist

Office of Grants and Sponsored Research (1998 - 2001)

Under the supervision of the Assistant Director of Grants and Research, responsible for monitoring grant and contract budgets totaling \$9.2 million, while facilitating the processing and tracking of various sponsored project-related expenditures; including personnel forms, check requests, travel requests, change in labor distribution and scholarship paperwork for project participants. Other responsibilities included identification and preparation of all financial reports required by funding agencies, preparation of monthly reports of expenditures to Principal Investigators and Project Directors and, if necessary, reconciliation of incorrect charges; functioned as a university liaison with federal, state, local, and international government agencies, private foundations, and corporate funding sources to facilitate timely collection of funds and submission of various reports.

Accomplishments

- Increased overall faculty satisfaction with the management and reporting of grant related expenditures
- Streamlined all forms and processes for post grant management