



Submitted application for Economic Development Committee

Email *

[REDACTED]

This Form and its contents may be subject to the California Public Records Act, and as such may therefore be subject to public disclosure unless otherwise exempt under the act.

First Name *

Gayle

MI

Last Name *

Pitman

Address 1 *

[REDACTED]

Address 2 (optional)

City *

[REDACTED]

State *

CA

Postal Code *

[REDACTED]

What district do you live in? *

District 4

What district do you want to serve in?

District 4

Some boards and commissions require membership to be racially, politically or geographically proportionate to the general public. The following information helps track our recruitment and diversity efforts.

Ethnicity

White

Gender

Female

Primary Phone *

[REDACTED]

Alternate Phone

[REDACTED]

Please identify how you prefer to be contacted.

Email

Are you currently serving on a County of Monterey Board, Commission, Committee or other Community Advisory Group? *

No

Interests & Experiences

Please tell us about yourself and why you want serve

I have dedicated my career to advancing equity, education, and economic opportunity through higher education in California, and currently in Monterey County. For more than twenty-five years I have worked in California community colleges, first as faculty and now as a senior executive at Hartnell College, where I oversee institutional research, strategic planning, accreditation, and college-wide initiatives. These responsibilities require me to balance long-term strategic vision with day-to-day leadership, while fostering collaboration across faculty, staff, students, and community partners. Our current initiatives include a focus on strengthening pathways that connect education and workforce development that lead students to post-graduation success and achieving livable wages in our community, focusing specifically on agriculture, healthcare, and emerging industries that are vital to our region's growth. I would like to serve on the Economic Development board because I believe deeply in the power of partnerships to transform lives and communities. Monterey County has extraordinary assets, including our diverse population, strong agricultural base, cultural vibrancy, and strong higher education infrastructure. At the same time, our residents face significant challenges related to workforce readiness, living-wage attainment, and economic mobility. By serving on the board, I hope to contribute my expertise in higher education, strategic planning, and equity-focused initiatives to help foster inclusive economic development that uplifts families, diversifies industries, and sustains long-term prosperity for the entire county.

Please state the reason you would like to be a member of this board committee/commission/district.

I would like to be a member of the Economic Development Board because I see this work as essential to the long-term health and prosperity of Monterey County. Our economy is at a crossroads: while agriculture remains the backbone of our region, automation and global competition are rapidly changing the nature of agricultural work. Many long-time workers are at risk of displacement, and we must create clear pathways to upskill and reskill them so they can access stable, living-wage jobs in both traditional and emerging industries. At the same time, Monterey County faces some of the largest income inequality gaps in California. Too many residents, especially those who work in agriculture, hospitality, and service industries, struggle to earn a living wage. One of the most critical solutions to closing this gap is intentional, inclusive economic and workforce development that expands opportunities for all, in partnership with our local higher education institutions to provide critical training leading to high-wage jobs. In addition to creating economic opportunities, we must also address the interconnected challenges that impact economic vitality: limited affordable housing, inadequate broadband access in rural communities, seasonal employment patterns that leave families vulnerable, and persistent gaps in education and healthcare. These issues do not exist in isolation, and economic development efforts must bring together stakeholders across sectors to create solutions that strengthen communities.

Have you served on an advisory group before?

No

How did you hear about the position?

County of Monterey Policy - states that Commissioners are required to attend meetings on a regular basis. If appointed, will you be able to attend meetings regularly and devote the time necessary to fulfill your duties as a member *

Yes

Background Information

Upload a resume with the names, addresses, and dates of employers for the last five (5) years.

[View Resume](#)

Employer

Hartnell College

Job Title

Vice President of Institutional Equity, Effectiveness, and Success

Occupation

Executive Leadership, Higher Education

Employer Address

[REDACTED]

Information Regarding Conflict of Interest and Filing of Statements of Economic Interests (Form 700)

State and local law requires that you abstain from participation in decisions that may affect your financial interest, including sources of income and interest in real property or investments. In addition, if appointed you may be required to fill out a disclosure statement that identifies certain of your financial interest beginning with the immediate 12 months period prior to your appointment.

In accordance with Government Code Sections 87313 and the County of Monterey's Conflict of Interest Code, this Board/commission/Committee/District, you may be required to file statements disclosing certain types of information so that the public can be made aware of potential conflicts of interest. The types of disclosures are:

- Investments
- Interests in Real Property Held by a Business Entity or Trust

- Investments Held by a Business Entity or Trust Income (other than loans and gifts)
- Income – Travel Payments, Advances, Reimbursements
- Income gifts
- Business Positions
- Commission Income Received by Brokers, Agents, and Salespersons
- Income and Loans to a Business Entity or Trust Income from Rental Property

If you have any questions regarding disclosure requirements, please contact the Clerk of the Board's office at 831-755-5066.

Please identify any specialized accommodations needed for equal participation:

N/A

I DECLARE, UNDER PENALTY OF DISQUALIFICATION AND TERMINATION, THAT ALL STATEMENTS IN THIS APPLICATION ARE TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE.

Enter Your Initials *

GEP

GAYLE E. PITMAN, PH.D.



SUMMARY

25+ years of community college higher education experience, ranging from ground-level classroom instruction, curriculum development, and student support to high-level educational planning, research, strategic planning, accreditation, and policy leadership. Focus on equity and student success.

CURRENT AND RECENT WORK EXPERIENCE

Vice President of Institutional Equity, Effectiveness, and Success (July 2024-present)

Associate Vice President of Institutional Equity, Effectiveness, and Success (April 2023-June 2024)

Hartnell College

In this role, I serve as a Cabinet-level leader responsible for advancing institutional planning, accreditation, research, and data-informed decision-making to improve student success and equity. I oversee strategic initiatives, assessment of institutional outcomes, and the integration of equity frameworks into policies and practices, ensuring the college's mission, vision, and goals are met effectively and transparently.

RESEARCH: Develops and implements an institutional research strategy that reflects the District's commitment to equitable access, educational progression, completion of educational goals, and success. Leads a team of institutional research professionals in compiling, analyzing, and communicating data to guide policy development, educational programming, and student support services that advances student success and equity. Works with stakeholders across the college to foster a data-informed and data-engaged culture.

STRATEGIC PLANNING: Serves as the lead in all college-wide planning efforts, including strategic planning, strategic enrollment management planning, and integrated program-level planning and resource allocation. Led the college-wide effort to review and revise the institution's mission, vision, values, and strategic plan.

EDUCATIONAL POLICY, INITIATIVES, AND GOVERNANCE: Currently leading the college's One Hartnell initiative, which encompasses the institution's Achieving the Dream work, our Caring Panthers initiative with the Institute for Evidence-Based Change, and our student outreach and onboarding reform efforts in partnership with Swim Digital. Provides research and planning support for various initiatives and legislative mandates, including AB 705

implementation and AB 1805 compliance, Guided Pathways implementation, dual enrollment efforts, AB 928 implementation, and statewide transfer initiatives. Maintains knowledge of relevant California Education Code sections, Title 5 regulations, CCCC guidelines, and District board policies and administrative regulations.

EQUITY, GUIDED PATHWAYS, AND HSI: Provides direction to the Dean of Equity and Pathways to ensure a seamless educational journey for all students. Ensures an integrated alignment of Diversity, Equity, Inclusion, and Belonging (DEIB) efforts across the college. Provides guidance and direction to the Director of HSI Initiatives to develop and execute an HSI grants and funding strategy, develop and sustain a culture of servingness for our Latinx student population, build and maintain relationships with community partners, and complete all federal reporting requirements. Sets a vision focusing on strengthening the college's capacities by building equitable systems of teaching and student services that increase the academic success of Hispanic and other low-income students.

STRATEGIC ENROLLMENT MANAGEMENT: Led a cross-functional team to develop the college's Strategic Enrollment Management plan. Currently serving as a member of the Strategic Enrollment Management committee. Facilitated the development and utilization of strategic enrollment management and strategic scheduling data tools.

INSTITUTIONAL EFFECTIVENESS/ACCREDITATION: Provides leadership and guidance for program review, resource allocation, outcomes assessment, and other key processes in institutional planning, institutional accountability, effectiveness and decision-making. Leads all regional accreditation efforts, including reaffirmation, Quality Focus Essays, Substantive Changes, and periodic reports, as well as providing monitoring, tracking and support for specialized program accreditations. The VP serves as the regional Accreditation Liaison for the District and performs related work as required.

BUDGET OVERSIGHT: Provides oversight over a \$2 million operating budget and \$11 million of grant, categorical, and one-time dollars. Created alignment between initiatives, grants, and other collegewide efforts and our college's goals and strategic plan as well as the CCCC Vision 2030. Reported allocation and expenditure activities and outcomes to federal, state, and private funders.

COMMUNITY PARTNERSHIPS: Developed and maintained relationships and partnerships with community organizations, including the Monterey County Business Council, the Monterey County Office of Education, regional transfer institutions (e.g., CSU Monterey Bay and the University of California at Santa Cruz), and local nonprofit organizations.

**Acting Vice President of Academic Affairs
Hartnell College (October-December 2023)**

Provided short-term leadership over the Office of Academic Affairs during a period of administrative transition. Met regularly with the Academic Deans to provide guidance and support regarding course scheduling, enrollment management, faculty hiring processes, curriculum development, program review, and operational issues.

**Dean, Planning, Research, & Institutional Effectiveness
Sacramento City College (2020-2023)**

RESEARCH: Led a team in designing, coordinating and implementing an equity- and student success-driven research strategy for the college. Communicated key research findings to the college, the Board of Trustees, and the public using a variety of methods, including research reports, briefs, infographics, presentations, and interactive data dashboards. Served as a tri-chair for the college's Planning, Research, and Institutional Effectiveness committee.

STRATEGIC PLANNING: Facilitated high-level college strategic planning, as well as area-specific annual planning efforts. Led a team in revising the college's mission, vision, and values. Worked with Instructional and Student Services areas to align unit, program, and area goals with college goals and strategic priorities. Worked closely with the college President and the College Council to develop five-year strategic goals, indicators of achievement, targets, strategies, and evaluation processes. Ensured that all college operational and tactical plans were aligned and crosswalked with the College Strategic Plan.

STRATEGIC ENROLLMENT MANAGEMENT: Co-wrote the college's current Strategic Enrollment Management plan to address rapidly declining enrollments. Co-chaired the Strategic Enrollment Management team in its efforts to boost student enrollments, particularly among Black/African American students. Facilitated the development and utilization of strategic enrollment management and strategic scheduling data tools.

GRANTS: Provided oversight over \$10 million of college-level grant activity, including grant application, budget, research, and project management support. Created alignment between initiatives, grants, and other collegewide efforts and our college's goals and strategic plan, the district strategic plan, and the CCCCC Vision for Success. Reported grant activities and outcomes to federal, state, and private funders.

STRATEGIC FINANCIAL PLANNING: In collaboration with the Vice President of Administration, made systemic changes to the college's integrated planning and resource request system to improve effectiveness. Worked with Instruction and Student Services to track outcomes and provide accountability for various categorical and one-time funding streams, including Student Equity and Achievement Program funding, Strong Workforce funding, and COVID-19 relief funds.

PROGRAM EVALUATION/INSTITUTIONAL EFFECTIVENESS: Provided support for program review, resource allocation, student learning outcomes assessment, and other key processes in institutional planning, institutional accountability, effectiveness and decision-making. Led program review redesign efforts in Instruction and in Student Services. As the college Accreditation Liaison Officer (ALO), provided leadership over the college's accreditation activities, including the Institutional Self-Evaluation Report process, annual reporting requirements, and substantive change processes. Served as a member of the 2021-2022 ACCJC Standards Review Team. Served as a Partnership Resource Team (PRT) member for Grossmont College under the Institutional Effectiveness Partnership Initiative (IEPI). Slated to serve as an ACCJC peer review team member for Moorpark College starting in Spring 2023.

EDUCATIONAL POLICY, INITIATIVES, AND GOVERNANCE: Served as the college's Participatory Governance Process Coordinator, ensuring that the college is aware of and adhering to participatory decision-making processes. Provided leadership and oversight over the college's major revision of its Governance Guide. Led the college's work with Achieving the Dream in data and research capacity building efforts, strategic enrollment management planning, and organizing college initiatives using the Completion by Design loss-momentum framework. Led efforts to redesign the college's governance and standing committee structure. Provided research and planning support for various initiatives and legislative mandates, including AB 705 implementation and AB 1805 compliance, Guided Pathways implementation, and dual enrollment efforts. Maintained knowledge of relevant California Education Code sections, Title 5 regulations, CCCCCO guidelines, and District board policies and administrative regulations.

**Professor, Psychology
Sacramento City College (2001-2020)**

Academic Senate President (2018-2020)

EDUCATIONAL POLICY, INITIATIVES, AND GOVERNANCE: Served as the official spokesperson and advocate for the faculty in academic and professional matters. Advocated for equitable and anti-racist faculty hiring processes to be codified in the District Faculty Hiring Manual. Authored college, district, and state-level resolutions focused on student equity, online education, remedial educational reform, and data governance. Testified before the California state legislature on a range of educational policy issues, including AB 705, community college mental health services, parental leave policies, community college funding, and online education.

**Faculty Research Coordinator/
Student Learning Outcomes Coordinator
(2015-2018)**

RESEARCH: Worked under the direction of the Dean of Planning, Research, and Institutional Effectiveness to develop and implement a faculty research agenda focused specifically on equity and student success. Led course success data workshops for instructional faculty and student services-focused data workshops for student services faculty and classified professionals. Utilized various forms of data storytelling, including reports, data dashboards, Power Point presentations, and infographics. Served as a member of the college's Institutional Review Board (IRB), evaluated external research proposals and provided feedback and recommendations.

PROGRAM EVALUATION/INSTITUTIONAL EFFECTIVENESS: Coordinated development, analysis, and reporting of student learning outcomes across the college. Collaborated with the Dean of Planning, Research, and Institutional Effectiveness in writing the Student Learning Outcomes Institutional Effectiveness report, ACCJC annual reports, and reports submitted to the state Chancellor's office. Provided support to instructional departments undergoing Program Review.

EDUCATIONAL POLICY, INITIATIVES, AND GOVERNANCE: Worked with faculty on a variety of college- and district-wide research initiatives, particularly student equity, AB 705 implementation, online education, and Guided Pathways. Under the direction of the Dean of

Equity and Student Success, led a multi-constituency equity team in preparing, writing, and submitting the Student Equity/SSSP/BSI plan and SEAP plan to the state chancellor's office, integrating three major statewide initiatives. Participated on the college's student equity coordinators team to implement high-impact equity interventions. Served on the statewide Data and Governance Committee.

**Department Chair, Psychology
(2004-2007; 2013-2014)
Coordinator, Women and Gender Studies
(2004-2015)**

CURRICULUM DEVELOPMENT: Led department-wide curriculum revision efforts as part of program review. Created new curriculum for the department to meet students' educational and programmatic needs.

COURSE SCHEDULING: Developed course schedules in collaboration with the area dean and the deans of the outreach centers. Coordinated across departments to schedule courses in the Women and Gender Studies department.

PLANNING: Led department-level annual unit planning and resource request processes. Participated in department-level full-time and adjunct faculty hiring efforts.

OUTREACH AND STUDENT ENGAGEMENT: Led outreach and student engagement activities for prospective and declared majors.

INTERSEGMENTAL COORDINATION: Maintained connections with local K-12 partners as well as CSU and UC faculty. Participated in course articulation and alignment efforts, including statewide C-ID meetings. Led efforts to develop an associate's degree for transfer (ADT) in Psychology.

EDUCATION

Ph.D. in Clinical Psychology, Psychology of Women Emphasis (1999)
California School of Professional Psychology, Alameda, California

M.A. in Clinical Psychology, Psychology of Women Emphasis (1996)
California School of Professional Psychology, Alameda, California

B.A. Cum Laude in Clinical Psychology, Minor in Women's Studies (1994)
Tufts University, Medford, Massachusetts

COMMUNITY ENGAGEMENT

Steering Committee Member, Bright Futures, Salinas, CA (2024-present)

California Community Colleges LGBTQ+ Advisory Committee, California (2023-present)

Board Member, Gender Health Center, Sacramento, CA (2012-2019)

Board Secretary, 2012-2016

Board Vice President, 2016-2019

Community Advisory Board Member, Sacramento LGBT Community Center, Sacramento, CA (2014-2019)

AWARDS AND ACCOMPLISHMENTS

Leadership Monterey County Graduate, Monterey County Business Council (2024)

Received award for participating in a 10-month educational program offering a focus on community issues, and preparing graduates to take on leadership roles in the region.

Admin 201 Graduate, Association for California Community College Administrators (2023)

Participated in 1-week intensive case study-based professional development program, which included a 360 leadership assessment using the Five Principles of Exemplary Leadership.

Research and Planning Group Summer to Summer Institute Graduate (2021)

Completed a 10-month immersive learning experience for institutional planning and research professionals focused on equity-minded leadership and social justice.

Faculty Achievement Award, Sacramento City College (2017)

Received award for excellence in teaching, community service, and outstanding leadership.

Celebration of Excellence Award, Sacramento City College (2006)

Received award for outstanding service to the college.

SPECIAL SKILLS

Data visualization: Power BI, Quicksight, Tableau

Digital workspaces: Google Drive (Google Docs, Google Sheets, Google Slides); Microsoft Teams; Zoom; Slack

Educational technological solutions: Ad Astra, Civitas, Degree Planner, Lightcast, Starfish

Statistical software: SPSS, NVivo

PROFESSIONAL/INSTITUTIONAL MEMBERSHIPS AND SERVICE

Research and Planning:

Research and Planning (RP) Group (institutional membership)

Association for Institutional Research (AIR) (institutional membership)

California Association for Institutional Research (CAIR) (institutional membership)

Student Success and Equity:

Excelencia in Education (Seal of Excelencia institutional awardee)

Achieving the Dream (ATD) (institutional membership)

Professional Memberships:

LGBTQ Leaders in Higher Education

Association of California Community College Administrators (ACCCA)

American Psychological Association (APA)

PROFESSIONAL REFERENCES

Mr. Michael Gutierrez
Superintendent/President, Hartnell College
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