Robert K. Bitting
Ph.D.

Using Effective Leadership Strategies in the Workplace

Robert K. Bitting, Ph.D., L.M.H.C.

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Academic Qualifications

Ph.D. in Higher Education
Department of Educational Organization, Administration, and Policy
State University of New York at Buffalo, NY, 1988

M.S. in Education
Alfred University, Alfred, NY, 1980

B.A. in Psychology
Thiel College, Greenville, PA, 1976

Professional Experience

Faculty Appointments

Director, Graduate Counseling Program (and Associate Professor), Division of School Psychology, Alfred University, Alfred, NY, August 2005 – Present.

- Teach a full range of graduate counseling courses and supervise practica and internship assignments.
- Washington, D.C. representative for the Rural Justice Institute (Domestic Violence Prevention) and the Lea R. Powell Institute for Children and Families at Alfred ($2.65 million received to date).
- Co-direct a newly established distance learning M.S. Ed. program in School Counseling in the metropolitan New York City area through the Center for Integrated Teacher Education (CITE); Diversity and Practicum Coordinator.
- Licensed as a Mental Health Counselor in the State of New York. Practicing through The Counseling Center, a psychiatric clinic serving Allegany County, NY.
- Vice President for Program Development, the New York Counseling Association.
- Member of the Public Policy and Legislative Committee, the American Counseling Association.

Administrative Appointments

Associate Vice President for Research and Sponsored Programs, Alfred University, Alfred, NY, December 2003 – July 2005; formerly Associate Vice President for Academic Research, Planning and Administration, August 2001- December 2003.

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- Coordinated the planning and development of faculty and University research proposals, including budgeting and other pre- and post-award activities.
- Managed the University's technology transfer/intellectual property activities.
- Coordinated the University's interactions with Congress, the federal executive branch, research organizations, public policy groups, educational associations, and professional societies, including appropriations and grant activities.
- Advised and directed University faculty and administrators on federal legislative, regulatory, and policy developments, and coordinate their liaison activities.
- Coordinated University and faculty interactions with corporate research partners and State agencies.
- Coordinated University involvement on State and local business/community development initiatives.
- Chaired the Sponsored Programs Best Practices Committee.
- Chaired the Undergraduate Research Initiative Committee.
- Administrative liaison to the Faculty Development Committee.
- Co-founder and administrative liaison to the University's Rural Justice Institute (RJI) and the Center for Environmental and Energy Research (CEER).
- Coordinated major academic events (Honors Convocation, Commencement, Opening Convocation).

Assistant Vice President for Research, Alfred University, Alfred, NY, August 1997 – August 2001.

- Developed, implemented, and managed the first University-wide effort to obtain federally appropriated funding for faculty and student research initiatives.
- Successfully lobbied for over $2 million per year directly from various Appropriations Subcommittees.
- University research doubled to approximately $10 million per year.

Director of Operations, Office of Sponsored Programs and the Center for Advanced Ceramic Technology (CACT), New York State College of Ceramics at Alfred University, October 1987 – August 1997.

Director, Office of External Affairs, New York State College of Ceramics at Alfred University, from October 1992 – August 1997.

Director of Extension Services, New York State College of Ceramics at Alfred University, September 1985 – October 1987.

Director of Lifelong Learning, SUNY College of Technology, Alfred, NY June 1980 - September 1985.

Other Teaching Experience (Selective)

Adjunct Associate Professor in Education and in Business, Alfred University, September 1987 – July 2005. Courses taught include:

- Psychological Foundations of Education
- Social Foundations of Education
- Entrepreneurship and Family Business
- Business Ethics and Leadership
- Ceramic and Materials Science Entrepreneurship

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Member of the Management Institute Faculty, Jamestown Community College, Olean, NY, September 1994 – Present. Courses/topics taught include:

- Principles of Management
- Management Costs and Quality (including Visual/Lean Workplace Management)
- Performance Review and Management
- Conflict Management and Negotiation Techniques
- Teambuilding and Effective Customer Relations

Other Professional Experience (Selective)

Human Resources Trainer and Consultant, 1992 – Present.

- Over 500 programs presented on a variety of leadership, management and supervision, and strategic planning topics to over 150 diverse organizations.
- Industry clients include Philips Lighting Company, Xerox Corporation, Motorola, Inc., Zippo Manufacturing, CUTCO Cutlery Corporation, and Toshiba, Inc.
- Agency clients include the ARCs (Association for Retarded Citizens) in ten New York State counties, the Allegany County and Cattaraugus County Departments of Social Services, the Allegany Council on Alcohol and Substance Abuse, and the New York State Parole Officers Association.
- Healthcare clients include Jones Memorial Hospital (Wellsville, NY), Cuba Memorial Hospital (Cuba, NY), Olean General Hospital (Olean, NY), and Bradford Regional Medical Center (Bradford, PA).
- Academic clients include the University of Pittsburgh at Bradford, Canisius College, Jamestown Community College, the University of Buffalo, and S.U.N.Y. College of Technology at Alfred.
- Other clients include First Tier Bank and Trust, New York State Electric and Gas, and Rotary International (as head of their Youth Leadership Program).

Contributing Editor, Management Development, *Olean Times Herald*, Olean, NY, January 1996 – Present.

- Over 100 articles written focusing on current issues in group relations, supervision, management and strategic planning.
- Topics have included “Dealing with Toxic Employees”, “Truth-Telling and Deception in the Workplace”, “Humor and Change”, “Power, Authority, and Leadership”, and “Outcomes-Based Strategic Planning”.

Public School Teacher (Certified), Almond, NY and Erie, PA, September 1976 – June 1978.

Professional Highlights

Grant Writing and Project Management Activities (Selective)

M.S. Ed. Program in Counseling through the Center for Integrated Teacher Education (CITE)

- Part of a three-person team (along w/ Provost and Chair of the Division of School Psychology) to develop and implement a new distance Master’s level program in Counseling for working professionals in the metropolitan New York City area.

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- Co-developed complete curriculum for program, including syllabi and all related learning materials.
- Co-coordinate all admissions activities; including interviewing and selecting all program students. Also, screen, interview, and select program adjunct faculty.
- Initial cohort of 75 students (three groups of ~25) began in fall '06; largest graduate program at Alfred University. Second cohort to begin in fall '07, doubling the size of the program to over 150 students.

The Rural Justice Institute at Alfred University (RJI)

- Co-authored, with faculty, the proposal establishing this center to coordinate regional services for victims of domestic violence - a multidisciplinary research effort involving graduate and undergraduate students and faculty from the social sciences and school psychology.
- Successfully lobbied Congress for $2.05 million in funding through the Department of Justice (Office of Juvenile Justice and Delinquency Programs) in FY 2002-06.
- Member of the three-person RJI management team.

The Lea R. Powell Institute for Children and Families

- Co-authored, with faculty, a proposal to support the institute's efforts to create satellite outreach centers in rural areas for at-risk children.
- Successfully lobbied Congress for $500,000 in funding through the Substance Abuse and Mental Health Services Administration (SAMHSA) for FY 2004-06.
- Submitted Fall '06 to the Department of Education (Personnel Preparation Grant): Preparing Counselors and Psychologists to Work Collaboratively to Enhance Mental Health and Educational Services for Students with Disabilities in Underserved Rural Areas.

The Center for Environmental and Energy Research at Alfred University (CEER)

- Authored the proposal to establish this multidisciplinary research effort involving graduate and undergraduate students and faculty from engineering, environmental sciences, computer sciences, chemistry, physics, and business.
- Successfully lobbied Congress for $6.2 million in funding from the Environmental Protection Agency (EPA) in FY 2000-06.

The Center for Advanced Ceramic Technology (CACT)

- Co-authored, with faculty, a proposal submitted to the New York State Science and Technology Foundation to establish a Center for Advanced Technology at Alfred University (one of thirteen such centers statewide).
- Received $10 million in 1987; renewed for an additional $10 million in 1997 ($1 million per year, matched by industrial monies)
- Over 150 company partners to date.
- Total funding for Center operations has exceeded $40 million.
- Director of Operations from 1987 – 1997.

Alfred Technology Resources, Inc.

- Co-authored, in conjunction with University faculty and Corning, Inc., a proposal resulting in $10 million from New York State for the construction of dual "incubator" facilities in Corning, NY and Alfred, NY, for high technology start-up companies.

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- Vice Chairman of the Executive Board of this not-for-profit organization, 2003-2005.
- Over 1,500 jobs created in the Southern Tier of New York.

The Biotechnology Industrial Outreach Services Center (BIOS)

- Co-authored, with faculty, a proposal to New York State to establish a testing services center for biotechnology start-up companies.
- Received $2.5 million to support BIOS in FY 2004.
- Administrative Project Manager, working in conjunction with a faculty director.

Campus Leadership Initiatives

Government Relations

- Coordinated the University's interactions with Congress, the Federal Executive Branch, research organizations, public policy groups, educational associations, and professional societies.
- Managed all appropriation and grant submissions to federal agencies.
- Managed all contract activities with Cassidy and Associates, a Washington-based public policy group that represents Alfred University.
- Coordinated various University research and economic development activities with State agencies and industrial partners.

Research and Sponsored Programs

- Chaired the Sponsored Research Best Practices Committee, working with faculty and business office representatives to develop and implement University-wide policies and procedures for faculty and student research activities.
- Managed all pre-award proposal development and submission, including budgeting.
- Monitored compliance and expenditure on post-award activity, working closely with faculty and business office staff.
- Managed technology transfer/patents and licensing activities.

Faculty Development

- Administrative liaison to the University Senate Faculty Development Committee; manage all faculty development grants and programming.
- Chaired the Summer Research Grants Committee, working with academic deans.
- Coordinated faculty development workshops (recent topics: undergraduate research, service-learning, and assessment).
- Chaired the Service Learning Awards Committee, working with academic deans and faculty designees. Funding awarded supporting ten faculty service-learning projects for curricular innovation for academic year 2004–05.
- Chaired the International Fellowship Committee.

Undergraduate Research

- President and Provost designee to lead the Undergraduate Research Initiative Committee (URI).

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- Working with faculty, doubled the size of ARGUS (Alfred Research Grants for Undergraduate Students) program; added summer grants and scholarships for students through ARGUS and various research centers.
- Expanded the annual Undergraduate Research Forum (held in conjunction with Honors Convocation). Participation has doubled to over 100 students during the past three years.
- Edited and published the first-ever compendium of undergraduate research and creative activity on campus, *The Crucible*.

Academic and Special Event Management

- Coordinated and manage the University's Opening Convocation, Honors Convocation, and Commencement ceremonies.
- Coordinated other selected special events on campus as needed, including visits by State and Federal government representatives.

Other Academic, Community, and Business Relations

The Council for Undergraduate Research (CUR)

- Elected as a Councilor-at-Large, January 2004 to this Washington, D.C.-based national organization that supports undergraduate research.
- Member of CUR's consultant program to provide support to member colleges and universities to develop or expand undergraduate research activities.

The New York State Energy Research and Development Authority (NYSERDA)

- Member of 12-person Technical Review Group (TRG), the chief R & D advisory body to NYSERDA, September 2000.
- One of only two academic representatives on this team.

Kinship Family and Youth Services

- Board member; community development and grant subcommittees.
- Planning and implementing capital giving program for agency partners, fall '06.

Presentations/Publications (Selective)

"Transforming and Delivering a Rural Residential School Counseling Program to Urban Professional Educators and Paraprofessionals." Submitted: American Counseling Association, 2008 Education Sessions, March 28-30, 2008.

"Development of a Collaborative Training Model for School Counseling and School Psychology Students at a Rural University." Submitted: New York Counseling Association 2007 Annual Meeting, October 26-27, 2007.

"Preparing Counselors and School Psychologists to Work Collaboratively with Each Others, with Teachers, and with Parents to Enhance Mental Health and Educational Services for Children with Disabilities in Underserved Rural Areas." Submitted: Department of Education, Office of Special Education, Fall, 2006.

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"The Future of Undergraduate Collaborative Student-Faculty Research: Progress, Prospects, and Problems", Presentation at the University of Wisconsin Eau Claire, May 10, 2006.

"An Initiative to Promote Undergraduate Research and Creative Activity: An Institutional Case Study", National Conference on Faculty-Student Partnerships in Teaching and Learning, SUNY Geneseo, May 2004.

"Creating a Community Response to Troubled Families and Youth", Roundtable Presentation at the Association of American Colleges and Universities 90th Annual Meeting (Practicing Liberal Education), Washington, D.C., January 2004.

"Service Learning: An Innovative Model for Faculty Development", Presentation at the NYS Campus Compact Annual Meeting, Cornell University, Cornell, NY, September 2003.

"It's a Bird, It's a Plane, It's a Toxic Employee", Keynote presentation at the Olean Industrial Management Council Annual Meeting, May 2003.

"Managing in an Organized Anarchy", Keynote presentation at the University of Pittsburgh-Bradford Board of Trustees Planning Retreat, October 2002.

"How Full is Your Trust Reservoir?", Keynote Presentation at the Association for Administrative Professionals Northeast Regional Annual Meeting, Syracuse, NY, April 2001.

"So What: An Outcomes Approach to Strategic Planning", Steuben County ARC Board of Directors Planning Day, August 2000.

"No Kidding: Using a Little Humor Can Make a Big Difference!", SUNY/CUAD Journal, Spring 1999.

"The Evaluation of New York State's Centers for Advanced Technology Program: One Center's Perspective", Journal of the Society of Research Administrators, Spring 1998.

"Research and Technology Transfer at Alfred University: The Center for Advanced Ceramic Technology and the Ceramics Corridor Innovation Centers", Presentation at the Japan External Trade Organization (JETRO), Tokyo, Japan, May 1997.

"Beyond the Boundaries: A Look at Innovative Models for International Technology Transfer", Presentation at the 25th Annual Meeting of the Society of Research Administrators, Milwaukee, WI, September 1997.

"Observations from Japan: Lessons in Research and Technology Transfer", Journal of the Society of Research Administrators, Spring 1996.

"Perceptions and Expectations at New York State's Centers for Advanced Ceramic Technology: Some Implications for Research Management", Journal of the Society of Research Administrators, Fall 1995.

Awards

Phi Kappa Phi
Alfred University, Spring 2004

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Chancellor's Award for Excellence in Professional Service
State University of New York, Spring 1995.

Professional Memberships

American Counseling Association (Member Public Policy and Legislative Committee)
New York Counseling Association (Vice President)
Alfred Lion's Club (Past President)
American Society of Training and Development
Boy Scouts of America (Assistant Scoutmaster)
Council for Undergraduate Research (CUR)
Society of Research Administrators

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