

"Teamwork is the ability to work together toward a common vision; the ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

– Andrew Carnegie

To chart CAPE's future course, director David Kohn (standing in photo at right) relies upon, from left, Don Green, Linda Gramm and Dorene Iacovino.

By Mike Albright

Andrew Carnegie developed the opinion shown at left during the late 1800s as he forged a steel empire that reportedly made him the richest man in the world. Remarkably, Carnegie's 19th Century philosophy on teamwork still holds true today.

At SUNY Orange, **David Kohn** doesn't roam the halls and stairways of the Christine Morrison House quoting Carnegie, but the College's director of Continuing and Professional Education has employed similar principles while overseeing a CAPE resurgence that has the College's non-credit business booming.

Over the past two years, CAPE has witnessed a sizeable enrollment spike in non-credit courses, with nearly 8,000 students in classrooms annually. Contract training with local businesses, through CAPE's Business Solutions and Professional Development division, has increased by 200 percent and enrollment in English as a Second Language (ESL) classes is up seven-fold. In addition, Kohn has streamlined the department's business model and adjusted its organizational chart to create more efficient day-to-day operations.

"This department wouldn't function without strong teamwork," Kohn explains. "We've targeted four major areas that need to work together for us to offer the top-quality education, curriculum and customer service that our students expect and deserve."

Kohn views the areas of programming, operations, sales and marketing as the core elements that, when clicking in unison, keep CAPE humming smoothly. "Without those four working together,

we can't generate the necessary revenue and deliver the quality products we are offering now."

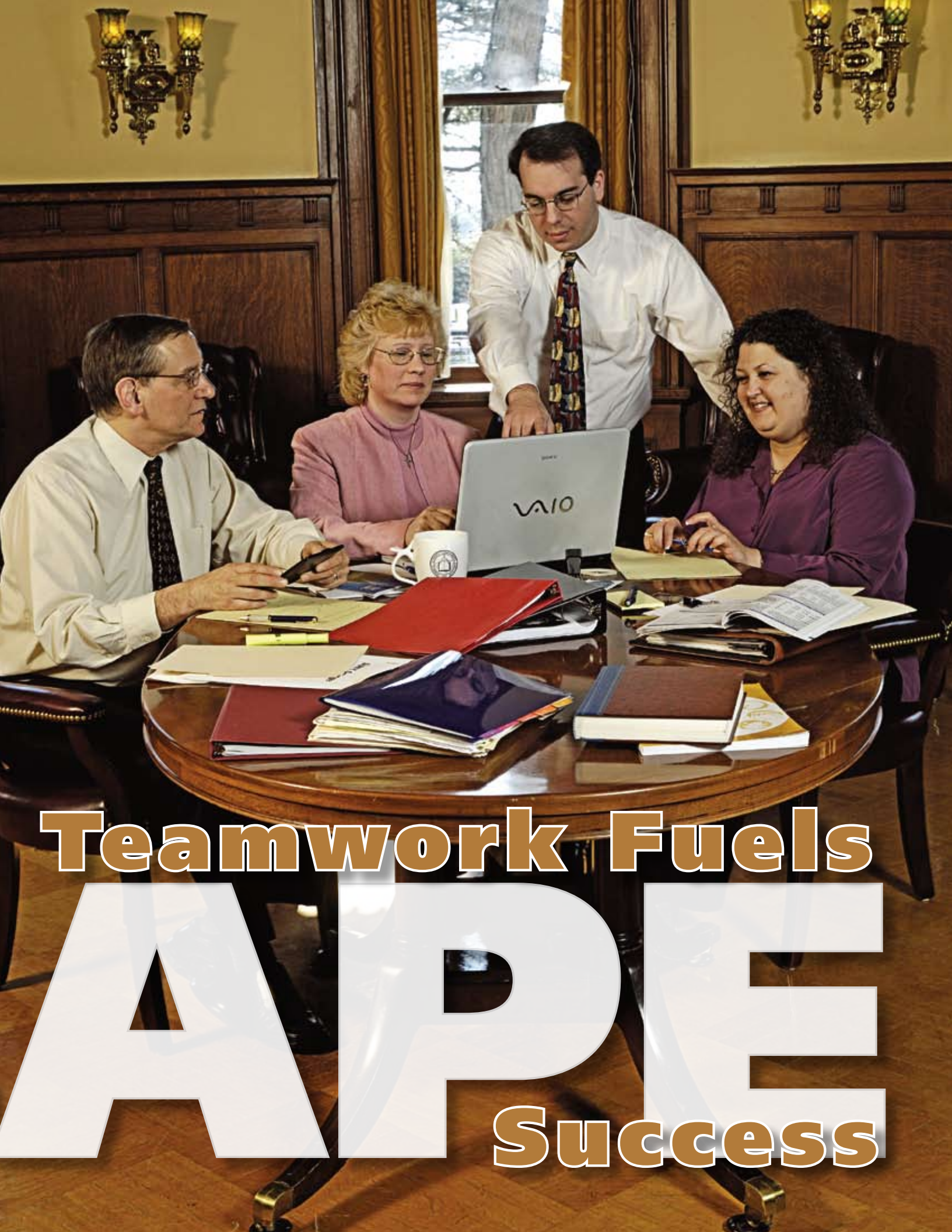
In addition to contract training, ESL classes and tuition-based non-credit courses, CAPE also offers state-mandated classes for drivers convicted of driving while intoxicated, manages the Institute for Nonprofit Leadership and Management, and delivers an array of workforce training opportunities for individuals and businesses.

In order to deliver top-notch programming while also meeting the demands of the department's varied customers and clients, Kohn says CAPE relies upon a staff that is devoted to the department's mission and objectives.

Don Green heads the Business Solutions and Professional Development division while **Linda Gramm** and **Dorene Iacovino** direct CAPE's programming and operations, respectively. Along with Kohn, this foursome forms the nucleus of CAPE's primary management team.

In addition, **Rob Larkin** coordinates the Drinking Driver program, **Lou DeFeo** oversees workforce development education and **Debbie Horowitz** manages the growing ESL curriculum. **April Kinne**, **Alice McGeady** and **Charlotte Sobanski** lead the administrative support team.





Teamwork Fuels
APE
Success

Green Serves on CRV Board

While tailoring supervisory training and service excellence programs to meet the needs of Middletown's Crystal Run Village, SUNY Orange's **Don Green** developed an in-depth understanding of the nonprofit provider's programs and client base. So when Crystal Run retooled its Board of Directors this past winter, the organization elected Green to serve the board.

His selection is yet another example of the strong footing SUNY Orange's Continuing and Professional Education department is gaining in the community.

Green, CAPE's business solutions and professional development coordinator, paired with Newburgh resident Milagros Greene as newly elected Board members, joining returning members Susan Kennedy (installed as president), Valerie Longfellow (vice president), Myrna Kurtz (secretary) and Louis Siegel (treasurer).

"Mila and Don each bring a distinct perspective to the board at this pivotal time in our history," explains Jim Lawler, executive director of Crystal Run Village. "Our goal of helping people reach their full potential considers every dimension of our organization—the people we serve and our staff. The dedication and energy of all our board members will make it possible to achieve our vision and mission."

Crystal Run Village, Inc. is an independent non-profit provider of community-based programs for more than 700 adults and children with intellectual and psychological disabilities and their families, living in the communities of Orange, Rockland and Sullivan Counties. The agency provides support in the form of housing, programs for learning and self expression, opportunities for employment,



community inclusion and recreation—all for the purpose of an individual's greater independence and contribution as a citizen.

Exploring a Partnership

In the coming months, SUNY Orange will be investigating how best to combine the academic expertise of the College's eight Health Professions departments with the respected business solutions programming offered by Continuing and Professional Education.

The goal of these discussions, facilitated by **Bob Misiak**, chair of the Diagnostic Imaging Department, is to allow the College to be more responsive to the needs of the healthcare industry in Orange County. A merger between the non-credit and credit "families" presents exciting possibilities.

"Between the two of us, if we put our heads together, we can unify the College's services in the eyes of the healthcare community," says **David Kohn**, CAPE director. "It would also allow us to strengthen our relationships with clients and service providers, which in turn could benefit the health professions programs."

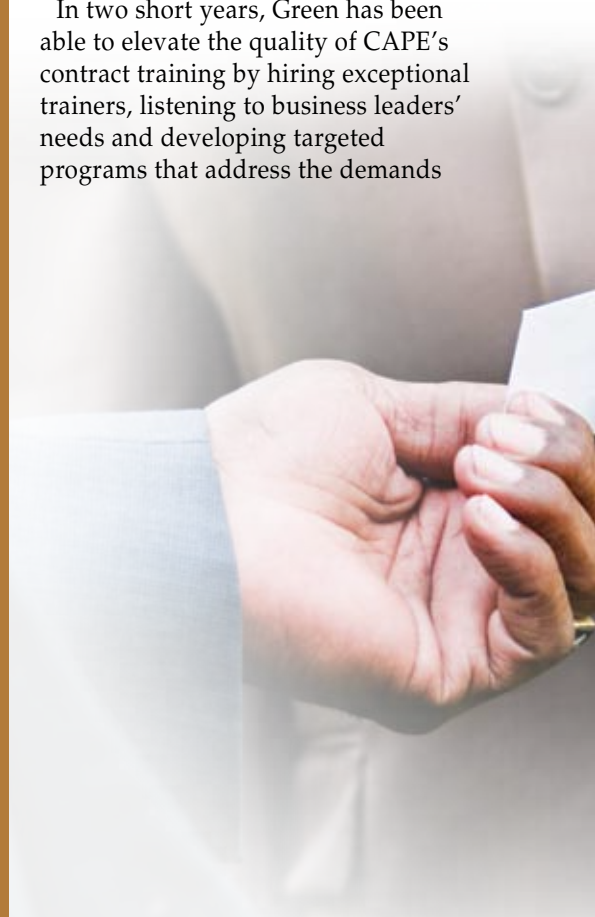
Such a merger could have positive long-term effects for the healthcare industry, may create additional employment avenues for SUNY Orange graduates and would continue to cement the College's reputation as a resource for economic development within Orange County and beyond.

"You need to have the right people in the right places, and I think we have that now," Kohn says. "I give my staff latitude because I want them to have the responsibility and opportunity to do all of the things they need to do in order to grow their respective departments. When people take on a greater amount of responsibility, they get things done and you see the synergy of their combined efforts."

Establishing a cohesive administrative team has helped CAPE move its programs forward, but Kohn insists another key to his department's success is the relationships staff members have developed with their numerous instructors and trainers, those folks who most often are the public face of the department and the College.

"If our instructors and trainers don't feel as if they are part of the team, they will go elsewhere. For us, our instructors are at the heart of the programs we offer."

In two short years, Green has been able to elevate the quality of CAPE's contract training by hiring exceptional trainers, listening to business leaders' needs and developing targeted programs that address the demands





SUNY Orange's Continuing and Professional Education Team (L-R): Dorene Iacovino, Linda Gramm, Rob Larkin, David Kohn (director), Lou DeFeo, Don Green and Debbie Horowitz.

of local CEOs. Word of CAPE's burgeoning relationships with Crystal Run Village CEO Jim Lawler and Orange Regional Medical Center have percolated throughout the local business community, pushing demand for CAPE's contract training services to an all-time high.

"We are now viewed as a high-end, customized training provider by those who have contracted with us," Green says. "We've developed signature products and we've become a market-driven and client-centered organization where everyone is energized and passionate about what they do."

Similarly, CAPE's non-credit enrollment is thriving thanks to the combined efforts of Gramm and Iacovino, each of whom only recently joined the CAPE staff. Gramm, who previously worked for CAPE, is back following a stint with the College's Records and Registration office.

"Both are extremely detail-oriented. Doreen is developing new and improved policies and procedures for our course development, which will allow us to better meet the needs of our students," Kohn adds. "Linda's personality, communication skills, understanding of our clients' needs and knowledge of campus are invaluable."

The CAPE staff is presently working on several new initiatives, including a Limited English Proficiency and Contextual Learning in the Workplace grant program and the Green Talent Development Pipeline Partnership with other colleges in the Hudson Valley.

Having built a strong internal team, Kohn is now looking to partner with colleges and businesses throughout the region to further broaden the scope and impact of CAPE's available programming as his small community college staff seeks to continue producing uncommon results. ■