

Charlene Mickens Dukes, Ed. D  
President Emeritus  
Prince George's Community College  
Largo, Maryland

Dr. Charlene Mickens Dukes served thirteen years as the eighth and first female president of Prince George's Community College (PGCC), with the main campus in Largo, Maryland and five degree and extension locations: Joint Base Andrews, University Town Center, Laurel College Center, Westphalia Training Center, and the Skilled Trades Center. The presidency began on July 1, 2007, and she retired on August 7, 2020.

Appointed by the Board of Trustees in July 2007 following a national search, Dr. Dukes previously served as the vice president for Student Affairs at PGCC. During her tenure, she led the college through the 2009 recession and, at its height, increased enrollment by 10% to 44,000 students. A series of long-term partnerships with the Prince George's County Public Schools led to the creation of the first middle college high school in the state of Maryland and an additional six early/middle colleges. Upon her retirement in August 2020, she celebrated forty-two years of progressive leadership, inclusive of administrative experience, policy development and implementation, fundraising, organizational development, grantsmanship, and local, regional, and national service in higher education.

### **National Leadership**

Dr. Dukes is a staunch advocate for student access and success while understanding that collaboration and commitment are essential elements along this journey. As a senior administrator within the community college sector, she relied on both to serve nationally, regionally, and locally. In the mid-nineties, she began her national service as vice president, secretary, and editor of the monograph series for the National Council on Student Development, the organization representing student affairs professionals within the community college sector. In this role, she was one of the four founders and lead faculty members for the Community College Student Development Leadership Institute, designed to provide professional growth opportunities for college personnel in student affairs. Concurrently, she was on the National Academy Board of the National Association of Student Personnel Administrators, the home for the field of Student Affairs across all sectors of higher education. She also accepted membership to the Community College Advisory Panel, established by the College Board to better serve the two-year sector.

Dr. Dukes was asked early in her presidency to participate in the "Roadmap Project, devised by the Association of American Colleges and Universities (AAC&U) to focus on implementing a model for student programmatic review at the 15, 30, and 45 credit attainment cycles. As a result of the College's work, she joined the Board of Directors and served on the Executive Committee. During this time, two of AAC&U's seminal work came to be – LEAP (Liberal Education and America's Promise) and the VALUE Rubric Development Project.

Dr. Dukes was elected by her peers to a three-year term on the Board of Directors of the American Association of Community Colleges (AACC) – the leadership and advocacy organization for the nation’s more than 1,100 community colleges. Within two years, she became chair-elect, which led to her term as Board Chair in 2016. As chair, Dr. Dukes oversaw, in collaboration with the President and CEO, the development of the strategic plan and undertook a robust policy review. In the roles of chair-elect, chair, and immediate past chair, she joined the joint Executive Committee of AACC and the Association of Community College Trustees.

In 2014, Dr. Dukes accepted the opportunity to serve for six years as secretary of the Board of Directors of the Institute for Higher Education Policy (IHEP), one of the nation’s pre-eminent arms of policy research, practice, and application. For more than 25 years, IHEP has been the leading voice championing college access, success, and equality of opportunity for all within its four policy priorities: affordability and need-based aid, data and transparency, degree completion, and higher education for students impacted by the criminal justice system.

Dr. Dukes joined the National Board of Campus Compact in 2015, an organization of more than 1000 two-year and four-year colleges and universities committed to democracy through civic education and community development. Before completing her term in 2020, she served as 2<sup>nd</sup> vice chair and supported efforts to advance the values of campus-based civic engagement, educational equity, and responsible citizenship.

Understanding that financial barriers continued to prevent students from attaining a post-secondary credential or degree, she partnered, in 2016, with former Undersecretary of Higher Education and current Executive Director of College Promise, Dr. Martha Kanter, and congressional, state, and community college leaders to support a national approach to increase the number of states adopting “free community college” to eliminate the lack of monetary resources as the leading reason for the shortage of degree completion. It is this advocacy that led to the local and state announcements of the Prince George’s County Promise Scholarship in 2017 and the Maryland Community College Promise Scholarship in 2018.

Dr. Dukes takes pride in serving in the roles of secretary and convener of the Presidents Round Table of Black Community College CEOs (chancellors, system presidents, and campus presidents) between 2009 and 2020. The President’s Round Table includes the current 144 Black leaders in the nation’s community colleges. One of the signature programs coordinated by Dr. Dukes, the Thomas Lakin Institute for Mentored Leadership, identifies, and professionally develops C-suite aspirants. To date, more than 600 participants completed this premier professional development program for aspiring senior level administrators.

### **State and Regional Leadership**

Dr. Dukes chaired the Council of Presidents of the Maryland Association of Community Colleges from 2016 to 2019. In this role, she served on the Board of Directors, inclusive of Trustees, and represented 15 presidents, serving annually more than 500K students in credit and continuing education programs. The Council addressed key state legislative matters, operationalized both the state and the association’s strategic plans, and developed annual policy

and practice agendas, including but not limited to successful passage of the College and Career Readiness Act of 2013, the P-Tech Act of 2017, the Facilities Renewal Act of 2018, the Maryland Community Colleges Promise Scholarship Act of 2018 and re-committing to state operating budget support and capital projects funding for Maryland's 16 community colleges.

As one of the founding presidents of Maryland Campus Compact in 2008, Prince George's Community College immediately committed to the goals of service, engagement, and civic action for the college community. She served as secretary of the Executive Board from 2008 – 2019 and assisted in overseeing its growth to include colleges and universities from the District of Columbia to form the MD-DC Compact in 2011. In 2017, an invitation was presented to the state of Delaware to join the organization, and the Mid-Atlantic Compact was formed. Member colleges and universities partner with public schools, non-profits, community-based organizations, and the larger community to operationalize the core values of engaged citizenry, collective impact, diversity, life-long learning, equity and justice, reciprocity, and sustainability.

In 2007, then Governor Martin O'Malley appointed Dr. Dukes to the Maryland State Board of Education, the agency responsible for oversight of policies, regulations, and procedures impacting one million students enrolled in Pre-K-12 education. Dukes was unanimously elected president of the Board in 2012 and served in the role for three consecutive one-year terms. During her tenure, the 12-member Board oversaw implementation and administration of new standardized assessments associated with the Common Core standards, a new educator evaluation system; the continuation of a more rehabilitative approach to student discipline to reduce out-of-school suspensions for minor infractions and reduce racial disparities; and revamping the Code of Conduct guidelines. In this role, she also represented the Board on the P-20 Council, the organization whose membership, appointed by the Governor of the state of Maryland, was charged to ensure a partnership between and among State educators and the business community to better prepare Maryland students for the jobs of the new economy while enhancing the state's economic competitiveness through the development of a workforce with 21<sup>st</sup> Century skills.

Dr. Dukes, appointed by the late County Executive Wayne K. Curry, served on the Appointed Board of Education in Prince George's County from 2002-2006. She chaired the Personnel and Student Appeals Committees, where her leadership resulted in policy and procedural changes in personnel matters and the student appeals processes to ensure timely attention, mitigation, and remediation.

### **Strategic Planning**

She shepherded the College through three major strategic plans that guided the aspirations of the college, laying the foundation for expanded service to Prince George's County, the state of Maryland, and the greater Washington region. The FY2010-2013 plan focused on enrollment and retention. Supported by the FY2014-2018 strategic plan, "Envision Success," the College took a collaborative and multi-disciplinary approach to addressing students' needs through a broad array of programs and services and organizational realignment. The FY2019-2021 plan supports three priorities: Student Success, Regional Impact, and Organizational Excellence. The major goals, with associated metrics, are to create and sustain optimal conditions for students to design

and achieve their goals; drive strategic partnerships to identify and respond to local, state, and regional present and future priorities; and remain agile, effective, and efficient through institutional synergies. Additionally, she is currently involved in the strategic visioning for the five-year plans for the Meyer Foundation, CareFirst, Inc., and the Greater Washington Community Foundation.

### **Transformative Programming**

President Barack Obama, in 2011, recognized the College as a White House Champion of Change for innovative and transformative programming – the Academy of Health Sciences. Dukes co-led the vision for the first middle college high school in the state of Maryland; the Academy for Health Sciences is a collaboration with the Prince George’s County Public Schools, the 17<sup>th</sup> largest public system in the United States. The program’s sole purpose is to provide low-income, historically under-represented, and first-generation students the opportunity to begin their post-secondary experiences as early as the 9<sup>th</sup> grade. Six additional middle/early colleges were introduced with foci on information technology, teacher education, health information management, hospitality management, business, and cybersecurity. The first class of graduates received their high school diplomas and associate degrees, concurrently, in 2015, and the partnership has produced more than 600 graduates to date. These pioneering programs boast 100% high school graduation rates and 93% associate degree attainment. Graduating students have garnered more than \$50M in transfer scholarships to four-year colleges and universities across the nation. Concurrent with these programs, PGCC serves more than 1500 public and private school students through dual enrollment on a yearly basis.

As president, Dr. Dukes oversaw the development of the College’s Center for Minority Business Development (CMBD). With a \$5M philanthropic grant from the Peterson Foundation, the leadership team initiated a Mentor Protégé Program to assist local minority businesses with capacity building in 2012 with the intent to increase the participation of small businesses in the marketplace. More than 100 small businesses accessed curriculum and technical assistance, resulting in overall increases in annual revenue of 60%. Nineteen construction and construction-related companies enrolled into the Accelerator Program. These micro-level construction firms demonstrated minimal business infrastructure, generated annual revenue below \$150,000, and had little commercial or government work experience. The learning outcomes associated with this training series focused on developing sound business infrastructures that allowed for successful engagement and increased revenues with local, state, and federal government agencies.

With presidential support and oversight, PGCC became the home of the National Cyberwatch Center, an Advanced Technology Education site funded by the National Science Foundation, beginning in 2007 for total support approaching \$20M. It was one of the first six community colleges to be designated a 2010-2015 Center of Academic Excellence in Information Assurance at the two-year level by the Department of Homeland Security and the National Security Agency, and the designation continued for 2015 to the present. The Center partners with more than 200 two and four-year colleges and universities, businesses and industries, and the federal government to provide a collaborative focus on advancing information security education and strengthening the nation’s cybersecurity workforce. The four pillars of the Center’s work are the *Cybersecurity Skills Journal of Practice and Research*, the nation’s first hybrid-access scholarly

publication focused exclusively on cybersecurity skills; the creation and updating of model information security curricula; a hands-on scalable and customizable offering of turnkey training and assessments with real-world tools and technology; and cultivation of a national community that supports students through an association that provides mentoring and access to career opportunities.

### **Pathways for Students**

Through its work as one of the original 30 community colleges selected for the inaugural *Pathways Project* with the American Association of Community Colleges in 2015 coupled with its 2011 commitment to the goals of Achieving the Dream, Prince George's Community College revamped its organizational structure and program offerings to support more than 150 credit and workforce development and continuing education programs in four divisions: Health, Wellness, and Hospitality; Humanities, English, and Social Sciences; Professional Studies and Community Education; and Science, Technology, Engineering, and Mathematics. Students pursue associate degrees, certificates, licensures, certifications, and community education in ten pathways: Allied Health and Nursing; Behavioral and Social Sciences; Business, Industry, and Entrepreneurship; Education; Liberal and Creative Arts; Professional and Personal Development; Public Safety and Law; Sciences, Engineering, and Math; Technology; and Wellness, Culinary Arts, and Hospitality.

### **Prince George's County Promise Scholarship**

PGCC recognized that financial resources for students was key and critical to access, retention, and graduation. In partnership with the Prince George's County State Delegation, legislation was passed to create a Taskforce to Study the Feasibility of a Promise Scholarship in Prince George's County. Prince George's County Delegate Alonzo Washington and Dr. Dukes co-chaired the 12-member committee that presented a final recommendation to the County Executive to operationally fund said program. PGCC became an early adopter of the Promise Scholarship Program through a partnership with and financial commitment from the Prince George's County government in 2017. The scholarship serves as a last dollar resource for first-time college students who meet financial and academic eligibility requirements and graduated its first cohort in 2019. Currently, the College is serving approximately 400 students annually through allocation of the Promise resources.

### **Fundraising**

In support of the College's academic transformation, more than \$70M in philanthropic and grant support was raised for faculty development, student support services, new programs, and scholarships. The physical conversion is the result of more than \$300M garnered through local and state capital funding for new construction (Center for Health Studies, Culinary Arts Center, Center for Performing Arts, and Marlboro Hall), major renovations and additional square footage (Facilities Building, and Largo Student Center), and operational support with annual increases averaging 3.8%.

Partnerships are key to the ecosystem of the community college to support its mission, vision, and values. PGCC increased its regional footprint through partnerships, inclusive of but not limited to America's Job Centers, Employ Prince George's, the United Way of the National Capital Area, MGM National Harbor, JPMorgan Chase, the Greater Washington Partnership, the

Prince George's Chamber of Commerce, Bank of America, the Peterson Foundation, the Hillside Family Foundation, Turner Construction, Casa de Maryland, Latin American Youth Center, Chesapeake Insurance Company, Doctors Hospital, Kaiser Permanente, and Capital Region Health of the University of Maryland.

### **Education**

University of Pittsburgh 1992

Administrative and Policy Studies, Ed. D

Administrative and Policy Studies, M. Ed 1987

Indiana University of Pennsylvania 1980

English, Secondary Education, B.S, Ed

### **Leadership Development**

Thomas Lakin Institute, Presidents Roundtable, Newport News, VA

National Leadership Academy, Association of Community College Trustees, Washington, D.C.

National Leadership Institute for Student Affairs Professionals, National Council on Student Development, St. Louis, MO

Executive Leadership Institute, League for Innovation in Higher Education, Tempe, AZ

American Council on Education, Office of Women 59<sup>th</sup> Leadership Institute, Washington, D.C,

Senior Student Affairs Officers, Effective Leadership, National Association of Student Personnel Administrators, Washington, D. C.

Zenger Miller, "Total Quality Management Institute." Certified Trainer Pittsburgh, PA

### **Teaching Experience**

University of Maryland Global Campus Community College 2012 - 2016

Leadership Program, Guest Lecturer

College Park, MD

Adjunct Professor 2006 - 2013

Community College Leadership Doctoral Program

Morgan State University

Baltimore, MD

Adjunct Professor 1997 – 2000

Educational Development

Prince George's Community College

Largo, MD

Adjunct Professor 1986 -1995

English Department

Community College of Allegheny County

Pittsburgh, PA

President  
Prince George's Community College  
Largo, Maryland

2007-2020

- Responsible for leading an urban-suburban community college serving an annual all-time high of 44,000 credit and non-credit students in transfer, career, and workforce development programs with 250 full-time faculty; 1100 adjunct faculty; and 800 administrators and staff. The college has a national reputation for faculty and student engagement; is a major recipient of National Science Foundation grants focusing on Science, Technology, Engineering, and Mathematics; and provides an array of community-based programming. In FY2020, the annual operating budget was \$125M and \$20M+ in grant resources.
- Provided oversight and supervision for senior administrators leading the areas of Teaching, Learning, and Student Success; Student Affair; Administrative and Financial Services; Enterprise Technology; Strategy, Planning, and Effectiveness; and the Office of the President at the Largo Campus and the five degree/extension sites.
- Guided the College through a major realignment of human resources and financial capital, resulting in the creation of an enhanced organizational structure to support students and the greater community.
- Developed the College's governance structure, the Collegewide Forum, to include faculty, staff, students, and administrators.
- Redesigned the Presidential Leadership Team to include student, faculty, staff, and mid-level administrative representation and participation in the leadership governance and implementation structures.
- Led the College through the successful reaffirmation of accreditation by the Middle States Commission on Higher Education through 2023 and received more than fifteen commendations for the work and commitment of faculty, staff, and students.
- Chaired accreditation visits at the Community College of Philadelphia and SUNY Schenectady Community College.
- Supported reaffirmation of specialized accreditation for Nursing and Allied Health Programs.
- Increased student enrollment (headcount) to all time high of 44,000 students.
- Engaged in advocacy for capital funding totaling more than \$300M to secure financial resources for new construction and/or major renovations for the Center for Health Studies, the Culinary Arts Center, the Facilities Building, Lanham Hall, the Center for Performing Arts, Marlboro Hall, and the Largo Student Center,
- Opened newly renovated Bladen Hall and the Center for Applied Technology in January and August 2008, respectively.
- Signed new and/or continuing articulation agreements with the University of Maryland College Park, University of Maryland University College, Bowie State University, Howard University, Georgetown University, the University of Pittsburgh, Excelsior College, and 30 additional regional/national colleges and universities.
- Secured new grant opportunities in the amount of \$11 million to support the on-going creation of the Hospitality, Culinary, and Tourism Institute; the Center for Minority Business Development, and the Minority Pipeline for Science, Technology, Mathematics,

and Engineering.

- Partnered with major county, regional, and national entities to create innovative and sustainable partnerships in support of access to postsecondary education, workforce development, employment pipelines, economic development, and community engagement.

Vice President for Student Services  
Prince George's Community College

1995-2007

- Convened the President's Council (Senior Leadership Team).
- Co-Chaired the College-Wide Forum/Executive Council governance system.
- Served, in the absence of the president, as the Senior lead at the College.
- Led a staff of 190 full and part-time professionals in the areas of Enrollment Services, inclusive of college recruitment, admissions and registration, financial aid, and student assessment; Student Development Services, inclusive of educational advising, counseling, transfer services, international student support, career services, job services, disability support, vocational support, prior learning services, minority mentoring programs, student retention services, TRIO programs, and student development curricula; and College Life Services, inclusive of student programming, health services, orientation programs, co-curricular clubs and organizations, facilities management and scheduling, bookstore, food services, and childcare.
- Responsible for \$8 million annual operating budget and TRIO grants (Student Support Services and Upward Bound) of \$2.2 million
- Reorganized Student Services to serve and respond to student needs more effectively.
- Initiated and led the first outcomes assessment plan for the state's 16 community colleges to address student needs and institutional expectations and serve as a benchmarking model.
- Planned, developed, and implemented with Academic Affairs the first mandatory college success course designed to focus on student achievement.
- Designed and opened the renovations of two major facilities to support a "One Stop Shop" for potential and current students and a testing/assessment/open computer laboratories wing.
- Led the renovations of the college's bookstore and dining facilities to better serve students and employees.

Dean of Students  
Community College of Allegheny County,  
Allegheny Campus  
Pittsburgh, Pennsylvania

1995

- Served 15,000 credit and non-credit students with programs and services designed to support academic achievement.
- Supervised 100 full and part-time professionals.
- Assisted in the design and renovation of the Student Activities Center and Student

- Services Building.
- Increased enrollment by 5%.

Director of Minority Affairs 1991- 1995  
Community College of Allegheny County\College Office

- Designed and implemented successful affirmative action plan.
- Increased minority hiring and retention by 20%.
- Served on Collective Bargaining Negotiation Team for two successful contracts, respectively, for faculty and support staff.

Director of Admissions 1985-1991  
Community College of Allegheny County  
Allegheny Campus

- Led the enrollment initiatives and supervised 10 staff.
- Revised the Testing and Orientation Program for new students
- Increased credit enrollment overall by 5%.

Assistant Director of Admissions 1981-1985  
Community College of Allegheny County  
Allegheny Campus

- Developed and implemented creative community and public schools' partnerships to enhance institutional brand and increase enrollment.
- Reorganized office functions to better respond to the needs of first-time students.

Admissions and Financial Aid Officer 1980-1981  
University of Pittsburgh

- Responsible for student recruitment and financial aid for four states (Pennsylvania, New Jersey, Maryland, Ohio) and the District of Columbia.

**Professional Affiliations (selected)**

Association of Community College Trustees, Consultant	2020-present
Dallas College, Presenter/Consultant	2020
Belk Center, North Carolina State University, Consultant	2020-present
Aspen Institute Fellows Program, Mentor	2017-present

**National Board Leadership (selected)**

Council for Advancement of Standards in Higher Education	2019-present
Policy Advisory Board, Biden Institute	2018-present
Convener, Presidents Round Table, African American CEOs	2018-2020
Advisory Board, Skills for a New Economy, Educational Testing Services	2019-2020
Chair, Board of Directors, American Association of Community Colleges	2016-2017
Board of Directors, National Campus Compact	2015-2019
Secretary, Board of Directors, Institute for Higher Education Policy	2014-2020
Secretary, Presidents Round Table, African American CEOs	2012-2016
Board of Directors, Association of American Colleges & Universities	2012-2016
Secretary, Regional Campus Compact (MD, DC, Delaware)	2008-2018
National Council on Student Development	1997-2007

**Community Board Affiliations (selected)**

Meyer Foundation Board of Directors (current Chair)	2016-present
Venture Philanthropy Partners	2018-present
Maryland Opportunity Zone Taskforce	2018-2019
CareFirst Maryland Board of Directors	2016-present
Community Health Resource Commission, State of Maryland	2014-2016
Secretary, Greater Washington Community Foundation	2015-present
Hillside Works-Scholarship Connection	2010-2020
Business Roundtable	2010-2020
Prince George's Chamber of Commerce	2008-2020
America's Job Centers and Employ Prince George's	2008-2020

**College Recognitions (selected)**

American Association Community Colleges Excellent Corporate Partnership Award with MGM National Harbor	2018
National Center of Academic Excellence in Information Assurance	2010-2020
Achieving the Dream	2011
AACC Pathways Project	2015
Top 25 Associate Degree Producer	2011

**Honors (selected)**

Diverse Issues	2020
Prince George's Chamber of Commerce "Educator of the Year"	2020
Prince George's County Educator Pride Award	2019
Minority Business Leader, <i>Washington Business Journal</i>	2018
Northeast Region CEO Award, Association of Community College Trustees	2018
Maryland Chamber of Commerce Hall of Fame, Inductee	2017
Joe's Emporium Movement Impact Award	2017
Washingtonian of the Year, <i>Washingtonian Magazine</i>	2017
Reginald Wilson Leadership Diversity Award, American Council on Education	2014
Maryland Women's Hall of Fame, Inductee	2013
Power 100, <i>Washington Business Journal</i>	2011

100 Most Powerful Women in Washington Region

2011,2013,  
2015,2017

Distinguished Alumnus Award, Indiana University of Pennsylvania

2008

Distinguished Alumnus Award, University of Pittsburgh

2007