

CHAE E. SWEET

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EXECUTIVE SUMMARY

A visionary and accomplished academic leader with 25 years of higher education experience, recognized for inspiring teams through transformational change management and forward-thinking leadership. An innovative leader adept at forging impactful partnerships with community and workforce organizations, driving the development of cutting-edge academic programs that respond to evolving educational and industry needs. Demonstrates outstanding analytical, interpersonal, and communication skills, leveraging progressive leadership to achieve strategic, data-driven results that advance institutional excellence and community engagement.

SUMMARY OF KEY QUALIFICATIONS

Educational Leadership: Earned Doctorate of Education, providing a strong foundation to lead innovative academic programs, foster strategic partnerships, and promote student success within the distinct context of community colleges.

Team Building & Strategic Management: Demonstrated proficiency in leading and building effective teams through the implementation of college-wide reforms and the development of strategic partnerships. Effectively managed financial resources and facilities by overseeing the launch of innovative programs and campus initiatives designed to advance student achievement and institutional excellence.

Culture of Inclusion & Support: Cultivated an environment characterized by compassion, support, and belonging through the expansion of inclusive programs, establishment of collaborative partnerships across the institution, and leadership of initiatives that promote the well-being and success of faculty, staff, and students.

Resource Generation & Partnership Development: Secured vital resources by negotiating strategic partnerships with organizations including Barnes & Noble College, Community Health & Dental Care, and Lockheed Martin, resulting in grant awards and the creation of innovative programs benefiting students and the community. Spearheaded initiatives such as the Food Recovery Program, strengthening relationships and funding opportunities with public entities, non-profit organizations, and private companies to further institutional excellence and student achievement.

Education

Doctor of Education
Higher Education
Administration and
Management &
Developmental Education
Grambling State
University

Master of Fine Arts
Fiction
New School
University

Bachelor of Arts
English/Journalism
Rutgers University

PROFESSIONAL EXPERIENCE

Montgomery County Community College, Blue Bell, PA

Vice President of Academic & Student Affairs & Provost

March 2025 – present

Vice President of Academic Affairs & Provost

August 2023 – March 2025

Vice President of Academic Affairs

March 2023 – July 2023

Institutional Profile: *Montgomery County Community College is a two-year, associate degree granting institution in Montgomery County. With over 90,000 alumni, the College offers more than 100 certificates and associate degrees at the Blue Bell Campus, Pottstown Campus and online. The College also offers many career training and continuing education programs for learners of all ages and backgrounds.*

The Vice President of Academic & Student Affairs and Provost (VPASAP) serves as the College's Chief Academic Officer and is a key member of the President's Senior Leadership Team. The VPASAP provides strategic leadership and innovation in the planning, development, and delivery of both credit and noncredit curricula across all campuses and instructional sites, supporting student success and workforce development objectives. This role provides leadership to six critical, diverse areas of the institution:

- Academic Affairs, composed of four academic divisions;
- Academic Support, including the libraries, academic tutoring, alumni engagement and career services;
- Academic Innovation, a diverse unit composed of educational partnerships, workforce development, youth engagement, dual enrollment, and the Challenger Learning Center;
- Assurance of Learning, encompassing shared governance, MSCHE accreditation, and educational effectiveness;
- Pottstown Campus, covering the strategic and daily operations and community engagement;
- Student Affairs, including advising, athletics, student life and wellness services.

The VPASAP aligns resources and initiatives with the pillars of the College's strategic agenda. As an integral part of the President's Senior Leadership Team, the VPASA and Provost fosters intra-unit collaboration and communication, promoting a culture of transparency, creative problem-solving, and teamwork throughout the College.

Key Responsibilities of the VPASA and Provost:

- Develop and manage strategic planning for academic program development and delivery, including associate degrees, certificates, industry certificate programs, and certificates of completion to address student transfer and employability needs. Collaborate with faculty and the College's shared governance committees to advance institutional academic goals and objectives.
- Lead development and stewardship of both the academic and student affairs budgets, including creating alternative resource development initiatives in support of the College's Strategic Plan, in partnership with the academic and student affairs leadership team.
- Oversee program development, academic program revisions, outcomes assessment, delivery methodologies, and pathway initiatives to ensure program integrity, quality, and accessibility for student

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achievement and success. Guide programmatic, specialized accreditation processes and serve as the College's MSCHE Accreditation Liaison Officer.

- Direct the development of a comprehensive plan for academic advising, Wellness Services, Athletics, and related areas, grounded in best practices and research. Foster a community of collaboration, service and innovation that focuses on student success, satisfaction, persistence, completion and successful transition.
- Ensure high-quality co-curricular programs fostering student engagement, leadership development, community service, civic participation, and involvement in institutional governance; evaluate and enhance the overall student experience.
- Collaborate across college units to advance academic innovation and student success through high-quality programs and resources. Lead initiatives to strengthen a unified, multi-campus culture and operations. Champion equity and inclusion by fostering a supportive environment for teaching and learning.
- Develop and maintain strong partnerships with local K-12 institutions, business leaders, and transfer partners to ensure program relevancy and to prepare MCCC's students for college, careers, transfer opportunities, and engaged citizenship.
- Lead institutional outreach by cultivating strategic partnerships with regional businesses, community organizations, educational institutions, and industry leaders to advance program development and align offerings with workforce needs.
- Direct strategic and daily operations of the Pottstown Campus, leading faculty and staff to achieve student success, enrollment, and fiscal objectives.
- Hire, supervise, develop, and evaluate academic personnel including faculty, administrators, and staff. Work collaboratively with Human Resources to identify areas of professional development for faculty, promotion, and tenure initiatives.
- Provide senior leadership support to the Board of Trustees and its committees, representing Academic & Student Affairs within the College and broader community.

Notable Accomplishments:

- Developed and implemented comprehensive Academic Affairs assessment accountability processes to ensure ongoing quality and institutional excellence.
- Spearheaded participation in the Aspen Institute College Excellence Program's Unlocking Opportunity Network, aligning MCCC with national leaders in community college reform. Lead multi-year college-wide reforms to improve student achievement, including degree attainment, successful transfer to bachelor's programs, and employment in high-wage occupations.
- Negotiated and established a partnership with Barnes & Noble College to launch a new on-campus bookstore and implement the Montco Materials program, utilizing the First-Day Complete model. This initiative ensures students receive all required course materials on the first day of classes through an all-inclusive fee incorporated into tuition.
- Increased Dual Enrollment unduplicated headcount by 15% since Academic Year 2023-2024, expanding access to college-level coursework for high school students.
- Directed the launch of Bistro 1964 and Bakery 340, student-operated educational venues within the Hospitality Institute at the Blue Bell Campus. Students participate in all aspects of the guest experience in fully operational restaurant and bakery environments.

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- Championed a strategic partnership between Montgomery County Community College and Community Health & Dental Care, culminating in the Grand Opening of the CHDC Mobile Oral Health Unit at the Pottstown Campus. The Mobile Unit enhances access to affordable dental services for students, employees, and the local community.
- Serve as Accreditation Liaison Officer, leading the successful reaccreditation process with MSCHE. Achieved full compliance with all standards and requirements, with no indications of noncompliance or further recommendations after a comprehensive multi-year self-study and peer review.
- Directed collaboration with Pottstown Hospital to establish the Sterile Processing Technician Program, combining rigorous classroom instruction with hands-on clinical training. The program prepares students for in-demand healthcare roles in hospital and surgical settings.
- Conceived and launched the Montco 360 program in partnership with Pottstown School District, providing immersive STEM learning experiences for eighth-grade students. The program fosters development of critical thinking, problem-solving, and essential soft skills through hands-on curriculum at MCCC's Pottstown Campus.
- Oversaw creation of the Food Recovery Program, recognized nationally as a 2023-2024 Innovation of the Year Award recipient by The League for Innovation in the Community College. FRP leads efforts to repurpose excess food from Culinary Arts and Baking & Pastry programs to provide free, healthy meals for students, reduce food waste, and combat food insecurity on campus.

Community College of Philadelphia, Philadelphia, PA

Dean, Division of Liberal Studies

January 2016 – March 2023

Institutional Profile: *Community College of Philadelphia is a two-year, associate degree granting institution in Philadelphia. Serving over 24,000 students, the College offers more than 100 degrees at the main campus and four regional centers throughout the Philadelphia community. The College was recertified as an Achieving the Dream Leader College in 2022.*

The Division of Liberal Studies is comprised of nine departments which include: Art; Architecture, Design and Construction; English; Humanities; Music; Photography; Psychology, Education and Human Services; Social Science; and World Languages. There are 26 associate degree programs and 175 faculty in Liberal Studies. Liberal Studies also houses the Fox Rothschild Center for Law and Society, the Center for International Understanding, Study Abroad, and the Liberal Arts Honors Program.

Key responsibilities of the Dean:

- Provided creative and collegial leadership, supervision and administration to academic areas, including guidance to the assistant dean, nine department heads, support staff, and faculty.
- Maintained and developed high quality academic programs and managed accreditation for the Paralegal Studies and Education programs, and institutional academic program reviews.
- Provided strategic development and direction for all academic operations, policies, practices and procedures in the division.
- Served on the Steering Committee for MSCHE re-accreditation self-study team as a key lead on Standards III, IV, and V (2021 – 2022).

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- Developed and sustained partnerships and collaborations with institutions and community partners (e.g., Philadelphia Police Department and Presbyterian Historical Society) to further academic interests of the Division and College.
- Led faculty hiring, tenure and promotion processes for the Liberal Studies Division.
- Served on the Vice President's leadership team and actively participated in the College's strategic planning.
- Oversaw and directed assessment of student learning outcomes in the division, including General Education courses.
- Served as an advising member of the President's Extended Cabinet.
- Coordinated and planned with College leadership, including vice presidents, deans, student support services, and administrative offices, to further strategic initiatives and goals.
- Managed a budget of \$13.1 million for divisional offices, departments, centers of excellence, and grants.

Notable Accomplishments:

- Led the division in program specific equity reviews aimed at discerning and narrowing equity gaps in courses. The first wave of equity reviews began with the highest enrolled courses (e.g., ENGL 101).
- Oversaw the development of the First Year Experience 101 course for the Liberal Arts program, a course that has dramatically increased success, retention, and credit-completion for students.
- Led massive pivot to online learning with over 1000 course sections in 2020. The transition included developing online courses, professional development for faculty in online teaching pedagogy and student engagement strategies, as well as inventive problem solving to offer art and design studios online.
- Served as Co-Chair of the Curriculum Committee (7 years), a joint governance committee that recommends academic programs and policies to the Institution Wide Committee and the College's President.
- Partnered with Bryn Mawr College on a NSF grant, *Philadelphia Teacher Initiative in Education Sustainability*. Faculty collaborated with the Philadelphia School District to develop materials, experiences, and projects grounded in core concepts of Education for Sustainability.
- Revamped the Study Abroad program to offer more students opportunities to travel to destinations such as South Africa, London, Cambodia, Mexico, Japan, and Tanzania.
- Championed the Education: Early Childhood program's successful application for accreditation with the National Association for the Education of Young Children (NAEYC).
- Led the revision of developmental English coursework so fewer students place into developmental writing courses and to increase outcomes of students who do take developmental courses.
- Spearheaded the innovative and impactful Early Childhood Education Apprenticeship Project with District 1199c Training & Upgrading Fund and the Education: Birth through 4th Grade program.
- Led the development of both new and revised programs, such as Communication Studies, Black Studies, Education: Middle & Secondary Level, Behavioral Health/Human Services, and Photography.
- Oversaw the creation of new courses: Cognitive Psychology, History of Capitalism, Forensic Psychology, Technology in Criminal Justice, Death and Dying, Special Topics in Black Studies, and Global Gender Studies, to name a few.

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- Organized and streamlined the divisional assessment of student learning outcomes at the program and course level and assisted in the effort to have assessment of student learning outcomes embedded within the collective bargaining agreement.
- Traveled to Japan and coordinated a MOU with Kibi International University for short-term student learning exchanges for students in the International Studies program.
- **Courses Taught:** ENGL 102, The Research Paper and FYE 101, First Year Experience.

Passaic County Community College, Paterson, NJ

Associate Dean, Developmental Education and English Language Studies June 2014 – Dec. 2015

Assistant Dean, Developmental Education

August 2011 – June 2014

Institutional Profile: *Passaic County Community College is a two-year community college in northern New Jersey, serving about 12,000 students.*

As associate dean, oversaw and managed the administrative and academic operations of the Developmental Studies and English Language Studies departments.

Key responsibilities included:

- Supervising twenty full-time and over 100 part-time faculty, program administrators, staff, and tutors.
- Staffing and scheduling of courses that serve over 3500 students each academic year.
- Guiding and directing the functions of the developmental English tutoring center, including staffing, training, and curriculum development.
- Managing and directing budgetary funds for the two departments.
- Serving as an advising administrator on the President's Extended Cabinet.
- Supervising and guiding the two departments' program and course assessment efforts.
- Coordinating with Enrollment Services, Student Affairs, and other areas to facilitate student success.
- Serving as Alternate Affirmative Action Officer and Title IX Coordinator.
- Being a program leader for PCCC's Achieving the Dream initiative in College Readiness.
- Developing and implementing the two departments' operational goals and aligning such goals with the College's Strategic Plan.

Notable Accomplishments:

- Completed Civil Rights Investigator (Level One) Training Certification Course (Title IX Investigator)
- Co-Chaired the Middle States 2014 Re-Accreditation Self-Study Team for Standard 14 – Assessment of Student Learning.
- Collaborated closely with the EOF program to redesign their summer program offerings to radically alter the rate of acceleration for incoming EOF students who need developmental English.
- Led a campaign to create a student success course for developmental English and ELS students who are often first-generation, low-income students with few resources to navigate the college experience.
- Led a faculty team in the redesign of curriculum in the Developmental Studies program.
- Designed and implemented accelerated learning options for developmental English students seeking to advance through the program.

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- Revamped the developmental English tutoring center to more effectively address the needs of developmental English students.

Hudson County Community College, Jersey City, NJ

Assistant Professor, English and ESL Division

September 2001 – August 2011

Institutional Profile: *Hudson County Community College is an urban, two-year community college in northern New Jersey serving about 9,000 students.*

Taught English composition, Humanities and Developmental Education courses. Tenured in 2005. Coordinated and developed courses in the reading program. Researched and implemented new initiatives to benefit the department. Advised and mentored students both in class and during office hours. Offered various faculty workshops and presentations regarding innovative teaching and learning practices. Mentored and supported new faculty and adjunct faculty. Served on a number of college-wide committees of varying nature.

Courses Taught: Survey of American Literature
English Composition I and II
Basic English I, II, and III
Cultures and Values (Humanities)
Developing Analytical Thought I, II
Introduction to Analytical and Critical Reading
College Survival Skills

Administrative Assignments – Hudson County Community College

- Reading Coordinator, Academic Foundations 2005 – 2011
- Multiple Assessment Placement Pilot & Accuplacer CPT 2009 – 2011
- Interim Director, Academic Foundations 2009
- HCCC College Bound, Instructor 2009
- Middle States Re-accreditation Committee, Chair, Standard 6 (Integrity) 2004 – 2008

PROFESSIONAL & COMMUNITY AFFILIATIONS

Chamber of Commerce for Greater Montgomery County, Board of Directors, Executive Committee
2024 – present

Executive Member of the Board of Directors for the Chamber of Commerce for Greater Montgomery County, the leading business organization in the region. Contributes to the Chamber's mission of enhancing economic health and facilitating member opportunities through strategic networking, events, and educational initiatives.

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Philadelphia Academies, Inc., Board of Directors, Vice-Chair
2018 – 2023

As a nonprofit youth development provider, Philadelphia Academies uses almost 50 years of programming expertise and best practices to support career-connected learning in their partner schools. Bringing together schools, industry, and higher education, Philadelphia Academies leverages relationships and knowledge to transform learning so that young people are prepared for in-demand careers and/or post-secondary education upon graduating high school.

Mellon/ACLS Community College Faculty Fellowships, Selection Committee Reviewer
2018 – 2023

Mellon/ACLS Community College Faculty Fellowships support research projects from faculty in all disciplines of the humanities and related social sciences who teach at two-year institutions. Fellows receive up to \$40,000 to support activities that advance their projects. The selection committee reviews and assesses proposals of community college faculty from across the United States. Prior to the creation of this fellowship in 2018, I worked with a cohort of deans who advised the American Council of Learned Societies' team on the need and possible design of this fellowship.

INROADS, New Jersey, Alumni Board, Community Affairs Director
2012 – 2014

The mission of INROADS is to develop and place talented underserved, underrepresented youth in business and industry and prepare them for corporate and community leadership. Promising minority undergraduates, with strong academic records, are given professional development, mentoring, and professional internships to pave the pipeline into corporate and community leadership.

ADDITIONAL TEACHING EXPERIENCE

Borough of Manhattan Community College, CUNY, New York, NY

Adjunct Instructor, Grant Funded Programs 2003

Conducted two-hour preparatory writing workshops for entering students who were preparing to take the CUNY English Placement Exam. The workshops offered test taking tips, writing instruction, and a grammar review.

Baruch College, City University of New York, New York, NY

Adjunct Instructor, School of Public Affairs 2000 - 2001

Prepared materials and exercises for graduate students in writing workshops devoted to reviewing and reinforcing the fundamentals of academic essay writing. Read student work and offered detailed responses.

Courses: Writing Workshop for National Urban Rural Fellows
Pre-semester Writing Workshop

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New School University, New York, NY

Adjunct Instructor, Writing Program

2000 - 2001

Developed syllabi, prepared discussion topics, and conducted weekly meetings of workshops where students learned, discussed and practiced the fundamentals of essay writing. Prepared detailed written responses to student work. Conducted on-line course for the New School's Distance Instruction for Adult Learning (DIAL) program.

Courses: Workshop in Essay Writing
Preparatory Writing

EDUCATIONAL PUBLICATIONS

Novel Strategies: A Guide to Effective College Reading, Pearson Education

Published: January 2012, Chae Sweet

Novel Strategies is a textbook that offers students the practical, strategic guidance they need to become effective readers, and instructors have a textbook that offers classroom-tested tools and exercises to teach reading strategies and literature in a way that enhances and informs students' mastery of critical reading.

Structured Reading, Seventh Edition, Prentice Hall

Published: December 2008

In 2007, I edited and wrote new chapters for a new edition of a popular developmental reading textbook, *Structured Reading*.