

Susan E. Borrego, Ph.D.
Professor, Educational Leadership
University of Michigan-Flint

PROFESSIONAL EXPERIENCE

University of Michigan-Flint, MI

August 2014-Present

Professor, School of Education and Human Services, August 2014-present

Chancellor, University of Michigan-Flint, August 2014-July 2019

An urban public research university enrolling over 8,000 students, 6,585 undergraduate students and 1,459 graduate students, with 400 faculty. Annual budget is \$126.4 million with a \$94 million endowment.

Executive Officer, University of Michigan Ann Arbor, August 2014-July 2019

Public research university, enrolling over 47,000 students. Member of the President's cabinet. Senior leadership met weekly to strategize, develop and implement university wide initiatives. Review and create institutional policies and programs, develop budgets, crisis management, fundraising and Regent relations/communication.

Leadership Accomplishments:

- Exceeded \$40 million capital campaign goal by over \$17 million, with the largest gift in the history of the institution at \$15.5 million and the largest ever campaign \$57 million.
- Increased new donors by 24%.
- Secured \$30 million in a state capital award for the 60,000-square-foot addition to STEM facilities.
- Received the largest individual cash gift of \$2 million to launch the Entrepreneurial Initiative in the School of Management.
- Increased the physical footprint of campus by 25%.
- Successfully navigated campus through the Flint water crisis.
- Successfully hosted national events, such as the Democratic presidential debate between Clinton and Sanders (March 2016) and the Society for Environmental Journalists Conference (October 2018).
- Provided leadership for Diversity and Inclusion initiatives and building diverse teams.
- Allocated an additional \$1 million new dollars for faculty research.
- Implemented 12 new academic programs.
- Renewed/developed significant community/industry partnerships and relationships.
- Reinvigorated the Office of Research and Sponsored Programs, increasing external funding by \$9 million dollars first year following redesign.
- Initiated and completed campus-wide strategic plan, endorsed unanimously by the governing faculty.
- Established Economic Development Administration Center for Community and Economic Development with federal and community grant funding.
- Renewed and expanded partnerships with local community colleges.
- Increased first-time student retention by 9%.
- Matriculated largest freshman class since 2012.
- Enhanced the student experience and implemented improved retention policies.
- Created and implemented the Merit Scholarship program and matriculated over 200 high achieving students with these awards in first two years.
- Developed and opened Harrison Street Design Studio for engineering students.

- Initiated significant IT upgrades across the campus, particularly in smart classrooms.
- Oversaw successful rebranding and marketing campaign.
- Improved the recruitment and admissions experience.

Responsibilities:

Leading the University of Michigan-Flint in advancing its contributions to fulfilling the mission of the University of Michigan. In addition, the Chancellor guides UM-Flint in its campus commitments to excellence in teaching, research and scholarship, student centeredness and engaged citizenship. Serve as public face of the university and represents University with local, state and national political figures. The Chancellor provides strong leadership in achieving current campus goals and continually establishing new and ambitious ones to move the University forward.

Specific Duties:

- Provides inspirational intellectual leadership for faculty, students, staff, donor partners and professional colleagues.
- Promotes and supports community dialogue and engagement.
- Serves as a public voice for the University’s faculty, staff and students.
- Judiciously advocates for UM-Flint within Executive and Regental leadership of the University of Michigan.
- Takes leading role in attracting external support from industry partners, foundations and interested donors to support the University’s mission.
- Assures that the University continues to serve its students with academic programs of the highest quality and effectiveness, promoting excellence as well as diversity in undergraduate and graduate degree programs.
- Recruits, develops and retains a diverse and high-quality faculty and staff.
- Strengthens, engages and builds relationships with alumni.
- Develops and implements sound fiscal policies to protect the intellectual and physical assets of the University.

California State University, Dominguez Hills, Carson, CA August 2008-July 2014

Vice President for Enrollment Management, Planning and Student Affairs

Reported to the President at a comprehensive, urban university, one of 23 in the California State University (CSU) system, enrolling 15,000 students, 84% of whom are from traditionally underrepresented groups.

- Provided leadership for recruiting and retaining students, including: Admissions, Registrar, Student Information Services, Financial Aid, Student Support Services, Educational Opportunity Program (EOP), Student Success Initiatives, Outreach/Information Services and International Students.
- Direct reports also included: Division II Athletics, Health and Psychological Services, Student Life, Disabled Student Services, Veterans Services, Career Services, University Housing, Student Union, Multltural Center, Judicial Affairs, and Associated Students Incorporated.

Leadership Accomplishments:

- Led the development and vetting of Institutional Strategic Plan.
- Increased retention rates by 10% for first-time freshmen and 3% for transfer students in

- 2010-2011 by co-chairing with the Provost a student success initiative.
- Exceeded enrollment targets for the first time in 10 years. Enrollment grew by over 1,000 FTEs between 2008 and 2013, resulting in an additional \$11 million in revenue.
 - Raised institutional profile, increased web traffic and inquiries, won five CASE awards through rebranding and redesigning all marketing materials.
 - Increased Gilbert Foundation contribution from \$50,000 to \$250,000 for student success initiatives.
 - Secured approximately \$10 million in grant funding.
 - Served as Principal Investigator for multiple grants supporting student success initiatives.
 - Provided leadership to implement the campus-wide content management system (CMS/Peoplesoft).
 - Initiated academic interventions for at-risk populations, such as the Summer Bridge Program that dramatically increased retention rates and graduation rates for students admitted in the bottom quartile.
 - Initiated the Athletics Department Strategic Plan.
 - Coordinated a comprehensive review of Athletics Department policies and practices to ensure compliance.
 - Developed plan for increasing international recruitment and enrollment.
 - Developed 11 community college partnerships.
 - Created a new Veterans Services Office.

California State University, Monterey Bay, Seaside, CA

August 2005-July 2008

Vice President for Student Affairs

Reported to the President. Responsible for all aspects of a comprehensive enrollment services and student life program. CSU, Monterey Bay, a regional, residential university, is one of 23 campuses in the California State University (CSU) system enrolling 5,000 students, 38% of whom are from traditionally underrepresented groups.

Provided leadership for: Admissions, Registrar, Student Information Services, Financial Aid, Student Support Services, Educational Opportunity Program (EOP), Student Success Initiatives and Outreach/Information, Division II Athletics, Health and Psychological Services, Student Life, Career Services, Disabled Student Services, University Housing, Student Union, Multicultural Center, Judicial Affairs and Associated Students Incorporated.

Leadership Accomplishments:

- Achieved and exceeded enrollment targets for the first time in University history; enrollment increased by over 700 students between 2005-2008.
- Took athletics from provisional NCAA member to full NCAA DII status.
- Secured \$5 million in Title V grant funding for a student success center.
- Led efforts resulting in effective branding and marketing.
- Implemented the go-live for CMS/PeopleSoft conversion.
- Increased fiscal support for Athletics Department.

Associate Vice Chancellor for Student Affairs and Dean of Students

Assistant Professor, School of Education

Served over 17,000 undergraduate and graduate students; oversaw a budget in excess of \$30 million. Supervised: University Housing, Health and Psychological Services, Campus Dining Services, Arkansas Student Union, Student Involvement and Leadership, Community Standards and Student Ethics. Coordinated a 24-hour, on-call crisis response system. Served as a member of game-day management team for Razorback football and basketball.

Leadership Accomplishments:

- Worked with Chair of the Academic Senate to re-conceptualize shared governance to enhance student involvement in campus governance.
- Represented Vice Chancellor, at her discretion, to both internal and external constituents, including the Executive Cabinet, Board of Trustees, legislators, media, state higher education system offices, alumni groups and admissions groups.
- Developed comprehensive undergraduate Leadership Development Program.
- Created an office for -traditional student services.
- Oversaw construction of a of 640-bed residence hall.
- Served as Chair of university-wide Campus Crisis Committee.

Executive Director, Caltech Y

Associate Dean and Director, Minority Student Affairs

Interim Associate Dean and Director

Began at Caltech as Executive Director of the Caltech Y, supervising a non-profit full-service student activities center committed to enriching student life and encouraging responsible citizenship. Advised students; funded development and grant acquisition; supervised four staff; reported to the board; engaged in community and public relations. Moved to Associate Dean role and oversaw student support services for underrepresented students at a private, world renowned research and education institution dedicated to science with 800 undergraduate students and 1,100 graduate students. Advised senior-level administration and faculty regarding issues of diversity, inclusive campus climate, program and policy development, and supportive infrastructure for underrepresented students.

Leadership Accomplishments:

- Developed and managed Community/Volunteer Service Program, including student recruitment, training and site development for 300-400 students per year. Supervised staff coordinator and ensured accurate records for compliance with Federal Higher Education Act.
- Directed Young Engineering Science Scholars (YESS), a four-week residential program for 40 disadvantaged, underrepresented high school sophomores and juniors.
- Developed and coordinated curriculum for a successful "Summer Scholars" six-week summer residential program for incoming high achieving minority students.
- Created partnership with Sherman Indian School for summer student program and joint projects with SIS and Caltech faculty.

- Acquired grants totaling approximately \$4 million over three years.
- Developed Minority Student Affairs strategic plan and budget support.
- Created, staffed and developed a successful office for Minority Student Affairs.
- Secured a \$2.2 million Irvine Diversity Grant.
- Worked with food services to create a Kosher kitchen for Jewish and Muslim students.
- Initiated financial aid policy review that resulted in improved opportunities for minority students.
- Designed and directed outreach programs for underrepresented high school students, including summer residential and one-day programs.
- Coordinated programs for alumni and industry representatives.
- Represented the University at various science conferences and events, including the American Association for the Advancement of Science, National Society of Black Engineers and Society of Hispanic Engineers.

AIDS Services Foundation of Orange County, Irvine, CA

April 1991-July 1992

Director, Volunteer Development and Public Relations

Designed and managed volunteer services for over 1,500 clients. Oversaw all aspects of volunteer recruitment, development, community relations and recognition. Developed public relations, marketing strategies. Produced and edited agency newsletter. Interacted with media. Coordinated four annual fund-raising events with major donors.

Specific duties:

- Liaison with Board members around events, marketing, fundraising and volunteer services.
- Developed public relations, marketing strategies and materials.
- Produced agency newsletter.
- Media contact, press and public services announcements.
- Acquired grants (e.g. Pac Bell \$20,000; Nordstrom \$10,000).
- Served as Interim Development Director.
- Coordinated major fundraising events with major donors.

Azusa Pacific University, Azusa, CA

July 1987-March 1991

Associate Dean of Student Services

Director, Orientation, Activities, Retention

Served on the Dean's leadership team and as a member of the President's Cabinet for long-range planning for a private institution with 5,000 students. Administered campus-wide retention plan, New Student Orientation, parents' programs, student activities, outdoor programs, intramurals, student information center and student-managed snack bar. Supervised 80 student staff members, 60 volunteer staff members and an annual budget of \$240,000.

Leadership Accomplishments:

- Created "Bridges," an urban leadership training program that still exists on campus in 2020.
- Developed and implemented a New Student Orientation program.
- Re-conceptualized and introduced student-run café.

- Opened a coffee shop in a reclaimed empty cottage on campus.
- Developed and managed a campus-wide retention plan.
- Provided leadership for division when Dean of Students served as acting Vice-President.
- Graduate teaching assistant for “Perspectives in College Student Affairs.”

Northwest Nazarene University, Nampa, ID

July 1980-August 1987

Assistant to the Vice President for Institutional Advancement

Director of News and Information Services

Admissions Counselor

Held leadership positions at a religiously affiliated private university with approximately 1,200 undergraduates and 700 graduate students. Assisted Vice President for Institutional Advancement with strategic planning, annual fund and capital campaign. Provided leadership for public relations strategies, recruitment and marketing materials, training faculty admissions representatives, student admissions ambassadors, and traveling public relations groups.

Leadership Accomplishments:

- In collaboration with the Vice President, developed the first-ever named, endowed scholarship program.
- Oversaw design and production of first alumni publication.
- Traveled and spoke nationwide as advocate for the University.
- Produced alumni magazine as editor, copywriter and photographer.
- Designed institutional recruitment strategies.

EDUCATION

Claremont Graduate School

Claremont, CA

Ph.D., Education (2001)

Dissertation: Class Matters: Expanding the Diversity Conversation

Outstanding Doctoral Student Award

Azusa Pacific University

Azusa, CA

M.A., Social Science:

Student Development and College Student Affairs (1990)

Northwest Nazarene College

Nampa, ID

B.A., Speech and Communication (1980)

SELECT HONORS AND AWARDS

National Association of Student Personnel Administrators (NASPA) Pillar of the Profession Award, 2018
National Association of Student Personnel Administrators (NASPA) Region IV East President's Award, 2017
Arab American Heritage Council (AAHC) Community Contributor of the Year Award, 2017
Socrates Teaching Award Finalist, University of Southern California, 2003
NASPA Minority Undergraduate Fellowship Program, Faculty Contribution Award, 2003
Innovative Program Award, NASPA Region VI, 2001
Honorary Alumna, California Institute of Technology, 2000
Outstanding Administrator, Azusa Pacific University, 1989
Norman K. Russell Scholarship Recipient Association for Orientation, Transition, and Retention. Award, 1987

FACULTY EXPERIENCE

California State University, Fullerton, Fullerton, CA

Fall 2012

Adjunct Professor, School of Education

Course taught:

Organizational Leadership, multiple sections

University of Southern California, Los Angeles, CA

2002-2005

Adjunct Associate Professor, Rossier School of Education

Clinical Associate Professor, Rossier School of Education

Courses taught:

The Politics of Difference: Restructuring Higher Education

Management of Student Services in Higher Education

Master's Seminar: Contributing to the Profession of College Student Affairs

College Student Development

Additional responsibilities:

Advising master's and doctoral students

University of Redlands, Redlands, CA

1999-2002

Adjunct Professor

Course taught:

College Student Experience and Implications for the Administration of Higher Education

Additional responsibilities:

Curriculum Designer, Department of Education

Courses created:

Introduction to Student Affairs: College Environments and Student Development Theory

Claremont Graduate University, Claremont, CA

Spring 1999

Adjunct Faculty, Teacher Education Internship Program

Course taught:

Creating Safer Classrooms: Unpacking Heterosexism (six-week module)

COMMUNITY LEADERSHIP

Flint and Genesee County Chamber of Commerce Regional Leadership Council, 2016-2019
Flint and Genesee County Chamber of Commerce Operating Board, 2018-2019
Uptown Reinvestment Corporation 2018-2019
Truth, Racial Healing, and Transformation Design Team,
Community Foundation of Flint 2018-2019
Flint Community Schools Superintendent's Advisory Council 2017-2019
Sloan Museum Advisory Committee, 2017-2019
Hurley Medical Center, Board of Managers, 2014-present
Greater Flint Health Coalition Board of Directors, 2014-2019

NATIONAL PROFESSIONAL LEADERSHIP

National Association of Student Financial Aid Administrators (NASFAA)
Forward 50, The Higher Education Committee

American Association of State Colleges and Universities (AASCU)
Nominating Committee, 2016-2019
Executive Leadership Academy, 2012-2013
Millennium Leadership Institute, 2010
Team Leader, Hispanic Student Success Study, 2006-2007

Higher Education Resource Services (HERS)
Board, 2017-2020
Nominating Committee, 2017-present

American Council on Education (ACE) Women's Network, 2014-2019

HSI (Hispanic Serving Institutions) Advisory Board, 2012-2013

National Association of Student Personnel Administrators (NASPA)
Regional Vice President, Region VI, 2008-2010
NASPA Journal Editorial Board, 2005-2008
Chair, National Advisory Board for Minority Undergraduate Fellowship Program, 2004-2006 Faculty,
Minority Undergraduate Fellowship Program, 2003-2006
Task Force, Minority Undergraduate Fellowship Program, 2004
Faculty, Mid-Level Professionals Academy, Region IV, Greeley, CO, 1998
Mentor, New Professional Academy, Region IV, Compton, CA, 1996

Faculty, Greater Expectations Institute on Campus Leadership Association of American
Colleges and Universities (AAC&U), Snowbird, UT, 2006-2008

GRANT ACQUISITION AND INSTITUTIONAL ADVANCEMENT

PI, Title V Hispanic Serving Grant, "Encounter to Excellence," 2009
California State University, Dominguez Hills, Carson, CA

Developed program objectives, strategies, assessment plan and benchmarks. Funded to develop Student Success Initiative, resulting in a \$2.7 million, five-year award.

PI, Title V Hispanic Serving Grant, 2008

California State University, Monterey Bay, Monterey Bay, CA

Developed program objectives, strategies, assessment plan and benchmarks. Co-wrote grant proposal for Student Success Initiative, resulting in a \$2.8 million, five-year award.

Caltech Irvine Diversity Initiative, 2000

California Institute of Technology, Pasadena, CA

Assisted with the development of assessment plan, strategic plans and benchmarks. Co-wrote grant proposal and developed Irvine Scholars High Achievement Program. Three-year, \$2.2 million grant funded by the James Irvine Foundation.

CONSULTING

Expanding Personal Cultural Competency, December 2011, January 2010, March 2009, January 2009.

Chancellor's Making Excellence Inclusive Program, University of California, Riverside, CA

Campus Liaison, Irvine Evaluation Resource Team, 2002-2007

The James Irvine Foundation, Claremont, CA

Consultant to the Campus Diversity Initiative Project; assigned to work with grant-receiving institutions. Assisted with the development of campus assessment plans.

Evaluator, The LA Colleges' Violence Prevention Project, 2002-2005

University of Southern California, Los Angeles, CA

Consultant and evaluator for consortium members.

Consultant, Seven Directions, March 1998-2000

KaylynnTwotrees, Flagstaff, AZ

Designed and conducted workshops using Twotrees' indigenous learning model to promote more effective communication, problem solving and conflict resolution. Provided presentations for faculty, administrators and students.

Consultant and Facilitator, 1990-present

Higher education leadership development and training presentations: equity, diversity and pluralism, developing cultural competence, critical leadership, service learning, programming design, implementation and assessment, student learning and support initiatives, and LGBTQ issues.

PUBLICATIONS

Borrego, S. E. (forthcoming publication). *Working With and Supporting Students*. In The New College President Handbook (edited collection published by Harvard Education Press).

Borrego, S. E. (2019). *Honoring the Voices, Experiences, and Assets of Students from Low-Income Backgrounds*, Diversity and Democracy. AAC&U.

Borrego, S. E. (2008). *Class on Campus: Breaking the Silence Surrounding Socioeconomics*, Diversity and Democracy. AAC&U.

Borrego, S. E. (2007). *Resilience: Queer Professors from the Working Class*, Chapter 14, State University of New York Press.

Borrego, S. E., and Manning, K. (2007). *Where I Am From: Student Affairs Practice from the Whole of Students' Lives*. NASPA.

Borrego, S. E. (2006). Mapping the learning environment. In Richard P. Keeling (Ed.), *Learning Reconsidered 2: A practical guide to implementing a campus-wide focus on the student experience*, pp.11-16. Washington, DC: ACPA, ACUHO-I, ACUI, NACA, NACADA, NASPA and NIRSA.

Borrego, S. E., Forrest, C. and Fried, J. (2006). Enhancing professional development. In Richard P. Keeling (Ed.), *Learning Reconsidered 2: A practical guide to implementing a campus-wide focus on the student experience*, pp.59-63. Washington, DC: ACPA, ACUHO-I, ACUI, NACA, NACADA, NASPA and NIRSA.

Borrego, S. E. (Spring 2004). Class in the academy. *New England Resource Center for Higher Education*, 15(2).

Borrego, S. E. (2003). *Class matters: Beyond access to inclusion*. Invited NASPA Monograph. Washington, DC: NASPA.

Borrego, S. E. (November-December 2001). What they are reading: Social class culture in the academy. *About Campus*, 6(5), 31-32.

SELECTED PROFESSIONAL PRESENTATIONS

Over 70 presentations at conferences and institutions; representative selections follow:

Plenary, "Understanding Privilege and How it Shapes Practice," Judicial College, New Jersey Supreme Court, Trenton, NJ, November, 2020

Keynote, "Understanding My Privilege: A Personal Journey Toward Integrity," 2019 Family Philanthropy Conference: Unpacking Power Dynamics with Cultural Humility, Southern California Grant Makers, Los Angeles, CA, May, 2019

Plenary, "Academic, Student Affairs and Enrollment management; Strategic Partnerships," AASCU 2019 Emerging Leaders Program, Washington DC, June 2019

Keynote, "Your Work Matters!," NASPA IV-East 2017 Regional Conference, Detroit, MI, November 2017

Plenary, "Leadership Reputation Management-Protect, Promote, Evolve" AASCU 2016 President's Summer Council Meeting, Portland, OR, July 2016

Keynote "Make a Difference: Move the Needle in Michigan," MI-ACE, Lansing, MI, June 2017

TEDX "It's About Time . . . to Challenge the Norm, Understanding my Privilege" TEDX Pasadena Women, Pasadena, CA, October 2016

"Extending Your Brand Without Over-Extending Your Resources: Launching a Unified Branding Strategy," CASE District VII Conference, San Francisco, CA, March 2013

"Women's Academic Leadership Explored with Gender + Diversity in Twenty-first Century Higher Education: Social Class and Higher Education Leadership," California State University, Dominguez Hills, Carson, CA, April 2011

"Challenges of First-Generation Students and Their Families," University of Idaho, Moscow, ID, February 2010

Keynote, "Learning Reconsidered: Implementing the Charge," NASPA 2008 International Assessment and Retention Conference, Scottsdale, AZ, June 2008

"Innovative Learning Through Collaboration: Academic/Student Affairs Partnerships," featured session co-presented with Pamela Motoike, American Association of Colleges and Universities, Network for Academic Renewal Conference, Miami, FL, 2007

"Learning Reconsidered: New Ways Students Learn," NASPA Student Services Institute for Community Colleges, Merritt College, Oakland, CA, 2007

"Collaborating for Excellence: Student Affairs, Academic Affairs and the Challenge of Transformative Learning," co-presented with Marsha Moroh and Cynthia Forrest, American Association of Colleges and Universities National Conference, Washington, DC, 2006

"Excellence in Action: Academic and Student Affairs Partnerships for Student Learning," pre-conference workshop co-presented with Mary Boyce and Cynthia Forrest, American Association of Colleges and Universities National Conference, Washington, DC, 2006

Keynote, "Class Matters: Beyond Access to Inclusion," NASPA Student Affairs Multicultural Institute, Las Vegas, NV, 2006

Keynote, "I Can Never Be Until You Are," Martin Luther King, Jr., Rally, University of Arkansas, Fayetteville, AR, 2004

"Gateways to Our Future: A Cross-Generational Dialogue," panel member, co-presented with Jane Fried, Johnetta Cross Brazzell and Shannon Ellis, NASPA National Conference, St. Louis, MO, 2003

"Emergent Voices: First-Generation College Students," American Association of Colleges and Universities (AAC&U) General Meeting, Seattle, WA, 2003

"Reading the World: Applying Critical Practice in a Time of Uncertainty," co-presented with Mary Boyce, Organizational Management Teaching Conference, Los Angeles, CA, 2003

“Honor Codes as Potential Sites of Transformation,” NASPA Regional V and VI Conference, Portland, OR, 2002

“Class Matters,” AAC&U Diversity and Learning Conference, St. Louis, MO, 2002

Keynote “Blowing Off the Doors: Taking Cultural Democracy Seriously,” Organization of Counseling Center Directors in Higher Education Annual Conference (OCCDHE), Shell Beach, CA, 2002

“Class Matters: Expanding the Diversity Conversation,” NASPA National Conference, Boston, MA, 2002

“Beyond Bridge: The Development of a Minority High Achievement Program at Caltech,” EMERGE National Conference, Atlanta, GA, 2001

“Expanding the Diversity Conversation: The Emergence of Working-Class Culture,” NASPA Regional V Conference, Maui, HI, 2001

“How Can Institutional Teams Engage Faculty in Problem Solving?,” Diversity Scorecard Project, University of Southern California, Los Angeles, CA, 2001

“Expanding the Diversity Conversation: The Emergence of Working-Class Culture, Working-Class Studies: Memory, Community and Activism,” Youngstown State University, Youngstown, OH, 2001

“Seven Directions: Uncovering Assumptions About Learning Environments,” American Association for Higher Education National Conference, Anaheim, CA, 2000

“Seven Directions,” American Association of Higher Education National Conference, Washington, DC, 1999

“Seven Directions Point to the Future: Considering Climates of Respect,” half-day pre-conference workshop, National Association of Women in Education National Conference, Denver, CO, 1999

“Critically Examining Civil Education: Using a Non-Western Approach,” NASPA National Pre-conference Session, New Orleans, LA, 1999

“Educators as Activists: Everyday Forms of Activism,” NASPA Region V Conference, Kona, HI, 1997

“Radical Democratic Praxis: Perspectives from Southern California Edge Cities,” panel member, Pedagogy of the Oppressed National Conference, Omaha, NE, 1995

UNIVERSITY SERVICE

California State University, Fullerton

Higher Education Advisory Committee, 2011-2013

California State University, Dominguez Hills

President's Cabinet, 2008-2014

Administrative Council, 2009-2014

Foundation Board, 2008-2014

California State University, Monterey Bay

President's Cabinet, 2005-2008

Western Association of Schools and Colleges (WASC) Steering Committee, 2007-2008

WASC Educational Effectiveness Committee, 2007-2008

Athletics Advisory Board, 2007-2008

University Strategic Planning Committee, 2007-2008

Academic Affairs Council, 2005-2008

Administrative Council, 2005-2008

Foundation Board, 2005-2008

Ex-Officio Member, Academic Senate, 2005-2008

California State University System

Council of Vice Presidents for Student Affairs, 2005-2014

Executive Committee, Content Management System (CMS), 2009-2012

University of Arkansas

Dean's Council, 2004-2005

Chair, Crisis Response Team, 2004-2005

Honor's College Dean Search Committee, 2004-2005

The "Arkansas Experience" Taskforce, 2003-2005

SPECIAL INTERESTS AND HOBBIES

Mediterranean gardening, bibliophile—particularly biography, paddle boarding, boating, fishing, bird watching, and avid collegiate sports fan