



EMERGING
LEADERS
PROGRAM

June 1-4, 2019
Park Hyatt | Washington, D.C.

Program

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Saturday, June 1

7:15 a.m. – 8:15 a.m.	Breakfast and Welcome Speaker: Kenneth W. Dobbins , President Emeritus, Southeast Missouri State University and Coordinator, Emerging Leaders Program Opening Remarks: Mildred García , President, AASCU	Salon 4-5
8:30 a.m. – 11:15 a.m.	Opening General Session: Leadership Styles and Team Building Speaker: José Luis Cruz , President, The City University of New York Lehman College Participants will explore and reflect on how leadership styles affect leadership culture and will apply insights gained to the hard, important work of building highly functional leadership teams.	Salon 1-3
11:15 a.m. – 11:30 a.m.	Break	Salon Foyer
11:30 a.m. – 12:30 p.m.	A Sustainable Data-Informed Culture Speakers: Rick Staisloff , Senior Partner, RPK Group David Raney , M.D., CEO, Nuventive A data-informed culture helps institutions capture the best thinking available using the best information available to move forward toward institutional aspirations. Institutions with a data-informed culture can achieve more, improve faster and adapt better. Institutional leaders play a critical role in the establishment and maturation of an effective data-informed culture by encouraging broad participation by key constituents and participating themselves. This workshop will focus on the impactful role of leadership at the intersection of technology, process and storytelling.	Salon 1-3
12:30 p.m. – 2:30 p.m.	Networking Lunch: Halfway There: A Retirement Checkup Speaker: Lisa Fulco , Financial Consultant/Institutional Solutions & Relationships, TIAA Institutional Financial Services With a solid career and a strong financial foundation, it's not taboo to start discussing retirement—but is the plan working? Give your retirement savings a checkup and learn steps to help you get back on track if you're behind.	Salon 4-5
2:30 p.m. – 2:45 p.m.	Break	Salon Foyer

Saturday, June 1

2:45 p.m. – 6:00 p.m.

Self-Assessment Presentation

Salon 1-3

Facilitators: **Christine Johnson McPhail**, President, The McPhail Group LLC
Harold Suire, President, Education, Research & Information Services, Inc. (ERI Services)

The Emergenetics Profile, the test taken by attendees prior to the Emerging Leaders Program, was developed to distinctively measure how people think and behave. With this insight, program participants can create personal strategies that get results. The Emergenetics Profile is based on psychometric research and accurately measures three behavioral attributes (Expressiveness, Assertiveness and Flexibility) and four thinking attributes (Analytical, Structural, Social and Conceptual). Each of you will receive a personalized, color-coded individual report showing how you scored on each attribute.

The Emergenetics program will help you identify individual thinking and behavioral preferences through experiential and interactive learning. Today's session will focus on using the data results you receive to improve communications; increase self-awareness; and build stronger, more diverse and effective leadership teams.

Evening

Dinner on Your Own

Sunday, June 2

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| 7:00 a.m. – 7:30 a.m. | Breakfast | Salon 4-5 |
| 7:30 a.m. – 9:00 a.m. | Working Strategically with Media
Speaker: Stephanie Marquis , President, Stephanie Marquis Enterprises, LLC | Salon 1-3 |
| | This session will provide an overview of what print, TV, and radio media outlets need when they contact your organization. Learn how to prepare for reporter interviews in a way that helps ensure your message and context is included in the story. | |
| 9:15 a.m. – 11:00 a.m. | Enrollment Management & Student Affairs
Speaker: Susan Borrego , President, University of Michigan-Flint | Salon 1-3 |
| | This session will cover best practices for recruiting and retaining students and student support guidelines aimed at promoting individual development and success. | |
| 11:00 a.m. – 11:45 a.m. | Designing the Learning Ecosystem of the Future
Speaker: Janet Salm , Managing Director of Research, Strada Institute for the Future of Work | Salon 1-3 |
| | At Strada Institute for the Future of Work, we believe that all Americans will need to harness the power of education throughout their working lives. We can already feel how the velocity of technological change is dramatically reshaping the jobs people do and how they do them. Janet Salm, managing director, will share what we're learning about launching students into good careers; what we'll need to navigate learning throughout our work lives; and some promising elements of a future well-functioning learning ecosystem. | |
| | <i>Supported by Strada Education Network, Inc.</i> | |
| 11:50 a.m. – 12:45 p.m. | Networking Luncheon
We encourage participants to discuss the session "Designing the Learning Ecosystem of the Future" over lunch. The luncheon will conclude with a 15-minute Q&A and wrap-up with Janet Salm. | Salon 4-5 |

Sunday, June 2

- 1:00 p.m. – 2:45 p.m.** **Academic Affairs** Salon 1-3
 Speaker: **Alisa White**, President, Austin Peay State University (Tenn.)
- As chief academic officers, provosts must be able to lead and advocate for faculty and others in academic affairs, while advancing and protecting university-wide interests. This session will address some key aspects of the provost role and will culminate in a case study in which a provost must make a high-stakes decision in a situation where interests conflict.
- 2:45 p.m. – 3:00 p.m.** **Break** Salon Foyer
- 3:00 p.m. – 4:30 p.m.** **Title IX and Sexual Violence Prevention** Salon 1-3
 Speaker: **Allison Tombros Korman**, Senior Director, Culture of Respect, NASPA
- In this session, participants will receive an introduction to the issue of sexual violence in colleges and universities. This will include a brief history of the movement to address sexual violence; a review of the changing Title IX landscape and what is next to come; key principles of effective prevention and response; and an introduction to a Culture of Respect, including its signature framework and tools for addressing sexual violence on campus.
- 4:30 p.m. – 5:30 p.m.** **Athletics** Salon 1-3
 Speaker: **Alisa White**, President, Austin Peay State University (Tenn.)
- This session will address and offer an introduction to four areas of coverage:
- Athletics' role in supporting campus culture.
 - Financial realities of competitive athletics.
 - The relationship between athletics and university advancement.
 - The president as related to athletics compliance, finance and being First Fan.
- 6:45 p.m. – 8:15 p.m.** **Networking Reception and Dinner** Gallery Ballroom 1-2
 Introduction: **Cheryl Dozier**, President, Savannah State University (Ga.) (Class of 2010) and Chair, MLI Executive Steering Committee
 Speaker: **F. Javier Cevallos**, President, Framingham State University (Mass.) and Chair, AASCU Board of Directors
(Joint dinner with Millennium Leadership Initiative participants)

Monday, June 3

- 7:00 a.m. – 8:45 a.m.** **Presidents' Roundtable and Networking Breakfast** Salon 4-5
 Discussion Facilitators:
Mickey Burnim, President Emeritus, Bowie State University (Md.)
F. Javier Cevallos, President, Framingham State University (Mass.)
Howard Cohen, Chancellor Emeritus, Purdue University Northwest (Ind.)
Jim Votruba, President Emeritus, Northern Kentucky University
Alisa White, President, Austin Peay State University (Tenn.)
- 9:00 a.m. – 11:15 a.m.** **Project Roundtable Discussion** Salon 1-3
 Discussion Facilitators:
Mickey Burnim, President Emeritus, Bowie State University (Md.)
F. Javier Cevallos, President, Framingham State University (Mass.)
Howard Cohen, Chancellor Emeritus, Purdue University Northwest (Ind.)
Jim Votruba, President Emeritus, Northern Kentucky University
Alisa White, President, Austin Peay State University (Tenn.)
- 11:15 a.m. – 12:00 p.m.** **Break** Salon Foyer
- 12:00 p.m. – 1:40 p.m.** **Current Issues & Hot Topics in Higher Education** Gallery Ballroom 1-2
 Presenters: **Gayle Hutchinson**, President, California State University, Chico
 Scott Jaschik, Editor, *Inside Higher Ed*
- Every day we pick up the newspaper, read *Inside Higher Ed*, or simply listen to the news, there are stories about the rapid pace of change in higher education. Some stories are issues about funding, others are about the challenges our campuses have with changing student demographics and inclusion. Scott Jaschik will discuss and answer questions about the erosion of state support of higher education, the challenges it creates for AACU institutions, and the post-election higher education platform.
- (Joint lunch with Millennium Leadership Initiative participants)*

Monday, June 3

- 1:45 p.m. – 3:00 p.m.** **Preparing Materials for a Search:
The Good, the Bad and the Ugly** Salon 1-3
Speaker: **George Mehaffy**, Vice President for Academic Leadership and
Change, AASCU
- What should be in a letter of application? How long should a resume be? How do you create documents that help, rather than hurt, your application? This session will review recommended practices for preparing your materials, while also describing some of the more common errors.
- 3:00 p.m. – 3:15 p.m.** **Break** Salon Foyer
- 3:15 p.m. – 5:00 p.m.** **Finance & Administration** Salon 1-3
Speaker: **Steve Turner**, President, Northeastern State University (Okla.)
- Due to the decline in the number of traditional students and state appropriations, budgetary issues are dominating discussions at both public and private colleges across the United States. In addition, these factors are creating complex challenges for higher education administrators. This session provides future leaders with an overview of revenue sources, major expenses and budget development processes. Emphasis will be placed on how the “budget” is a tool of communication.
- 6:00 p.m. – 8:00 p.m.** **Closing Dinner Keynote** Salon 4-5
Jim Votruba, President Emeritus, Northern Kentucky University

Tuesday, June 4

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|--------------------------------|---|-----------|
| 7:15 a.m. – 8:00 a.m. | Breakfast | Salon 4-5 |
| 8:00 a.m. – 10:00 a.m. | <p>Leading Change</p> <p>Speaker: Howard Cohen, Chancellor Emeritus, Purdue University Northwest (Ind.)</p> <p>This session will address some of the special challenges inherent in leading change in academic institutions. Academic leaders must both motivate and inspire those whose cooperation and engagement is necessary if change is to occur. Topics will include good change management practices, designing change processes, building organizational support for change, and tracking progress. Emphasis will be on techniques that encourage engaged organizational involvement in the change process.</p> | Salon 1-3 |
| 10:15 a.m. – 11:45 a.m. | <p>What You've Always Wanted to Know About Searches</p> <p>Speaker: Andrea Warren Hamos, Vice President and Senior Consultant, Academic Search, Inc.</p> <p>This workshop is devoted to helping participants understand and prepare for the executive search process. Topics to be explored include finding the right position, preparing effective materials, selecting appropriate references and preparing for interviews. Participants must bring a copy of their CV as well as a position profile (not a one-page ad) of potential interest, both in hard copy, as tools for the session. Active Q&A is encouraged throughout the session.</p> | Salon 1-3 |
| 12:00 p.m. – 12:30 p.m. | <p>Class Wrap-up</p> <p>Facilitator: Kenneth W. Dobbins, President Emeritus, Southeast Missouri State University and Coordinator, Emerging Leaders Program</p> <p>Experience in ELP may have changed your professional goals submitted in your ELP application. This session will allow participants to reexamine their professional goals and adjust based on ELP participation.</p> | Salon 1-3 |
| 12:30 p.m. | Departure – Lunch on Own | |

PARTICIPANTS ROSTER

Jennifer Baggett has been teaching introductory biology at Richland College in Dallas for over 10 years. She is also a founding member of the Honors Council, an advisory team of faculty and administrators who developed and guide the Richland Honors program. In 2010, Dr. Baggett partnered with instructional designers and a production team to develop an award-winning online biology course (non-science majors) that was adopted by several colleges across Texas. Dr. Baggett is working on a research skills boot camp to improve community college students' ability to compete for STEM research opportunities and is program co-chair for Richland's Minority-Serving Institution Convening, where higher education stakeholders gather annually to share data-informed strategies to improve minority student success. Dr. Baggett completed her B.A. at Rice University in Houston and Ph.D. at The Johns Hopkins University in Baltimore. She conducted post-doctoral research at The University of Texas Southwestern Medical Center at Dallas and Southern Methodist University (Texas).

Daryl A. Carter is associate professor of history at East Tennessee State University (ETSU). He joined the faculty at ETSU in August 2008. Over the last 11 years, Dr. Carter has served in a number of administrative capacities. In 2013 he was selected for the prestigious Maxine Smith Fellows program at The Tennessee Board of Regents. From 2015-2016 he was selected as a member of the inaugural class of Presidential Fellows at ETSU. Dr. Carter served as the graduate coordinator for the Department of History from 2013-2016, and he was interim director in Office of eLearning at ETSU. Last year he was elected vice chair of Humanities Tennessee, the state council for the National Endowment for the Humanities.

Dr. Carter is the author of *Brother Bill: President Clinton and the Politics of Race and Class* (The University of Arkansas Press, 2016). He is an American political historian focusing on the 20th and 21st centuries. Dr. Carter lives in Johnson City, Tennessee.

Jon F. Clements, D.M., is currently an associate professor of music at Arkansas Tech University (ATU) in Russellville, Arkansas. He holds degrees from Luther College in Decorah, Iowa (B.A. in Music); the University of Missouri – Columbia (M.M. in Vocal Performance); and The Florida State University in Tallahassee, Florida (D.M. in Vocal Performance/Pedagogy). On campus, Dr. Clements actively participates in many service opportunities. He has served on the ATU Strategic Planning Committee and the University Tenure & Promotion Committee and was chair of the Arkansas Tech University Faculty Senate in 2017-2018. He is a 2015 graduate of the Leadership Russellville program and was named to the 2019 cohort of Leadership Tech. After being named as a national Emerging Leader in 2006, Dr. Clements went on to serve as state vice president, president and governor for the Arkansas chapter of NATS (National Association for Teachers of Singing).

Benjamin Forsyth is an associate professor and department head of Educational Psychology and Foundations at the University of Northern Iowa, which will soon be merged with Educational Leadership and Postsecondary Education faculty. He also serves as the chair of Academic Department Heads. He recently served as the faculty chair of the university's Educator Preparation Program, which comprises nearly 160 faculty across four colleges, 2,500 teacher education students majoring and minoring in 44 areas of study, and six graduate programs leading to licensure in education. While in this role, he helped to accomplish a successful state approval of the program. His areas of research are focused in the cognitive sciences and include topics such as the transfer of learning, epistemic beliefs, and eye-tracking methodologies to investigate how experts and novices process information.

Somer Franklin has been a proud member of Sam Houston State University (Texas) since August 1999, and currently serves as associate vice president for academic affairs within the Department of Academic Planning and Assessment. In addition to serving as the institution's SACSCOC Liaison, Dr. Franklin oversees and facilitates strategic planning, academic reporting, curriculum development, course evaluations, catalog publications, and university-wide assessment initiatives. Dr. Franklin received a Master of Business Administration degree and a Doctor of Education degree in Educational Leadership from Sam Houston State University in 2004 and 2013, respectively.

Chris Frazer serves as the executive director for the Bridgewater State University (Mass.) Wellness Center, after having come to Bridgewater as the clinical director for counseling in the summer of 2017. Dr. Frazer enjoys a wide variety of clinical interests and serves the campus as a member of the Professional Development committee and the campus CARE team. Prior to his time at Bridgewater, Dr. Frazer served in the Counseling Center at both University of Massachusetts (UMass) Dartmouth and UMass Lowell, having spent his entire career working in public higher education. Dr. Frazer is a licensed psychologist, having studied clinical and organizational psychology during his doctorate and certificate of advanced graduate study. His master's work was in Mental Health Counseling and Marriage and Family Therapy, which continues to be a focus of his private clinical practice outside of higher education.

Theresa Garfield began her 25-year career as an elementary school teacher in an urban setting, where she taught multiple grade levels and special education. She transitioned into higher education and served as department chair and program director at a community college before moving to Texas A&M University-San Antonio, where she currently serves as faculty fellow for graduate studies, associate professor of special education, and associate department chair. Dr. Garfield is a member of the Standards Development Workgroup for the Council for Exceptional Children (CEC) and serves in multiple roles in other national and local organizations. She has won teaching and service awards at the local, state and national level and maintains an active research agenda in the areas of advocacy, accessibility, equity and efficacy. She is a mentor and advocate for students, faculty members and staff. Garfield lives in San Antonio, Texas, with her daughter Audrey and their two dogs.

Neil Granitz is the vice chair and professor of marketing at California State University, Fullerton. Dr. Granitz obtained his Ph.D. from Arizona State University. As vice chair, he is responsible for student mentoring, scheduling, curriculum development, strategy and managing faculty. He teaches Market Research and Digital Marketing. Dr. Granitz's research interests include digital marketing, ethics and marketing education. He has published articles in high quality journals including the *Journal of Business Ethics* and the *Journal of Business Research*. Prior to pursuing his Ph.D., Dr. Granitz was the Director of Market Research for IMASCO (Canada's third-largest company). He consults in digital marketing.

Dr. Granitz is originally from Montreal, Quebec, where he obtained his B.A. from Concordia University (Creative Writing) and M.B.A. from McGill University (Marketing). In his free time, he enjoys reading and collecting comics; his favorites are Daredevil, Deadly Class and Batman. He likes all music except country and often hikes and bikes.

PARTICIPANTS ROSTER

Kelly Harris is the interim dean of the Honors College and associate professor of African American Studies at Chicago State University. As interim dean he has helped bring a food pantry to campus and developed a lecture series, “Knowledge Tuesdays,” for the campus. His areas of expertise include Black politics, African politics, Black political thought, African American history, and the history of social science. His most recent publications is “The Search for a Black Political Science: The Epistemology and Relevance of Mack Jones” and “Number 45 and the Persistence of White Nationalism” in *Not Our President: New Directions from the Pushed Out, the Others, and the Clear Majority in Trump’s Stolen America*. He is currently working on a manuscript, “Quicksand: The Shift Away from Radical Intellectual Movements.” Dr. Harris is a graduate of Temple University (B.A.) in Philadelphia, Ohio State University (M.A.), and Clark Atlanta University (Ph.D.).

Debra L. Jackson is a professor of philosophy and currently serves as interim associate dean of graduate and undergraduate studies at California State University, Bakersfield (CSUB). She earned her Ph.D. (2002) in Philosophy from Purdue University (Ind.) and her B.A. (1996) in Philosophy from Middle Tennessee State University. During her 17-year career at CSUB, she has taught a wide variety of courses in both the philosophy and interdisciplinary studies programs, and her research has emphasized epistemological issues regarding sexual violence against women. Dr. Jackson’s leadership experience includes serving as coordinator for the Women, Gender, and Sexuality Studies program; as assessment coordinator for the School of Arts and Humanities and for the general education program; and as interim associate dean for the School of Arts and Humanities. Dr. Jackson also serves on the Vision Committee for the Kern Community Foundation Women’s and Girls’ Fund and volunteers as a Girl Scout troop leader.

Jason A. Moore is director of student support services and inaugural director of the Paul Robeson Leadership Institute at Rutgers University-New Brunswick (N.J.). Serving on the management team for undergraduate academic affairs, Moore is responsible for leading academic advising and student success initiatives on behalf of the vice chancellor for first-generation and underrepresented populations. As a first-gen graduate of Elon University (N.C.), Moore earned a Bachelor’s in Philosophy and a Master’s in Adult Education (concentration in Organizational Development) from the University of Georgia. Prior to joining Rutgers’ flagship, Moore served as assistant dean of pre-college programs at Rutgers University-Newark. He is a researcher of issues on college access/retention, men of color, strategic planning, organizational design, and behavioral health. Accordingly, Moore previously served in leadership positions at George Mason University (Va.), North Carolina A&T State University, throughout the community college and K-12 systems in New Jersey, and the private sector in the healthcare industry.

Enrique Morales-Díaz is interim dean of faculty at Westfield State University (Mass.). As dean of faculty, Dr. Morales-Díaz is responsible for new faculty and department chair development and oversees grants and sponsored programs and the faculty hiring process. In collaboration with the dean of students, Dr. Morales-Díaz is responsible for oversight and assessment of the “Westfield State Experience,” the institution’s student engagement initiative. He holds a Ph.D. in Latin American Literatures from the State University of New York at Albany (University at Albany, SUNY) and is working on his doctoral thesis for the Ed.D. in Higher Education Administration from Northeastern University (Mass.). His doctoral thesis focuses on what motivates LGBTQ faculty to self-disclose in the classroom, and how they perceive the impact of the self-disclosure on teaching, learning and student-teacher interactions. Dr. Morales-Díaz is a tenured professor in the Department of Language & Culture Studies, and also teaches in the Department of Ethnic & Gender Studies.

Gregory O'Connor is vice president for administration and chief financial officer at Farmingdale State College (N.Y.). In addition to the budget and accounting functions of the finance office, O'Connor oversees key administrative functions including capital planning, human resources, information technology, physical plant operations, student financial services, sponsored programs administration, legal affairs, and environmental health and safety.

Prior to this role, O'Connor was the director of new ventures at the SUNY Research Foundation, where he was the principal contact for campuses seeking strategic direction and support for industry partnerships, real estate development and collaborative research partnerships.

He has served on several boards including the Broad Hollow Bioscience Park; Downstate Technology Center, Inc.; Long Island High Technology Incubator; and the Accelerate New York Seed Fund. O'Connor holds an M.B.A. in Finance from the University at Albany (N.Y.) and a B.A. from Binghamton University (N.Y.). He currently resides in Manhattan with his family.

Matt Olson is deputy chief of staff and director of executive communications in the office of the president at California State University, Fullerton. As the first and only executive communications officer at the most populated university in the largest system of higher education in the nation, Olson has implemented several innovative and award-winning communication strategies to build awareness of and support for the vision and leadership of two sitting presidents.

Prior to serving in the California State University, Olson enjoyed several disparate professions, including successful stints as a screenwriter, deckhand, photojournalist, speechwriter and sportfishing captain. He is a member of the Writers Guild of America and holds a Master of Fine Arts from Cal State Fullerton, a Bachelor of Arts from Loyola Marymount University (Calif.), and a 100 Gross Ton Master's License from the United States Coast Guard. He lives in Huntington Beach with his wife, Shelley, and their two sons, Adam and Reid.

Leotis Parrish is an assistant dean in the College of Engineering at North Carolina Agricultural and Technical (NC A&T) State University in Greensboro, North Carolina. His role includes teaching, coaching, advising, enrollment management, academic support, recruitment/retention, and student development. Prior to joining NC A&T in 2001, Dr. Parrish served as a department chair and instructor at Guilford Technical Community College (N.C.) for nine years. His career in higher education spans over 26 years.

Dr. Parrish's research interest and experience are in engineering education and educational leadership. He has published in several conference proceedings and presented at national conferences. In addition, he has conducted local and national workshops in the areas of branding, leadership and strategic planning.

Dr. Parrish earned a Bachelor of Science and Master of Science in Civil Engineering from NC A&T and a Doctor of Philosophy in Education - Higher Education Leadership from Northcentral University (Calif.).

PARTICIPANTS ROSTER

Lane Perry currently serves as executive director of the Center for Community Engagement and Service Learning at Western Carolina University (N.C.), a Carnegie Community Engagement campus. He teaches in the Colleges of Education and Business. He has published and presented extensively in the fields of community engagement/ service-learning, global citizenship development, and public health. He has served as the co-editor of the *International Journal for Research on Service Learning & Community Engagement* (2016-2018) and as a Campus Compact Research Fellow helping develop the Preliminary Competency Model for the Community Engagement Professional. He has been recognized as the 2015 North Carolina Campus Compact Civic Engagement Professional of the Year, the 2015 co-recipient of the Saltmarsh Award for Emerging Leaders in Civic Engagement, and the 2017 Gulf-South Summit Community Engagement Practitioner of the Year. Dr. Perry lives by the belief that the only thing better than watching someone grow is helping them grow. He lives in western North Carolina with his partner, Dr. April Perry, his six-year-old daughter Prescott and his two-year-old daughter Pennon.

Ann Roll is associate dean of collections and scholarly communications at California State University, Fullerton (CSUF), managing the collection development, cataloging, acquisitions, interlibrary loan, special collections and scholarly communications operations at Pollak Library. Roll previously served CSUF as interim head of collection and processing services and collection development librarian. Prior to coming to CSUF in 2012, she was head of acquisitions and acquisitions librarian at the Getty Research Institute. She holds a Master of Science in Library and Information Science from University of Illinois, Urbana-Champaign and a Master of Fine Arts in Sculpture from Cranbrook Academy of Art (Mich.). Roll served on the Executive Board of the Art Libraries Society of North America and was recently elected to the Acquisitions and Collection Development Standing Committee of the International Federation of Library Associations. Roll publishes and presents on collection development and management, deselection, demand-driven acquisition, and streaming video in academic libraries.

Jennifer Sanders is school head of the School of Teaching, Learning, & Educational Sciences at Oklahoma State University. She has served in several leadership roles, including the director of the Randall and Carol White Reading and Mathematics Center, the honors director for the College of Education, interim associate dean of academic affairs, and school head. In her leadership and administrative roles, Dr. Sanders is committed to nurturing the growth and development of positive dispositions toward diversity and improving equity for marginalized people. Her home discipline is literacy teacher education, and her academic passions are developing teachers' knowledge of effective writing instruction, supporting the literacy learning of underserved students in high-needs communities, and investigating representations of diversity in children's literature. She has published two books dealing with literacy education: *They're All Writers!: Teaching Peer Tutoring in the Elementary Writing Center* (2017) and *Literacies, the Arts, and Multimodality* (2010).

Michelle Scatton-Tessier is an associate professor of French and associate dean for curriculum, new programs and college policy for the College of Arts and Sciences at The University of North Carolina Wilmington. Before this position she was chair of the Department of World Languages and Cultures, 2014-2017, and director of the Women's Studies and Resource Center, 2009-2014, on her campus. In these positions, she has carved strategic plans, established academic programs, and increased college outreach initiatives and faculty and student success recognitions. She holds a Ph.D. in French from the University of Iowa and serves as Ph.D. mentor of the academic association Women in French. Most recently, her research has appeared in *The French Review* and *Film International*.

Craig R. Seal is the associate vice president and dean of the Office of Undergraduate Studies at California State University, San Bernardino. Prior to assuming his current role, he served as the associate dean of student success & assessment, the M.B.A. director and a tenured professor in the Department of Management for the Jack H. Brown College of Business & Public Administration. He also served as the director of social and emotional competence at the University of the Pacific (Calif.) and an assistant professor of commerce at Niagara University (N.Y.).

He received his Ph.D. in Business Administration from George Washington University (D.C.), M.A. in Counseling Psychology from Boston College, and B.S. in Psychology from Santa Clara University (Calif.). Before returning to academia, he worked in various managerial and executive roles in the nonprofit, real estate, and staffing industries for Goodwill Industries, Coldwell Banker, and Aquent, Inc., respectively.

Jenny Shanahan is the assistant provost for high-impact practices at Bridgewater State University (Mass.). Dr. Shanahan leads undergraduate research initiatives on her campus and has been an active member of the Council on Undergraduate Research for many years, including serving as a councilor in the Undergraduate Research Program Directors division. She joined Bridgewater State in 2010 as the director of undergraduate research, after a decade at Saint Mary's University of Minnesota. Dr. Shanahan received her Ph.D. in English from Marquette University (Wisc.), her Master of Arts in English from San Francisco State University, and her Bachelor of Arts in English from Saint Mary's College of California.

Tyler Tapps serves as provost fellow and assistant director in the School of Health Science and Wellness at Northwest Missouri State University. Dr. Tapps has led multiple university initiatives and projects on campus. Previously, Dr. Tapps worked as executive director of a contract research nonprofit. He publishes often and has authored four books and more than 30 peer reviewed works. Dr. Tapps is working on his fifth book for focusing on wellness, health and community enhancement. Dr. Tapps has served locally on parks boards and presidencies of state organizations. Dr. Tapps was selected as the "Young Professional Award" winner in 2014 by the National Recreation and Parks Association and was named the "Outstanding Young Alumni" by Northwest in 2012. In 2014 Dr. Tapps was inducted by the Oklahoma Health Association as the organization's first "Research Fellow" for his multiple projects to enhance the health of the residents of Oklahoma.

Tammi Taylor joined the faculty at Jackson State University (JSU) in Mississippi in 2016 as an assistant professor of genetics in the Department of Biology. At JSU, Dr. Taylor is a Research Center for Minority Investigators (RCMI) faculty member, a graduate and undergraduate student advisor, mentor, and professor. She obtained her Ph.D. in Microbiology from Indiana University, her Master of Science in biology from JSU, and her Bachelor of Science in Biology from Tougaloo College (Miss.). After completing her Ph.D., she received a Fellowship in Research and Science Teaching postdoctoral fellowship at Emory University (Ga.) from 2010-2013. In 2013, Dr. Taylor was a research scientist for the United States Department of Agriculture (USDA) in the Department of Catfish Genetics. Her current research focus is determining the role of signal transducer activator of transcription 3 (STAT-3) on the regeneration of nerve tissue and functional recovery after focal ischemic stroke in mice.

PARTICIPANTS ROSTER

Amy Thompson is the vice provost of faculty affairs at the University of Toledo (UT) in Ohio. She is the former UT faculty senate president, has co-chaired the UT Sexual Assault Prevention Taskforce, and is the current co-chair for UT Opioid Taskforce. In 2017-2018, she was selected into the prestigious MAC Leadership Program, where she represented UT at various leadership trainings. She has served as the Office of Research and Sponsored Programs Fellow and the Provost's Fellow. In these roles, she helped to create such programs as the Scholar Institute Program and the Associate to Professor Program. Dr. Thompson received her B.S. in Public Health from Central Michigan University, her M.S. & Ed.D. in Public Health and her Ph.D. in Health Education from UT. In addition to her 10 years of service at UT, she was also a faculty member at Mississippi State University and Kent State University (Ohio). Dr. Thompson is the former national president of Eta Sigma Gamma, Health Education Honorary and is the former National Advocacy Trustee for the Society for Public Health Education. She has published over 75 peer reviewed journal articles and secured nearly \$1.4 million in grant funding. Her work has been presented and published both nationally and internationally.

Joseph Wolk is the registrar at Bridgewater State University in Bridgewater, Massachusetts, and has over 10 years of progressive experience in the registrar field. He holds a Master of Education in Administration of Higher Education from Suffolk University (Mass.). Wolk has presented at various conferences, including the New England Association of Collegiate Registrars and Admissions Officers regional conference, most recently receiving the Best of State and Regional award for his 2018 session, "Crash into Me: Lesson on Leading Through Chaos, Planning for the Unexpected, and Shifting from Survive to Thrive." His award-winning session was featured as the Best of the Best, one of only three presentations selected in the country, at the 2019 American Association of Collegiate Registrars and Admissions Officers (AACRAO) annual meeting. Wolk also has an article coming out in Summer 2019 in AACRAO's quarterly publication, *College & University*, in which he offers advice to new registrars as a newer leader. The piece chronicles lessons learned along the way, successes and challenges. Wolk's professional passions include strength-based leadership and mentoring.

Cynthia Wyels is committed to the potential of public universities to transform students' lives as well as regional patterns. She co-authored two five-year, \$6 million Hispanic-Serving Institution STEM grants providing academic support for undergraduates and pedagogical renewal for faculty. Research Experiences for Undergraduates (REU) grants funded U.S. and Mexican students for intensive summers of original research in mathematics. Dr. Wyels directed the campus's Louis Stokes' Alliance for Minority Participation program, helping students who face educational barriers graduate with STEM majors and pursue graduate degrees. Repeatedly elected by peers to faculty leadership positions, she was also selected by campus leadership for roles including executive searches and committees focused on student success issues.

The Society for Advancement of Chicanos/Hispanics & Native Americans in Science honored Dr. Wyels with its Distinguished Mentor Award for work mentoring students and faculty, particularly those from historically underserved groups. She also received the Mathematical Association of America's Haimo Award for Distinguished University Teaching of Mathematics.

Christopher Young began teaching at Indiana University Northwest in 2006. His research interests include the Early American Republic and historical memory. Increasingly, he has become interested in faculty success initiatives. Since 2013, he has served as the director of his campus's center for teaching and learning. He is also an associate professor of history. His promotion to full professor will become effective July 1. Currently, Dr. Young serves as the managing editor of the *Journal of the Scholarship of Teaching and Learning*, which recently collaborated with AASCU on a special issue devoted to Re-Imagining the First Year.

Diana Young is an associate professor of psychology at Georgia College & State University, Georgia's designated public liberal arts university. She earned her Ph.D. in psychology from the University of Georgia in 2010. In the Georgia College Department of Psychological Science, her teaching and research focus on the higher-order cognitive processes that support human judgment and decision making. Her focus on undergraduate research mentorship has led to regular student research presentations at regional and national academic conferences.

Dr. Young is working with the Department of Economics & Finance to develop the GC Nudge Unit, a cross-disciplinary undergraduate research program focused on applying behavioral science to solve real-world problems on campus and in the local community.



Susan Borrego is the eighth leader of the University of Michigan-Flint. She is a student-centered leader with a passion for academics and a dedication to community transformation and a renowned advocate for student success, particularly for traditionally underrepresented students. Since her arrival in 2014, Dr. Borrego has led the campus through a period of strategic growth, advancement and improvement. Milestone moments under her leadership include the creation of the School of Nursing, the fifth school within the university; expanding physical campus space by 25%; overseeing a \$40 million capital campaign with a priority of additional student support; and navigating

and helping the community respond to the Flint water crisis. In addition, Dr. Borrego holds a tenured faculty appointment in the School of Education and Human Services. Her ongoing research focuses on issues of student learning and success, developing organizational capacity to serve underrepresented students, and class issues.



Mickey Burnim has led two different comprehensive universities, Elizabeth City State University and Bowie State University, in North Carolina and Maryland, respectively, for 21 years. Prior to that he served as provost and chief academic officer for nine years at North Carolina Central University and assistant vice president for academic affairs in the University of North Carolina system. In all those organizations, Dr. Burnim's leadership has been marked by steady progress and a focus on building effective leadership teams, enhancing academic programs, assuring fiscal integrity, and modernizing facilities to provide state-of-the-art learning environments. In recognition of his leadership

skill and effectiveness, Dr. Burnim has been called upon to lead numerous professional organizations.



F. Javier Cevallos began his tenure as president of Framingham State University in Massachusetts on July 1, 2014. Dr. Cevallos earned his bachelor's degree in 1976 at the University of Puerto Rico at Mayagüez. From Puerto Rico, he moved to Illinois where he earned his master's and doctoral degrees in 1978 and 1981, respectively, from the University of Illinois at Urbana-Champaign.

He began his career in education in 1981 as an assistant professor of Spanish at the University of Maine, Orono. In 1984, he moved to the University of Massachusetts (UMass), Amherst, where he was asked to serve as faculty advisor to the provost in 1994. In 1996 he completed an American Council on

Education fellowship, after which he returned to UMass. Soon after, he was appointed vice chancellor for student affairs, a post he held until 2002, when he became president of Kutztown University in Pennsylvania, a position he held until June 2014.



Howard Cohen is chancellor emeritus at Purdue University Northwest (Ind.) and executive director of the AACSCU-Penson Center for Professional Development. He holds a bachelor's degree in Philosophy from the University of Minnesota (1966) and master's and doctorate degrees from Harvard University (1970/1971). He has held academic and administrative appointments at the University of Massachusetts-Boston, the University of Wisconsin-Parkside, and the University of Wisconsin-Green Bay. Dr. Cohen was chancellor of Purdue University Northwest (Ind.) for 10 years and interim president at Buffalo State College, State University of New York in 2014. Dr. Cohen's teaching and research interests are focused in the areas of social philosophy and ethics. He addresses questions related to the obligations of those in positions of authority who make decisions for others. Dr. Cohen also lectures on leadership, American higher education and ethics for engineers. As executive director and senior associate in the AACSCU-Penson Center, Dr. Cohen consults on leadership development, change management and strategic planning.



José Luis Cruz began his tenure as the third president of the Herbert H. Lehman College of The City University of New York on Aug. 15, 2016. Widely regarded as one of the nation's leading advocates for policies to expand opportunities and improve educational outcomes for all students—especially those who have historically been underserved—President Cruz is a frequent keynote speaker and writer on higher education issues. He has testified before the U.S. Congress, and his work has been widely covered by many news media outlets.

Previously, President Cruz served as provost of California State University, Fullerton. He is a former vice president of Higher Education Policy and Practice at The Education Trust in Washington, D.C., and a former vice president of Student Affairs for the University of Puerto Rico system. He began his career as a faculty member in engineering at the University of Puerto Rico, Mayagüez.



Kenneth W. Dobbins is president emeritus and the 17th president of Southeast Missouri State University. Dr. Dobbins served as president from 1999-2015, after serving in several positions in higher education administration both at Kent State University in Ohio and at Southeast. In February 2018, he became the chancellor of Ponce Health Sciences University in St. Louis.

During his tenure at Southeast, Dr. Dobbins established the School of Polytechnic Studies and the Earl and Margie Holland School of Visual and Performing Arts. The Department of Communication achieved national accreditation for its programs in journalism, advertising, public relations, radio and video production.

He earned his B.S. degree in accounting from the University of Akron (Ohio) in 1971 and served as a commissioned officer and civilian executive in the U.S. Air Force for almost 10 years. He received an M.B.A. degree in 1979 from Old Dominion University (Va.) and a Ph.D. in higher education administration in 1987 from Kent State. He is also a Certified Public Accountant in Ohio.



Cheryl Davenport Dozier is the 13th president of Savannah State University (Ga.) and the first permanent female president. Since 2011, her notable achievements include creating degree programs; launching the Transformation and Growth campaign; creating the Closing the Gap need-based scholarship, enhancing the university's global mission; and opening two STEM academic buildings. Dr. Dozier had a 17-year career at the University of Georgia in administration and as a professor of social work before the presidency at Savannah State. A prolific speaker and passionate advocate for educational access, social justice and equity, she is widely recognized for her work locally and nationally on boards and organizations. She is active with AASCU, where

she serves as chair of the executive steering committee for the Millennium Leadership Initiative and on its international committee.

Dr. Dozier earned a bachelor's degree in Education from Fairleigh Dickinson University (N.J.), Master of Social Work degree from Atlanta University (now Clark-Atlanta University), and Doctor of Social Work degree from Hunter College at the Graduate Center of the City University of New York. She was awarded an honorary doctoral degree at the University of Liberia.



Lisa Fulco is an associate financial consultant within the Institutional Retirement division at TIAA, a Fortune 100 financial services organization and leading provider of asset management and retirement services for the academic, research, medical and cultural fields. In her role as an associate financial consultant at TIAA, Fulco is focused on helping participants plan for their financial well-being and retirement readiness. She meets with employees one-on-one and provides personalized counseling, education and advice, including specific asset allocation and fund selection recommendations based on the plan's investment options.

Fulco began her financial services career in 1999 and has been with TIAA since 2013. She serves its institutional clients in the states of Maryland, D.C. and Virginia from the local Baltimore TIAA office. She holds Series 7, 63 and 65 licenses while maintaining Life, Health, Property and Casualty and Variable Annuity licenses from Maryland, D.C. and Virginia. Additionally, Fulco has obtained the ChFC (Chartered Financial Consultant) designation, CFP (Certified Financial Planner) designation and the LUTCF (Life Underwriter Training Counsel Fellow) designation awarded by The American College (Pa.).



Mildred García, AASCU's president, is an advocate for public higher education at the national level, working to influence federal policy and regulations on behalf of member colleges and universities and serving as a resource to presidents and chancellors. Prior to joining AASCU, Dr. García served as the president of California State University, Fullerton. Under her leadership, the university saw a 30% improvement in six-year graduation rates and a 65% improvement in four-year graduation rates for first-time freshmen. A first-generation college student, Dr. García earned an Ed.D. and M.A. in Higher Education Administration from Columbia University (N.Y.).



Andrea Warren Hamos, vice president and senior consultant at Academic Search, Inc., came up through faculty and administrative ranks at colleges in Massachusetts, and ultimately served as associate dean and then interim dean of the college at Randolph-Macon College (Va.). Prior to coming to Academic Search, she also served as associate director, and subsequently acting director, of the Emerging Leaders Group and the American Council on Education (ACE) Fellows Program at ACE. Hamos has facilitated workshops for, and been a speaker at, numerous programs, including those offered by the American Academic Leadership Institute, ACE, the Millennium Leadership Initiative, other higher education organizations, and individual colleges and universities. She earned a B.A. in Spanish and French cum laude and a Ph.D. in Spanish literature, both from the University of Pennsylvania, and an M.A. in Spanish from The Ohio State University. Since joining Academic Search in 2013, Hamos has completed nearly 60 searches for presidents, vice presidents and other senior leadership positions at public and private colleges and universities.



Gayle E. Hutchinson has served as president of California State University, Chico since July 2016. She began her career in higher education at Chico State, joining the faculty as an assistant professor in the Department of Kinesiology in 1990. She taught in the classroom for 17 years, earning tenure and the rank of full professor. Dr. Hutchinson held a variety of instructional and leadership roles during her time at Chico State, serving as chairperson of the Department of Kinesiology, dean of the College of Behavioral and Social Sciences, Academic Senate Chair, and Statewide Academic Senator, before accepting the position of provost and vice president for academic affairs at California State University, Channel Islands, where she served from 2013-2016. Dr. Hutchinson's leadership style is bold and collaborative. She believes in shared governance, diverse and inclusive communities of excellence, innovation, accountability, trust, transparency and respect.



Scott Jaschik is one of the three founders of *Inside Higher Ed*. With Doug Lederman, he leads the editorial operations of *Inside Higher Ed*, overseeing news content, opinion pieces, career advice, blogs and other features. Jaschik is a leading voice on higher education issues, quoted regularly in publications nationwide and publishing articles on colleges in publications such as *The New York Times*, *The Boston Globe*, *The Washington Post*, *Salon*, and elsewhere. He has been a judge or screener for the National Magazine Awards, the Online Journalism Awards, the Folio Editorial Excellence Awards, and the Education Writers Association Awards. Jaschik served as a mentor in the community college fellowship program of the Hechinger Institute on Education and the Media of Teachers College, Columbia University (N.Y.). He is a member of the board of the Education Writers Association. He graduated from Cornell University (N.Y.) in 1985. He lives in Washington.

EMERGING LEADERS FACULTY BIOS



Stephanie Marquis is a public relations and communications executive with more than 25 years of strategic communications experience. With a focus in higher education and state government, as well as for-profit and nonprofit organizations, Marquis is a leader with vast expertise in developing and executing long- and short-term strategic public relations plans when the stakes are high. She is a skilled, high-impact communications strategist proficient in crisis communications, media relations, marketing and brand management. Marquis will help your institution deliver priority-focused messages to maximize your communication and media results, particularly in high-profile, quickly evolving situations.



Christine Johnson McPhail is the CEO/president of The McPhail Group LLC, a nationally recognized thought leader in higher education. Dr. McPhail is the former president of Cypress College (Calif.). She is the founding professor and director of the Community College Leadership Doctoral Program at Morgan State University (Md.). After multiple decades of a career in higher education, Dr. McPhail served as a leadership coach with Achieving the Dream (2004-2018) with a mission to help leaders shape the teaching and learning environment by engaging, aligning and inspiring people to act. She has developed proven coaching and consulting methodologies and leadership programs that are now used by numerous institutions to help their leaders drive results. In 2018, Dr. McPhail received the *Diverse Issues'* Diverse Champions Award in recognition of her commitment to diversity, equity and inclusion.



George L. Mehaffy has served as AASCU's vice president for academic leadership and change since 1999. In this role, he is responsible for developing and managing programs for member institutions in areas such as student success, international education, teacher education, civic engagement, leadership development and technology. Before coming to AASCU, he had more than 20 years of teaching and administrative experience in higher education in Texas, New Mexico and California. In addition, he served for 33 years in the United States Coast Guard Reserve, retiring as a Captain (O-6) in 2000. Dr. Mehaffy received a Ph.D. in Education from the University of Texas, Austin.



Janet Salm is the managing director of research for the Strada Institute for the Future of Work. Salm is committed to understanding and advancing the future of learning and work for all. She formerly led strategy measurement and analytical modeling efforts for the Bill & Melinda Gates Foundation's Postsecondary Success team. Salm believes in getting a running start on the future of work by designing systems for the most vulnerable.



Harold Suire has an M.A. and was honored as the outstanding alumni of the University of Louisiana – Lafayette. Suire is the executive vice president of Emergenetics International in Denver and also president and CEO of Education, Research and Information Services, Inc., a private company located in Baton Rouge, Louisiana. He is one of only four master certified Emergenetics trainers in the United States. Suire has consulted with Fortune 500 companies; nonprofit organizations; state and local governments; and economic development groups throughout the United States, Europe, Africa and Asia. He also served as a citizen member with Governors from the South on the Southern Growth Policies Board in Chapel Hill, North Carolina. Suire has counseled and coached business executives and CEOs at all levels of the private and public sectors, including chief justices of courts, governors and state legislators. His clients include several national associations and court systems throughout the United States.



Allison Tombros Korman serves as senior director of Culture of Respect at NASPA, which builds the capacity of educational institutions to end sexual violence through ongoing, expansive organizational change. In her role, Korman works to ensure that all higher education institutions, wherever they may be on the road to creating their own campus culture of respect, have the resources they need to achieve this mission and the opportunity to learn from evidence-based research and the best practices of their colleagues. She has provided management, support and technical assistance to the United States Agency for International Development (USAID) and the Centers for Disease Control and Prevention (CDC), and served as the associate director of education for the Association of Reproductive Health Professionals in Washington, D.C.



Steve Turner began his tenure as Northeastern State University's (NSU, located in Oklahoma) 19th president on Jan. 1, 2012. During his tenure, NSU has been strengthened in virtually every area of the institution. Beginning with Destination 2023, a 10-year roadmap of distinction through degree completion, Dr. Turner has made student-centered academics and advisement one of the top priorities. Improved facility maintenance and new construction have revitalized student housing on the Tahlequah campus. Several new programs and degrees have been introduced at the Broken Arrow campus, focusing on degree completion and master's degrees.

Prior to his NSU appointment, Dr. Turner served as vice president for administration and finance and executive assistant to the president for governmental relations and economic development at East Central University (ECU) in Ada, Oklahoma. Dr. Turner began his career in higher education at ECU, serving in many capacities. Dr. Turner earned his doctorate in adult learning and higher education administration from the University of Oklahoma. He holds a master's degree in human resources and a bachelor's degree in criminal justice, both from ECU.

EMERGING LEADERS FACULTY BIOS



James C. Votruba is president emeritus and professor of educational leadership at Northern Kentucky University (NKU), where he served as president from 1997-2012. He served formerly as vice provost for university outreach and professor of higher education at Michigan State University, dean of the College of Education and Human Development and professor of educational leadership at Binghamton University (N.Y.), and in various administrative and faculty positions at Drake University (Iowa) and the University of Illinois at Urbana Champaign. Dr. Votruba is currently a full-time faculty member in the Northern Kentucky University educational leadership doctoral program, where he teaches courses in organizational leadership, organizational effectiveness and

change, and public engagement.

He served as chair of the AASCU Board of Directors, president of the Coalition of Urban and Metropolitan Universities, and member of the National Campus Compact Board of Directors and the Association of Governing Boards Council of Presidents.

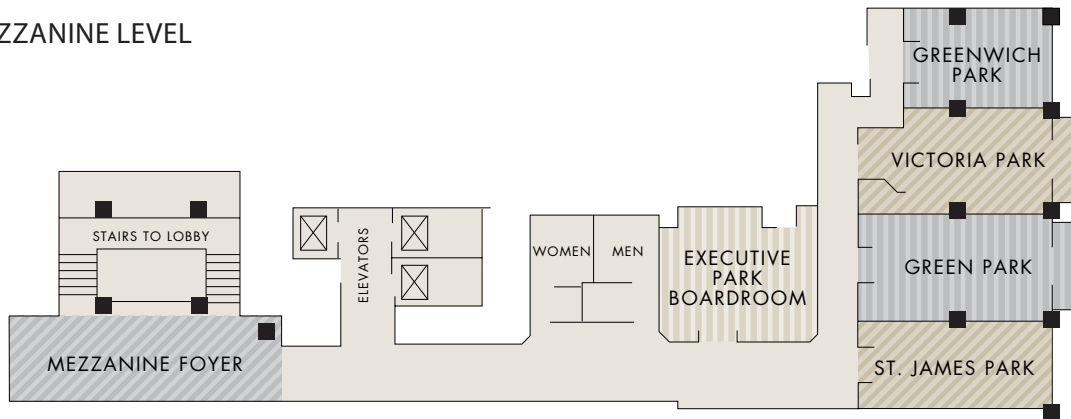


Alisa White became the 10th president of Austin Peay State University (Tenn.) in 2014. She serves on AASCU's Council of State Representatives, the NCAA Minorities and Opportunities Committee, and the Clarksville-Montgomery County Economic Development Council and Industrial Development Board.

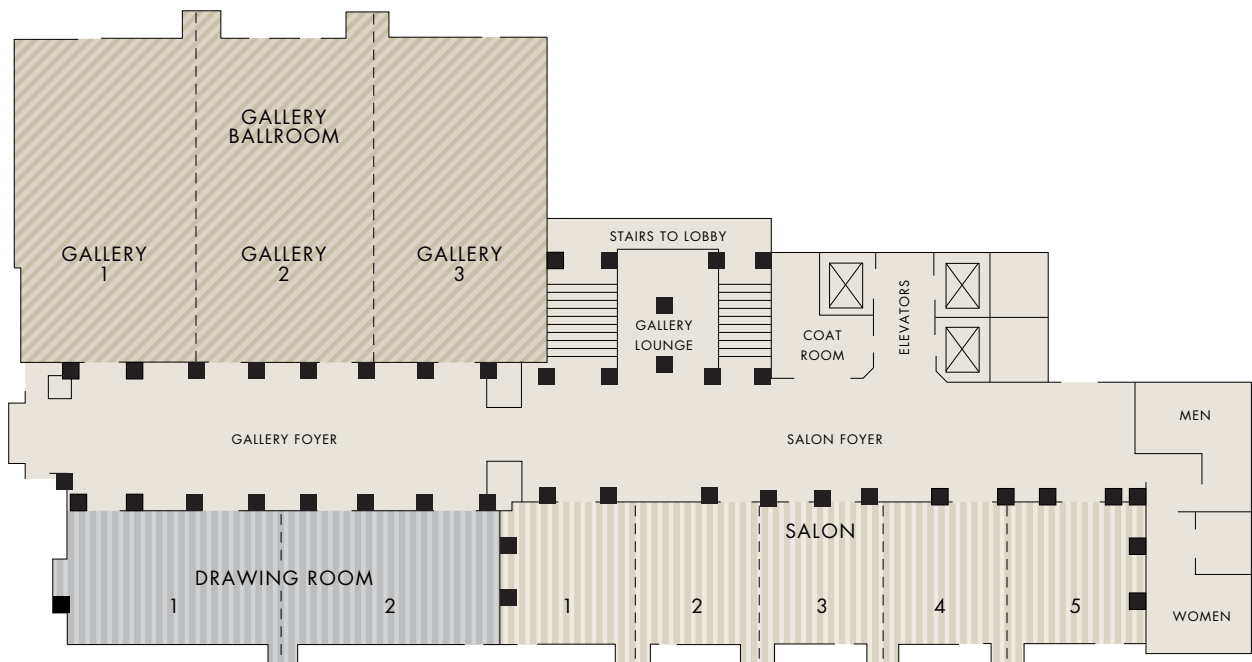
Dr. White previously served as provost and senior vice president for academic affairs at the University of Texas at Tyler (UT Tyler); provost and vice president for academic affairs at Midwestern State University in Wichita Falls, Texas; and dean of the College of Arts and Sciences at UT Tyler. She is a past president of the Tennessee College Association and past vice president of the Texas Council of Chief Academic Officers.

Dr. White has an undergraduate degree in business, a master's degree in library and information science and a Ph.D. in mass communication. Her research has been published in scholarly periodicals, including the *Journal of Advertising Research*, the *Journal of Advertising Education* and the *Journal of Creative Behavior*.

MEZZANINE LEVEL



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Delivering America's Promise

AASCU's nearly 400 public college and university members are found throughout the United States and in Guam, Puerto Rico, the Bahamas, China and Guyana. We range in size from 1,000 students to 45,000. We are found in the inner city; in suburbs, towns and cities; and in remote rural America. We include campuses with extensive offerings in law, medicine and doctoral education—as well as campuses offering associate degrees to complement baccalaureate studies. We are both residential and commuter, and with online degrees as well. Yet common to virtually every member institution are three qualities that define its work and characterize our common commitments.

- ◆ We are institutions of access and opportunity. We believe that the American promise should be real for all Americans, and that belief shapes our commitment to access, affordability and educational opportunity, and in the process strengthens American democracy for all citizens.
- ◆ We are student-centered institutions. We place the student at the heart of our enterprise, enhancing the learning environment and student achievement not only through teaching and advising, but through our research and public service activities.
- ◆ We are “stewards of place.” We engage faculty, staff and students with the communities and regions we serve—helping to advance public education, economic development and the quality of life for all with whom we live and who support our work. We affirm that America's promise extends not only to those who come to the campus but to all our neighbors.

We believe that through this stewardship and through our commitments to access and opportunity and to our students, public colleges and universities effectively and accountably deliver America's promise. In so doing we honor and fulfill the public trust.



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