Millennium Leadership Initiative
Preparing the Next Generation of Leaders

Millennium Leadership Institute

June 11–14, 2011
Sofitel Lafayette Square
Washington, D.C.
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MILLENNIUM LEADERSHIP INITIATIVE

The American Association of State Colleges and Universities’ (AASCU) Millennium Leadership Initiative (MLI) is a premier leadership development program that provides individuals who are traditionally underrepresented in the executive ranks of higher education the opportunity to develop leadership skills, create a philosophical leadership strategy and build the network necessary to advance to a presidency or chancellorship. The primary emphasis of the Institute is to ensure that the next generation of leaders in higher education reflects the rich diversity within our nation’s colleges and universities.

Since its first year of operation, MLI has been open to any accomplished academic administrator at the dean’s level or higher or to individuals who have gained a similar status in other organizations. For more than a decade, MLI has reinforced the vital role that diversity plays in the academic institutional mission, assisting participants in advancing their careers and helping institutions diversify their executive leadership. We firmly believe, however, in including the best and most qualified individuals regardless of race and gender.

Since the first MLI class in 1999, 365 protégés have graduated from the MLI Institute. Forty percent of graduates have advanced significantly in their careers, and 55 graduates have become first-time presidents or chancellors. Fourteen individuals have entered their second presidency, bringing MLI’s record to 69 presidencies and chancellorships.

Success cannot be measured only in the number of presidencies or chancellorships. The greater value of MLI’s influence lies in building broad diverse senior leadership on campuses. Additionally, individual career advancement extends well beyond those graduates who achieve a presidency or chancellorship.
# MLI AT-A-GLANCE

## Saturday, June 11
- **10 a.m. - 11:20 a.m.** Opening General Session
- **11:30 a.m. - 12:30 p.m.** Informal Networking/Meet and Greet Lunch
- **12:45 p.m. - 2:30 p.m.** Conversations Among Presidents About Leadership
- **2:30 p.m. - 3:15 p.m.** Presidential Leadership—Lessons Learned
- **3:30 p.m. - 6 p.m.** General Session: Executive Search—Issues and Discussion
- **6:15 p.m. - 6:45 p.m.** Networking Reception—1307 New York Ave., N.W. (AASCU)
- **6:45 p.m. - 8:30 p.m.** Dinner Program

## Sunday, June 12
- **7:45 a.m. - 8:30 a.m.** Continental Breakfast
- **8:45 a.m. - 11:15 a.m.** General Session: Financial Management
- **11:15 a.m. - Noon** Informal Networking Lunch
- **12:15 p.m. - 1:15 p.m.** Pathways to Success: Personal and Professional Challenges—Presidential Panel Discussion
- **1:15 p.m. - 2 p.m.** Presidential Leadership—Lessons Learned
- **2:15 p.m. - 4:15 p.m.** Consultations with Advisors
- **4:30 p.m. - 5:35 p.m.** Preparation for Media Training—1307 New York Ave., N.W. (AASCU)
- **6 p.m. - 8:15 p.m.** Reception and Dinner Featuring Marie McDemmond Lecturer

## Monday, June 13
- **8:30 a.m. - 11:30 a.m.** Concurrent Workgroups
  - **8:30 a.m. - 10 a.m.** Group 1: Executive Contracts—Basics and Trends
  - **8:30 a.m. - 11:30 a.m.** Group 2: Techniques for Media Interviews
- **11:40 a.m. - 12:40 p.m.** Networking Lunch
- **1 p.m. - 4 p.m.** Concurrent Workgroup
  - **1 p.m. - 2:30 p.m.** Group 1: Executive Contracts—Basics and Trends
  - **1 p.m. - 4 p.m.** Group 2: Techniques for Media Interviews
- **4:15 p.m. - 5:45 p.m.** Governance and Working with Boards
- **6:30 p.m.** Dinner for MLI Faculty
- **Free Evening for Protégés**

## Tuesday, June 14
- **7 a.m.** Continental Breakfast
- **7:15 a.m.** Message from the AASCU President
- **7:15 a.m. - 11:15 a.m.** Governmental Relations Workshop—Working With Congress
- **8:40 a.m. - 12:30 p.m.** Protégés Visit Capitol Hill
- **1 p.m. - 1:30 p.m.** Issues in Higher Education and New Demands on the Presidency
- **1:45 p.m. - 3:45 p.m.** General Session: Advancement and Fundraising
- **4 p.m. - 5:15 p.m.** Making the Most of Your Mentoring Experience and Briefing
- **6 p.m. - 9 p.m.** Reception and Banquet
10 a.m. - 11:30 a.m.  Paris Ballroom

**Opening General Session**

10 a.m. - 10:10 a.m.

**Welcome/Expectations**
Presiding:  Livingston Alexander, President, University of Pittsburgh at Bradford and MLI Chair (Class of 2001)

10:10 a.m. - 10:25 a.m.
Opening Remarks:  Gladys Styles Johnston, MLI Director, Assistant to AASCU President and MLI Founder

10:25 a.m. - 11:20 a.m.
Self-Introductions:  The Class of 2011

11:30 a.m. - 12:30 p.m.  Paris Ballroom and Pre-Function

**Informal Networking/Meet and Greet Lunch**

12:45 p.m. - 2:30 p.m.

**Conversations Among Presidents About Leadership**
Moderator:  Francine McNairy, President, Millersville University of Pennsylvania
Panelists:  Mickey L. Burnim, President, Bowie State University (Md.) and AASCU Board of Directors, Chair-Elect
           Royce C. Engstrom, President, The University of Montana (Class of 2009)
           Elson Floyd, President, Washington State University
           Jolene Koester, President, California State University, Northridge
           Dorothy Leland, President, Georgia College and State University (Class of 2002)
           Graham B. Spanier, President, Pennsylvania State University

**Topics**
- Choosing and building a senior leadership team
- Relationship building
- The role of the spouse/partner
- Cultivating campus leadership, external community, local, state, federal and elected officials
- Developing and building the university mission
- Why presidents fail or stumble
- Making financial choices in difficult times
- Role of athletics
SATURDAY, JUNE 11

2:30 p.m. – 3:15 p.m.  🏷 Paris Ballroom

**Presidential Leadership—Lessons Learned**

Discussion Facilitator: John W. Moore, President Emeritus, Indiana State University and President, Penson Associates Inc.

3:15 p.m. – 3:25 p.m.

**Break**

3:30 p.m. – 6 p.m.  🏷 Paris Ballroom

**General Session: Executive Search—Issues and Discussion**

Presenter: George L. Mehaffy, Vice President, Academic Leadership and Change, AASCU

Moderator: Ann Die Hasselmo, President, American Academic Leadership Institute

Panelists: Jean Dowdall, Vice President, Witt/Kieffer

Janet Greenwood, President, Greenwood and Associates Inc.

Frank G. Pogue, President, Grambling State University (La.) and Consultant, Academic Search, Inc.

**Topics**

- How to compete in a pool of more experienced candidates
- Helping candidates prepare for the interview
- Stages of moving toward the presidency—how to navigate the pipeline (dean, provost and president):
  - Gain experience in fundraising
  - Enrollment management
  - Student personnel
- Emergence of the non-traditional track candidate (private vs. public)
- How to prepare psychologically, articulate vision, understand process, navigate interviews and close the deal
- Change in the protégés personal lives and the implications for spouses/partners
- The role of the spouse/partner
SUNDAY, JUNE 11

6:15 p.m. – 6:45 p.m. ♦ 1307 New York Ave., N.W. (AASCU Office)

Networking Reception

6:45 p.m. – 8:30 p.m.

Dinner Program

Introduction: Livingston Alexander, President, University of Pittsburgh at Bradford and MLI Chair (Class of 2001)

Presenter: Kenneth W. Dobbins, President, Southeast Missouri State University and Chair, AASCU Board of Directors

DOBBINS
7:45 a.m. – 8:30 a.m.  Paris Ballroom Pre-Function

**Continental Breakfast**

8:45 a.m. – 11:15 a.m.  Paris Ballroom

**General Session: Financial Management**

Introduction:  **F.C. Richardson**, Chancellor Emeritus, Indiana University Southeast and MLI Founder

Presenter:  **Marie McDemmond**, President Emerita, Norfolk State University (Va.)

11:15 a.m. – Noon  Paris Ballroom Pre-Function

**Informal Networking Lunch**

12:15 p.m. – 1:15 p.m.  Paris Ballroom

**Pathways to Success: Personal and Professional Challenges—Presidential Panel Discussion**

Moderator:  **Nancy Kleniewski**, President, State University of New York College at Oneonta (Class of 2006)

Panelists:  **F. Javier Cevallos**, President, Kutztown University of Pennsylvania  
**William “Brit” Kirwan**, Chancellor, University System of Maryland  
**Mary Sias**, President, Kentucky State University  
**Cynthia Zane**, President, Hilbert College (N.Y.)

- Transparency in leadership
- Developing contingency plans
- Changes in the personal lives of protégés
- Knowing how to read the tea leaves
- Effective listening and coaching
- Accreditation

1:15 p.m. – 2 p.m.  Paris Ballroom

**Presidential Leadership—Lessons Learned**

Discussion Facilitator:  **John W. Moore**, President, Penson Associates Inc.

2 p.m. – 2:15 p.m.

**Break**
2:15 p.m. – 4:15 p.m.  
**Consultations with Advisors**  
This is an opportunity for protégés to consult with presidential advisors and frame a plan for the next steps in achieving their career objectives. Small groups of protégés meet with advisors to discuss their Professional Development Plan and prepare for the mentoring component that follows the Institute. **Protégés and Advisors refer to schedule insert for group assignments and room designations.**

4:30 p.m. – 5:35 p.m.  1307 New York Ave., N.W. (AASCU Office)  
**Preparation for Media Training**  
Introduction: Frank G. Pogue, President, Grambling State University (La.) and Consultant, Academic Search Inc.  
Presenters: Colleen Bentley, Director of Special Projects, The California State University  
Carol Ivy, President, Up Your Image

6 p.m. – 8:15 p.m.  Paris Ballroom  
**Reception and Dinner Featuring Marie McDemmond Lecturer**  
Introduction: Nancy Kleniewski, President, State University of New York, College at Oneonta *(Class of 2006)*  
**Leadership Links to Quantum Theory, M-Theory and Taoism**  
Presenter: John C. Cavanaugh, Chancellor, Pennsylvania State System of Higher Education
8:30 a.m. – 11:30 a.m.
Concurrent Workgroups
Continental breakfast served at 8 a.m. in workgroups.

8:30 a.m. - 10 a.m.  Concorde
Group 1: Executive Contracts—Basics and Trends
Presenter: Tyrone P. Thomas, Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.
Protégés: Shannon Blanton, The University of Memphis (Tenn.)
            Curtis Charles, Fayetteville State University (N.C.)
            Frances Graham, North Carolina Central University
            Peter “Pete” Grant Jordan, LaGuardia Community College (N.Y.)
            John Melendez, New Jersey City University
            Kate Miller, Texas A&M University
            Robert Mock, University of Kentucky
            Cheryl Scheid, University of Tennessee Health Science Center
            George Smith, U.S. Department of Education
            Traki Taylor-Webb, Bowie State University (Md.)
            William Watkins, California State University, Northridge
            Fred Wood, University of California Davis
            Anne Zayaitz, Kutztown University of Pennsylvania

8:30 a.m. - 11:30 a.m.  Madeleine
Group 2: Techniques for Media Interviews
Trainers: Colleen Bentley, Director of Special Projects, The California State University
          Carol Ivy, President, Up Your Image
Protégés: Carrie Besnette Hauser, Metropolitan State College of Denver (Colo.)
          Norma Burgess, Lipscomb University (Tenn.)
          John Graham, City University of New York, Medgar Evers College
          Kimberly “Kim” Holmes, Kentucky State University
          Virginia “Ginny” Horvath, State University of New York at Fredonia
          Judy “J.J.” Jackson, University of Kentucky
          Eveadean “Evie” Myers, North Dakota State University Main Campus
          Marcia Sakai, University of Hawaii at Hilo
          Zeljko (Z) Sevic, Glasgow Caledonian University, United Kingdom
          Yonette Thomas, Howard University (D.C.)
          Ramon Torrecilha, Mills College (Calif.)
          Byron White, Ohio Board of Regents
11:40 a.m. – 12:40 p.m.  Paris Ballroom
**Networking Lunch**

**Workgroups**

1 p.m. – 2:30 p.m.  Concorde

**Group 1: Executive Contracts—Basics and Trends**
Presenter: **Tyrone P. Thomas**, Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.
Protégés: **Carrie Besnette Hauser**, Metropolitan State College of Denver (Colo.)
   - **Norma Burgess**, Lipscomb University (Tenn.)
   - **John Graham**, City University of New York, Medgar Evers College
   - **Kimberly “Kim” Holmes**, Kentucky State University
   - **Virginia “Ginny” Horvath**, State University of New York at Fredonia
   - **Judy “J.J.” Jackson**, University of Kentucky
   - **Eveadean “Evie” Myers**, North Dakota State University Main Campus
   - **Marcia Sakai**, University of Hawaii at Hilo
   - **Zeljko (Z) Sevic**, Glasgow Caledonian University, United Kingdom
   - **Yonette Thomas**, Howard University (D.C.)
   - **Ramon Torrecilha**, Mills College (Calif.)
   - **Byron White**, Ohio Board of Regents

1 p.m. – 4 p.m.  Madeleine

**Group 2: Techniques for Media Interviews**
Trainers: **Colleen Bentley**, Director of Special Projects, The California State University
   - **Carol Ivy**, President, Up Your Image
Protégés: **Shannon Blanton**, The University of Memphis (Tenn.)
   - **Curtis Charles**, Fayetteville State University (N.C.)
   - **Frances Graham**, North Carolina Central University
   - **Peter “Pete” Grant Jordan**, LaGuardia Community College (N.Y.)
   - **John Melendez**, New Jersey City University
   - **Kate Miller**, Texas A&M University
   - **Robert Mock**, University of Kentucky
   - **Cheryl Scheid**, University of Tennessee Health Science Center
   - **George Smith**, U.S. Department of Education
   - **Traki Taylor-Webb**, Bowie State University (Md.)
   - **William Watkins**, California State University Northridge
   - **Fred Wood**, University of California Davis
   - **Anne Zayaitz**, Kutztown University of Pennsylvania
4:15 p.m. – 5:45 p.m.

**Governance and Working with Boards**

Moderator: **Royce C. Engstrom**, President, The University of Montana *(Class of 2009)*

Presenters: **Mickey L. Burnim**, President, Bowie State University (Md.) and AASCU Board of Directors, Chair-Elect

**Richard Novak**, Senior Vice President, Association of Governing Boards

6:30 p.m.

**Dinner for MLI Faculty**

*Hosted by the MLI Executive Steering Committee*

**Free evening for Protégés**
TUESDAY, JUNE 14

7 a.m.  •  Paris Ballroom and Pre-Function
Continental Breakfast

7:15 a.m.  •  Paris Ballroom
Message from the AASCU President
Muriel A. Howard, President, American Association
of State Colleges and Universities

7:30 a.m. – 11:15 a.m.  •  Paris Ballroom
Governmental Relations Workshop—Working With Congress

7:30 a.m. – 8:30 a.m.
Overview
Presenters: Muriel A. Howard, President, AASCU
Edward M. Elmendorf, Senior Vice President, Government Relations
and Policy Analysis, AASCU
Robert Moran, Director of
Federal Relations, AASCU

8:40 a.m. – 12:30 p.m.
Protégés Visit Capitol Hill

Schedule for Capitol Hill Visit
8:40 a.m.  •  Bus departs Sofitel Lafayette Square entrance
for the Capitol
9:05 a.m.  •  MLI Class of 2011 group photo at the Capitol
9:30 a.m. – 11:15 a.m.  •  Protégé appointments with Congressional
representatives and staff (arranged by protégés
in advance and concluding by 11:15 a.m.)
11:30 a.m. – 12:20 p.m.  •  Lunch (Rayburn House Office Building—Room B338)
Introduction: Muriel A. Howard,
President, AASCU
Comments: Jill Hunter-Williams,
Ph.D., Legislative Director, U.S. Rep.
Danny K. Davis (D-III.)
12:30 p.m.  •  Bus departs Capitol Hill for the Sofitel
Lafayette Square
TUESDAY, JUNE 14

1 p.m. – 1:30 p.m.
**Issues in Higher Education and New Demands on the Presidency**
Introduction: **Mary Sias**, President, Kentucky State University
Presenter: **Eduardo Ochoa**, Assistant Secretary for Postsecondary Education, U.S. Department of Education (Class of 2002)

1:45 p.m. – 3:45 p.m.  Paris Ballroom
**General Session: Advancement and Fundraising**
Moderator: **F.C. Richardson**, Chancellor Emeritus, Indiana University Southeast and MLI Founder
Presenters: **John Lippincott**, President, Council on the Advancement and Support of Education
**Leonard Raley**, President and CEO, University System of Maryland Foundation Inc., Vice Chancellor for Advancement for the University System of Maryland

4 p.m. – 5:15 p.m.  Madeleine
**Making the Most of Your Mentoring Experience and Briefing**
Presenters: **Mary Sias**, President, Kentucky State University
**Gladys Styles Johnston**, MLI Director and Assistant to AASCU President and MLI Founder
New Beginning: Professional Plan and Mentor Relationship

Presiding: Gladys Styles Johnston, MLI Director, Assistant to AASCU President and MLI Founder
Mary Sias, President, Kentucky State University
F.C. Richardson, Chancellor Emeritus, Indiana University Southeast and MLI Founder

Presenter: Wallace Loh, President, University of Maryland College Park (Class of 2010)

TUESDAY, JUNE 14

6 p.m. – 9 p.m. Paris Ballroom
Reception and Banquet
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Carrie Besnette Hauser is Metropolitan State College of Denver’s (Colo.) vice president for Institutional Advancement and executive director of its foundation. Metro State has Colorado’s second-largest undergraduate population (24,000 students) and is committed to providing a high-quality education in a diverse, urban-enriched environment. In her role, Hauser oversees the offices of College Communications, Development, Sponsored Research and Programs and Alumni Relations, as well as the Metro State Foundation and the Center for Urban Connections. She also is responsible for external relations and building community and campus partnerships.

Before joining Metro State, Hauser was vice president and an original senior officer of the Daniels Fund, the $1 billion charitable legacy of Bill Daniels. Previous positions include, assistant director of state relations for the Western Interstate Commission for Higher Education and regional director of admissions and alumni affairs for the University of Arizona, her undergraduate alma mater. Hauser holds master’s and doctoral degrees from the University of California, Los Angeles.

Committed to her community, Hauser serves on boards of directors for several Colorado nonprofit organizations. She also is past president of the National Scholarship Providers Association and served on the national Pathways to College Network executive committee. She is on the national board of the Educational Policy Institute.

Hauser has served on transition committees for Denver’s newly elected mayor (2003) and Colorado’s incoming governor (2010). She received governor’s appointments to the Colorado Commission on Higher Education and the Colorado Blue Ribbon Commission on Health Care Reform (2006).

Shannon L. Blanton is the vice provost for undergraduate programs at The University of Memphis (Tenn.), where she is also a professor of political science. She oversees undergraduate programs and provides leadership in curriculum planning, academic advising, the Center for International Programs and Services, the Honors Program and the Learning Communities. Since joining The University of Memphis in 1999, she has been a department chairwoman and undergraduate coordinator, and she has served nationally as a facilitator for leadership development in higher education. Blanton’s research and teaching emphasis is in the areas of international relations and foreign policy. Blanton teaches courses on foreign policy, international conflict, international relations theory and statistics. She has published articles on the determinants of U.S. arms transfers, the impact of arms imports on human security in developing countries, human rights as a determinant of U.S. foreign aid, and the role of images in U.S. foreign policy decision-making. Her current research examines the role that human rights play in shaping foreign direct investment and trade in the global community. Blanton has won several research awards as a faculty member at The University of Memphis and was named in 2007 as the recipient of
the university’s esteemed Alumni Association Distinguished Research in the Social Sciences and Business Award. She is a co-author with Charles W. Kegley of a leading textbook, “World Politics: Trend and Transformation.”

Norma J. Bond Burgess lectures and conducts workshops on leadership, self-management, success, goal setting, conflict management, professional image and self-esteem. Her workshops focus on self-knowledge; and integrating and maintaining wholeness in life, family and career. She founded the “Women. Leadership.Faith.” initiative at Lipscomb University (Tenn.) in October. Her methods and techniques are applicable to academia, corporations and community organizations.

Burgess holds an bachelor’s degree in political science from the University of Tennessee at Martin, and a Master of Public Administration and doctorate in sociology from North Carolina State University. She also has completed advanced leadership seminars at Bryn Mawr College (Pa.), Cornell University and Kaleidoscope Leadership Institute: A National Forum for Diversity and Women of Color. She is founding dean of the college of arts and sciences at Lipscomb University. She formerly served as founding dean of the College of Graduate Studies at Chatham University in Pittsburgh. She served as department chairwoman and professor of Child and Family Studies in the College of Human Ecology at Syracuse University. A successful businesswoman, Burgess has been recognized nationally for her work. She is a powerful motivational speaker, has a sense of humor and is committed to sharing strategies for integrating work, family and success.

Curtis Charles is a graduate of the Massachusetts Institute of Technology, Howard University and Morgan State University (Md.). Charles serves as Fayetteville State University’s (FSU) associate vice chancellor for academic affairs with the responsibilities for academic program development, specialized accreditation, strategic planning, economic transformation and outreach engagement. Charles is the interim executive director for the Center for Defense and Homeland Security. In addition, his past responsibilities included the university-wide assessment initiative to benchmark student learning outcomes, faculty development and international education.

Charles is the chairman of the 11-County, Ft. Bragg STEM Community Collaborative. He has collaborated with faculty to lead and develop several STEM grant proposals.

Charles is the author of “Computers in the Professional Practice of Design” and “Multimedia Marketing for Design Firms.” He has published several articles on higher education, accreditation and architecture. Charles earned his doctorate in higher education administration and holds bachelor’s and master’s degrees in architecture.

Before joining FSU in 2006, Charles was the graduate and undergraduate chairman of Morgan State University’s architecture programs; an executive consultant.
Frances Graham is the associate vice chancellor for student affairs and enrollment management at North Carolina Central University (NCCU). Her duties include providing leadership support to career services, residential life, student life assessment, student health, the counseling center and the women’s center. Originally from Champaign, Ill., Graham also has served as interim vice chancellor for student affairs at NCCU, associate vice provost for gender affairs and director for the women’s center. At the University of Illinois at Urbana-Champaign (UIUC), she served as the specialist in education in the counseling center. She has taught dimensions of learning, black feminist theory, feminist theory, African-American literature and women's history at NCCU, Duke University, North Carolina State University, UIUC and Parkland College (Ill.).

Graham is part of the career-coaching team with Dress for Success Inc. and a member of the Board of Directors for Women Administrators in North Carolina Higher Education. She has been on the board of directors for BRIDGES, an academic leadership program for women in higher education in North Carolina. She just concluded three terms on the National Women’s Studies Journal advisory board. Her most recent publication appears in “Challenged by Coeducation: Women’s Colleges since the 1960s.” Graham earned her bachelor’s degree and doctorate from UIUC and her master’s degree from Howard University.

John L. Graham is interim dean in the school of business at Medgar Evers College, The City University of New York. Graham served as a Franklin Fellow at the U.S. Department of State. He was a foreign affairs officer-expert in the Bureau of African Affairs’ Office of Economic Policy Staff. He supported the bureau’s foreign policy objectives on food security issues in Sub-Saharan Africa.

Before his appointment at the state department, Graham served as assistant vice president for international affairs at Delaware State University (DSU) from 2004 to 2009. He worked with academic deans and faculty to negotiate institutional partnerships with 45 higher education institutions on five continents. He taught for 10 years in the Global Societies Program, while implementing faculty-led study abroad programs in Africa, Asia, Europe, the Caribbean, and Central and North America. Graham held other positions at DSU, including associate dean from 2002 to 2004; and associate dean for research and director of international programs from 1999 to 2004. Prior to his arrival at DSU, Graham served as country representative for Africare Inc. from 1996 to 1999 in Uganda where he managed U.S. Agency for International Development food security programs in three districts. Graham earned a bachelor’s degree in business administration with a concentration in economics in 1989 and a master’s degree in Agriculture and Extension Education with a concentration in development economics in 1991 at the University of Maryland Eastern Shore. He earned a
Kimberly Sinclair Holmes has served Kentucky State University for more than five years. Recently, she was promoted to the position of associate vice president for Inclusion and Innovation. In this role, she serves on the provost’s administrative team to expand the university's portfolio of programs in leadership, diversity, public service and research. Additionally, she serves as associate director of the Land Grant Program. In this senior administrative position, she provides leadership and joint final decision-making authority over more than 125 employees in four departments (cooperative extension, community research, aquaculture and educational outreach) with an annual budget of more than $10 million. She also serves in special appointments that report back to the university’s president.

Holmes has experience in the public and private sectors. She has five years of experience in education administration through her role as assistant dean, school of engineering and computer science at the University of Texas at Dallas in Richardson. Prior to that, she spent seven years as a product systems engineer at what is now Delphi Inc. in Kokomo, Ind. Holmes also has experience in strategic planning and public management at state, federal, and international levels, having held numerous appointments on statewide, regional and national committees and boards.

Holmes holds a doctorate in public affairs from the University of Texas at Dallas. She also holds a bachelor’s degree from Tuskegee University (Ala.) and a master’s degree from the Georgia Institute of Technology — both in electrical engineering.

Virginia “Ginny” Schaefer Horvath is vice president for academic affairs at State University of New York Fredonia and is an English professor. As vice president, she oversees academic programs, the Michael C. Rockefeller Arts Center, the Daniel A. Reed Library, information technology, graduate studies and research, Lifelong Learning and academic support services. She was a faculty member at Kent State University (Ohio) and then dean of academic and student services and assistant to the president for strategic planning. A recipient of Kent State’s Distinguished Teaching Award, she has academic specialties in medieval literature, British literature, composition, children’s/young adult literature and poetry.

Horvath served as a visiting professor at Shimane University (Japan) and was a fellow of the American Council on Education. She has published, presented and served as a consultant on a range of subjects, such as documenting faculty work, promotion and tenure policies; peer review; strategic planning; global education; service learning; scholarship of engagement; leadership development; and syllabus/course design. She is on the Provost Steering Committee of the American Association of State Colleges and Universities’ Red Balloon Project, a
Judy "J.J." Jackson is vice president for institutional diversity at the University of Kentucky. As the senior administrative officer responsible for promoting collaboration among campus constituents in pursuit of the university’s diversity goals, she advises the president and the provost on academic, fiscal and administrative policies; the university strategic plan; and on campus/community diversity issues.

Previously, Jackson was dean of the college at Vassar College; associate vice president for student affairs at New York University; executive assistant to the president (chief of staff) and clerk of the corporation at Babson College (Mass.); associate dean for undergraduate education and student affairs, director of minority education, ombudsman in the president’s office, and special advisor to the provost on faculty diversity at MIT; assistant dean for advising, counseling and minority programs at Cornell University’s College of Engineering; advisor to minority and foreign students at Bucknell University (Pa.). She also taught Freshman Writing at Susquehanna University (Pa.).

Peter Grant Jordan is vice president for institutional effectiveness at LaGuardia Community College, City University of New York. He oversees activities that strengthen and connect campus-wide initiatives in pedagogical and curricular assessment, student learning outcomes assessment and strategic planning. Recently, Jordan served as interim vice chancellor for student affairs for The City University of New York (CUNY). In this capacity, he provided leadership for student affairs across the CUNY system. Jordan also has held senior officer roles at major private institutions, including the Polytechnic Institute of New York University and the New York Institute of Technology.

Jordan’s career in higher education spans three decades. He has extensive experience in student services, enrollment management and strategic planning. Jordan has served on the boards of several professional associations and nonprofit corporations. He spent eight years as an overseer for Colby College (Maine). He is on the editorial board of the Journal of Student Affairs Research and Practice. He is also the recipient of numerous awards.

Jordan’s scholarly interests include: success models for black male college students; enrollment management; and student learning, development and persistence. He holds a bachelor’s degree from Colby College, a master’s degree from Polytechnic Institute of New York University and a doctorate from the University of Pennsylvania.
John Melendez has served as vice president for student affairs at New Jersey City University (NJCU) since 2007. His higher education career spans 30 years, including 15 years as a financial aid administrator. As the chief student affairs officer, he is responsible for coordinating strategic enrollment management functions and student development offices, which includes athletics. He administers a budget of approximately $5.8 million and leads a division of more than 90 staff members. NJCU has approximately 6,600 undergraduate and 1,900 graduate students.

During his career, he has been chairman of the university’s Critical Incident Response Team; written several successful federal, state and foundation grant applications; and served on the university’s Strategic Planning Council. In addition to his responsibilities at the university, Melendez is a school board member of the University Academy Charter High School and is chairman of the New Jersey Chief Student Affairs Officers Association.

A native of Newark, N.J., his professional career has focused on serving first-generation, low-income students from urban communities. From 2005 to 2009, Melendez led the university’s participation in the Building Engagement and Attainment for Minority Students Program, a national initiative sponsored by the Institute for Higher Education Policy and the Lumina Foundation for Education.

He earned a doctorate in higher education administration from Seton Hall University (N.J.), a Master of Arts in counseling from New Jersey City University; and a Bachelor of Arts in Theatre Arts from Rutgers, The State University of New Jersey. In 2006, he completed a yearlong fellowship with Leadership New Jersey.

Kate Miller is in her second year as dean of the college of geosciences at Texas A&M University. She received her A.B. from Princeton University in geosciences in 1982 and earned a master’s degree and doctorate in geophysics from Stanford University in 1988 and 1991, respectively. Between her undergraduate and graduate programs, Miller worked for Amoco (now British Petroleum) as an exploration geoscientist in New Orleans. Prior to joining Texas A&M University, she spent 18 years at the University of Texas at El Paso (UTEP), where she rose through the professorial ranks and served as chairwoman of the department of geological sciences and associate dean of the college of science. Miller has published widely and received extensive funding for her geophysical research into the origin, structure and evolution of the Earth’s continents. In her administrative roles, Miller worked extensively in the area of recruitment and retention of students and faculty from under-represented groups. This included leadership of UTEP’s Pathways program for enhancing diversity in the geosciences and UTEP’s college of science efforts to enhance K-12 math and science education through pre- and in-service teacher training. She was a 2001 recipient of the Chancellor’s Award for Teaching Excellence from The University of Texas System and is a fellow of the Geological Society of America.
Robert C. Mock, Jr. is the vice president for student affairs at the University of Kentucky with teaching appointments in the college of communications, college of education, and Africana & African-American Studies. Mock’s previous position was vice provost for student affairs at the University of Arkansas. He also had appointments with the University of Arkansas, Arkansas State University and University of Arkansas at Little Rock (UALR). He served as an inaugural faculty member at the University of Arkansas, Clinton School of Public Service and as a facilitator and trainer in the college of business at UALR. He primarily conducted management and leadership seminars for the management education and development program.

Mock created the nationally accredited certified employment manager program. His successful consulting business, RBM & Associates, has been performing well since its establishment in 1999. His decade of corporate business experience includes: former associate plant manager for Illinois Tool Works and quality control manager with Pepsi-Cola Co. He served as an officer in the U.S. Army National Guard from 2002 to 2010. His education includes a Bachelor of Science in Industrial Engineering with minors in physics and mathematics from Southern Illinois University at Edwardsville. His Master of Arts in Interpersonal and Organizational Communication and doctorate in higher education administration are from UALR.

Eveadean “Evie” Morrison Myers is the vice president for Equity, Diversity and Global Outreach at North Dakota State University (NDSU). Myers is serving her first term on the board of directors of the National Association of Diversity Officers in Higher Education (NADOHE). Myers is a member of the President’s Cabinet and oversees campus-wide efforts to create a community actively committed to inclusion and pluralism.

Myers previously served as the executive director and chief diversity officer at NDSU. She was associate director for Affirmative Action/Equal Opportunity and Diversity for Iowa State University for 10 years before coming to NDSU. Myers’ career expands more than two decades in administrative positions both in public higher education and corporate America. Myers earned her Bachelor of Science degree from Iowa State University and her law degree at the University of Iowa College of Law.

Myers is a past member of the board of directors for the American Association for Affirmative Action and also served as national membership chairwoman. She has twice received the President’s Award from the association for her commitment to equity and affirmative action.

Myers is the co-chairwoman for the American Council on Education’s Office of Women in Higher Education North Dakota Women’s Leadership Network. She also is a founding board member for the Fargo Jeremiah Program, which is dedicated to transforming the lives of single mothers and their children from poverty to prosperity through higher education.
Marcia Sakai is the founding dean of the College of Business and Economics, University of Hawaii at Hilo, and is a professor in Tourism and Economics. She oversaw the process by which the college was established in 2004 and awarded accreditation from the Association to Advance Collegiate Schools of Business in 2005. Last year, the college succeeded in maintaining this prestigious accreditation through 2015.

Sakai has held several state government positions, including commissioner for the 1995-1997 Hawaii State Tax Review Commission. She has been employed as a policy analyst for the state Department of Taxation, an economist for the state Public Utilities Commission and a consultant to the Office of State Planning. She is a member of the Hawaii Island Chamber of Commerce and the Rotary Club of Hilo.

Her principal areas of interest include strategic planning for tourism, sustainable tourism development, economics of travel decision-making and tourism tax policy/government finance. Her publications include papers on Japanese international travel, business travel, tourism program evaluation and foreign direct investment. She is a contributor to three books on Hawaii: “The Price of Paradise,” “Politics and Public Policy in Hawaii,” and the 1998 revision of the “Atlas of Hawaii.” She is a Fulbright Fellow and was hosted by the University of Innsbruck in Austria in 1999.

She holds a master’s degree and a doctorate in economics, and bachelor’s and master’s degrees in mathematics from the University of Hawaii. She has been at the University of Hawaii at Hilo since 1991.

Cheryl Scheid was born in Maryland but spent her formative years in Virginia, attending high school and later the College of William & Mary before moving to New England to pursue advanced degrees. She received a master’s degree and a doctorate in biology (endocrinology) from Boston University and carried out postdoctoral studies at the University of Massachusetts Medical School (UMMS). Her first faculty position was at Tufts University in Boston, but she soon returned to UMMS, where she established a career in biomedical research and became a tenured professor of Physiology and Surgery. Her research efforts focused on two distinct areas of investigation: cardiovascular physiology and the pathophysiology of kidney stone disease. These efforts were supported by numerous extramural grants totaling more than $4 million and led to more than 70 publications (journal articles, proceedings, book chapters, etc.). In 1996, she began a part-time administrative role in faculty affairs, a role that later expanded into the full-time position of vice chancellor for faculty affairs and interim provost at UMMS. In 2006, Scheid became vice chancellor for academic, faculty and student affairs at the University of Tennessee Health Science Center. In 2009 she added the duties of interim dean, and more recently, permanent dean of the College of Graduate Health Sciences.
Zeljko (Z) Sevic is a professor of accounting, finance and public policy at the Glasgow Caledonian University, where he also serves as the dean of Caledonian Business School, the largest business school in Scotland. He had been the head of the division of accounting, finance and risk in the Caledonian Business School, the second largest accounting department in the U.K. Prior to joining the Glasgow Caledonian University in 2008, he was a chaired professor, director of research outreach and European affairs, and director of the Centre for Financial Services at the University of Greenwich Business School in London, where he serves as a visiting professor.

Sevic has interest management accounting applications in various business and public sectors. These include applications in the policy decision-making process, reform design, performance management, and public-sector system design and accountability.

He also has held a number of visiting academic/research positions in Austria, Australia, Bulgaria, Croatia, Japan, Poland, Slovenia, Ukraine and the U.S. He has gained professional experience in both public and private sectors at a senior level, before becoming a full-time academic in the mid-1990s. He was a visiting scholar at the Japanese Ministry of Finance in 2002 and 2004. Sevic holds terminal degrees in law and financial economics and also has professional accounting qualifications. He is a registered financial consultant and certified fraud examiner, and he holds a practicing audit license in a few European countries.

George Alan Smith joined the U.S. Department of Education as chief of staff for the Office of Vocational and Adult Education (OVAE) in March. Prior to joining OVAE, Smith served as the assistant superintendent for postsecondary education and workforce readiness for D.C.’s Office of the State Superintendent of Education within the Executive Office of the Mayor.

Smith has served as the associate director of the American Council on Education Fellows Program; a school district examiner for the Commonwealth of Massachusetts Department of Education’s Office of Educational Quality and Accountability; a middle school specialist for Cambridge Public Schools; a research assistant for the Principals’ Center; a consultant for the Leadership Development Initiative in Boston Public Schools; and a research consultant for both the Boys and Girls Clubs of Boston and Policy Studies Associates Inc. In addition, Smith was an associate director of admission and debate coach at his high school alma mater, Baylor School, and an instructor for Jobs for America’s Graduates — both in his hometown of Chattanooga, Tenn.

Smith is a member of Alpha Phi Alpha fraternity; past alumni board member of Baylor School; founding board member of the Septima Clark Public Charter School for Boys in Washington, D.C.; and past editorial board member of the Harvard Educational Review. Smith holds master’s and doctoral degrees from the Harvard
Traki Taylor-Webb is the dean and a professor at Bowie State University's College of Education. Taylor-Webb recently returned to Maryland after serving as associate dean of the School of Education and Human Services at the University of Michigan-Flint. Taylor-Webb is a native of Providence, R.I. She earned her Bachelor of Science in special education from Coppin State College (Md.) and her Master of Arts and doctorate in educational policy studies from the University of Illinois at Urbana-Champaign. Her research focus is on the history of African-American women's education, specifically African-American women school founders. More recently, her focus is turning to women of color in academe, and teacher training and efficacy.

Taylor-Webb has served as a P-12 teacher, university professor and administrator. She also has served as a diversity trainer, facilitating workshops for public school personnel and has been trained under the Leader program.

Taylor-Webb serves on the board of directors for the American Association for Colleges of Teacher Education and Diploma Plus Inc.

Yonette Thomas is the associate vice president for research compliance at Howard University. Thomas served as the chief of the Epidemiology Research Branch at the National Institute on Drug Abuse (NIDA) and at the National Institutes of Health (NIH), where she managed a budget of approximately $84.7 million in fiscal 2008. She is a voluntary associate professor in the Department of Psychiatry and Behavioral Sciences and a Senior Research Fellow with the Center for Minority Health Services Research within the College of Pharmacy, Nursing and Allied Health Sciences at Howard University. In addition, she is a voluntary associate professor in the Department of Epidemiology and Public Health at the University of Miami Miller School of Medicine. She is a social epidemiologist with training in epidemiology, medical sociology and demography. Her primary research and publications have focused on the social epidemiology of drug abuse and HIV/AIDS and the link with geography. She recently co-edited a book on the subject, “Geography and Drug Addiction.” At NIDA she built a national research agenda around the role of the social environment. At the NIH she led a trans-NIH workgroup on the mapping of the social environment as it relates to the social determinants of health; and developed a portfolio of science broadly focused on social epidemiology, genetic liability and phenotypic heterogeneity, and human development.
Ramon S. Torrecilha is a senior-level college administrator with 20 years of experience in higher education management and recognized expertise in multicultural initiatives.

Torrecilha is executive vice president at Mills College in Oakland, Calif., where he oversees the college’s administration and also serves as secretary to the board of trustees. Prior to this role, Torrecilha held the positions of executive vice president for institutional advancement; and vice president for planning, research and multicultural programs at Mills. During his tenure, he has overseen the development and implementation of two institution-wide, multi-year strategic plans; built a broader and more technologically advanced development office; directed fundraising and alumni relations; managed undergraduate and graduate enrollment and financial aid; implemented multiple diversity initiatives; spearheaded institutional research; coordinated the college’s budget planning process; and facilitated board development.

Previously, Torrecilha served as provost and executive vice president at Berkeley College, which includes campuses in New York and New Jersey and an extension center in Lower Manhattan. At Berkeley College, Torrecilha was responsible for curriculum development and implementation, articulation agreements, faculty appointment and promotion, distance learning, faculty development and student affairs.

Torrecilha earned bachelor’s and master’s degrees in sociology from Portland State University (Ore.) and a doctorate in sociology from the University of Wisconsin-Madison. He has served on numerous editorial boards including: Teaching Sociology, the Journal of Studies in International Education and the Latino Review of Books.

William Watkins was appointed vice president for student affairs and dean of students at California State University (CSU), Northridge, in June 2010. Watkins earned his bachelor’s degree in urban studies there in 1974. As an undergraduate, he was elected student body president, the first African-American to hold that position, and received the prestigious Outstanding Graduating Senior Award. He attended the University of Southern California on scholarship and earned a master’s degree in public administration. He received his doctorate in education leadership from the University of California, Los Angeles.

Watkins began working at CSU, Northridge as a work study student. Upon graduation, he worked as a personnel assistant in human resources and eventually rose to the position of associate director for personnel and employee relations. Watkins joined the senior leadership team of the division of student affairs as the assistant vice president for student life in 1993. He was promoted to associate vice president in 2004 and named acting vice president for student affairs in December 2009.
Watkins has served on or been chairman of a wide range of campus committees and boards in areas, such as athletics, enrollment management, advisement, first-year students, new student orientation, commencements, campus physical planning and student conduct. He is widely known and respected for his commitment to the intellectual and personal development of students and for a focus on student learning and success.

Byron P. White is vice chancellor for economic advancement for the University System of Ohio, where he oversees a division devoted to maximizing the contribution made to the state’s economic growth by its 14 universities, 24 regional branch campuses, 23 community colleges and dozens of adult learning and workforce sites. Previously, he was associate vice president for community engagement at Xavier University in Cincinnati, Ohio, and founding executive director of Xavier’s Eigel Center for Community-Engaged Learning.

Before joining Xavier’s staff, White was senior manager of community relations for the Chicago Tribune, where he also served as editor of the newspaper’s Urban Affairs Team and a writer on the Tribune’s editorial board. He was editorial page editor of The Cincinnati Post. He also has worked with and led neighborhood-based community development organizations in Cincinnati and Chicago largely in conjunction with the Asset-Based Community Development Institute at Northwestern University, where he serves on the faculty.

White is a research associate for the Kettering Foundation in Dayton, Ohio, and is a senior fellow for the Community Building Institute at Xavier. He is chairman of the Greater Cincinnati Foundation’s Community and Economic Development Advisory Committee. White has a doctorate in higher education management from the University of Pennsylvania, a master’s degree in social science from the University of Chicago and a bachelor’s degree in journalism from Ohio University.

Fred Wood was appointed vice chancellor for student affairs at the University of California (UC) Davis in 2007. In this position, he provides leadership to a division of more than 50 student support programs, a team of more than 800 staff/faculty members and more than 2,000 student employees. The division includes academic preparation, admissions, financial aid, the registrar’s office, academic success center, the Cross-Cultural Center, the Women’s Resources and Research Center, the LGBT Resource Center and student housing.

Wood earned his bachelor’s degree and doctorate from UC Davis in chemistry in 1980 and 1984, respectively. After graduating, he began his faculty appointment in chemistry and also served the College of Letters and Science as associate dean for 13 years. Most recently, he served as associate vice provost of undergraduate studies and interim vice provost of undergraduate studies. He is a graduate of the
University of California Management Institute, the Western Association of College and University Business Officers’ Executive Leadership and Management Institute, and the Harvard University Executive Leadership and Management Institute.

Wood has been awarded several distinguished awards for outstanding performance. These include the 2007 Striving for Excellence Award from the Yolo County Office of Education, the 2002 Affirmative Action and Diversity Award from UC Davis, the 1999 Distinguished Contribution Award from Asian-American Studies, and the 1991 Outstanding Advisor Award.

Wood continues to teach students while serving in his administrative role and maintains a focus on continually improving the services available to students.

Anne Zayaitz is a Pennsylvania native. She earned her bachelor’s degree in Botany at Duke University in 1979. Zayaitz earned a master’s degree in 1981 and a doctorate in 1984 in food microbiology with minors in nutrition and economics from Cornell University.

Zayaitz began her career in higher education as an assistant professor of biology at Kutztown University of Pennsylvania in 1985. She later was promoted to associate professor.

Zayaitz served as the medical technology coordinator and the pre-professional health advisor for two decades. She served as the university ombudsperson for two terms. Zayaitz was a co-principal investigator on two National Science Foundation Course, Curriculum, and Lab Improvement grants worth $268,000, including matching funds. Zayaitz attended the American Council on Education/Office of Women in Higher Education 73rd National Leadership Forum in June 2009.

In 2008, she was asked to serve as the interim associate dean of the college of liberal arts and sciences. In 2009 she was hired as the associate dean and then asked to serve as the acting dean of the college of liberal arts and sciences.
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**Livingston Alexander** is president of the University of Pittsburgh at Bradford. Previously, Alexander was the provost and vice president for academic affairs and professor of psychology at Kean University (N.J.). Alexander began his career in higher education as an assistant professor of psychology at Western Kentucky University, where he later advanced to the rank of professor. Later, Alexander became department head at Georgia Southern University; associate vice president for academic affairs and director of graduate studies at Western Kentucky University; and then vice president for academic affairs at Troy State University, Montgomery. Alexander has had numerous publications and presentations in areas such as learning, cognition, planning and assessment of learning outcomes. Alexander is a faculty member and seminar leader for the American Council on Education Fellowship Program in higher education administration. He recently was selected by the American Council of Education Board of Directors to serve as a member of its Commission on Leadership Development and Institutional Effectiveness.

**Colleen Bentley** is director of special projects for the California State University (CSU) Office of the Chancellor, reporting to CSU Chancellor Charles B. Reed. She writes speeches and other oral and written remarks, such as magazine articles for the chancellor, as well as communication pieces for the CSU board of trustees. Bentley also focuses on various communications and marketing issues for the system and its 23 campuses, with a special emphasis on service-learning and community engagement. Previously, she served 10 years as the CSU director of public affairs, and before that as the manager of media relations. She has been with the chancellor’s office since 1990. Acting as the chief spokeswoman for the chancellor and the CSU board of trustees, her responsibilities have included external communications, media and public relations. She has conducted media training for universities and other public/private institutions for more than a dozen years and occasionally consulted on communications-related issues for other institutions. Previously, Bentley worked at the University of California, Irvine. She also was a newspaper reporter in Los Angeles and Las Vegas. She received her bachelor’s degree from CSU, Long Beach, and did her graduate work at the University of Nevada, Las Vegas.

**Mickey L. Burnim** is the president of Bowie State University (Md.). Previously, he served as chancellor of Elizabeth City State University (N.C.). Prior to joining Elizabeth City State University, Burnim served as provost and vice chancellor for academic affairs at North Carolina Central University. Earlier in his career, he worked as assistant vice president for academic affairs in the general administration of the University of North Carolina; as a staff economist at the U.S. Department of Housing and Urban Development; and as a faculty member and researcher at Florida State University. Burnim has served on several boards, including the Elizabeth City branch of the Wachovia Advisory Board, the Kate B. Reynolds Charitable Trust; and the Board of...
Directors for the National Association for Equal Opportunity in Higher Education. He is the chairman of the board of directors for the Central Intercollegiate Athletic Association. Burnim earned three degrees in economics—bachelor’s and master’s degrees from The University of North Texas and a doctorate from the University of Wisconsin-Madison.

**John C. Cavanaugh** became chancellor of the Pennsylvania State System of Higher Education (PASSHE) in 2008. PASSHE operates 14 universities with a combined enrollment of nearly 120,000 students. Cavanaugh earned a bachelor’s degree in psychology with high honors from the University of Delaware and a master’s degree and a doctorate in psychology from the University of Notre Dame. He was an American Council on Education Fellow from 1994 to 1995. He is a fellow of the American Psychological Association, a charter fellow of the Association for Psychological Science and a fellow of the Gerontological Society of America. He is chairman of the Federal Relations Committee of the State Higher Education Executive Officers; chairman of the Committee on Policies and Purposes of the American Association of State Colleges and Universities; commissioner of the Middle States Commission on Higher Education; a member of the board of directors of the Middle States Association; a member of the Office of Women in Higher Education Commission; a member of the IMS Global Learning Consortium’s Executive Strategic Council; and is on the board of trustees for Marygrove College in Detroit. Previously, he served on several national and local boards, including the Walt Disney World College Program. An internationally known scholar in the field of adult development and aging, he has authored several textbooks and articles on the subject. He has studied and written on other topics, including higher education policy and information technology.

**F. Javier Cevallos** was born in Cuenca, Ecuador. Cevallos earned his bachelor’s degree in 1976 at the University of Puerto Rico at Mayagüez. Cevallos then 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 at Orono. In 1984, he moved to the University of Massachusetts (UMass) at Amherst, the flagship of the five-campus UMass system, where he was promoted to associate professor in 1988 and to professor in 1992. In 1994, he was asked to serve as faculty advisor to the provost. In 1996, the American Council on Education selected him as a fellow. Cevallos spent his fellowship with Douglas Bennet, president of Wesleyan University in Middletown, Conn. Upon his return to UMass, Cevallos became chairman of the Spanish and Portuguese department. Soon after, he was appointed vice chancellor for student affairs, a position he held until he was appointed president of Kutztown University of Pennsylvania in 2002.
Kenneth W. Dobbins became the 17th president of Southeast Missouri State University on July 1, 1999, after serving in several positions in higher education administration there and at Kent State University in Ohio. During his tenure at Southeast, the School of Polytechnic Studies was established; the Earl and Margie Holland School of Visual and Performing Arts opened on the new $50 million River Campus; the innovation center and business incubator opened on campus in 2005; and the university completed more than $200 million in capital construction projects to expand and modernize the university’s physical plant. Enrollment also increased significantly, topping 10,000 for the first time in Fall 2005. A University Research Village is being planned on the university’s former farm site. Dobbins served a two-year term as president of the Missouri Council on Public Higher Education. He is past chairman of the Committee on Professional Development for the American Association of State Colleges and Universities (AASCU). He also is on the AASCU Board of Directors, and in November 2010, he became chair of the board of directors. He is one of five presidents selected to teach at the AASCU New Presidents’ Academy. He earned a bachelor’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 a M.B.A. degree in 1979 from Old Dominion University (Va.) and a doctorate in higher education administration in 1987 from Kent State.

Jean A. Dowdall is a senior vice president in the education practice of Witt/Kieffer; she specializes in senior executive searches in higher education and has led hundreds of searches for presidents, vice presidents and deans. In addition to her book, “Searching for Higher Education Leadership: Advice for Candidates and Search Committees,” she has written extensively for the “Moving Up” column in The Chronicle of Higher Education and has written and spoken at national conferences and professional development workshops, including many designed to enhance the diversity of leadership in higher education. Following a faculty career in sociology, she was an American Council on Education fellow at the University of California, Los Angeles, and later became dean of arts and sciences at West Chester University (Pa.), academic vice president at Arcadia University (Pa.) and president of Simmons College in Boston. She has been a trustee of the Sage Colleges in New York and is a board member of Orchestra 2001, an innovative chamber orchestra. She is a Phi Beta Kappa graduate of Brown University in anthropology. She was a Woodrow Wilson fellow at the University of Rochester and received her doctorate in sociology from Brown.
Edward M. Elmendorf is the senior vice president for government relations and policy analysis for the American Association of State Colleges and Universities. Elmendorf served as deputy assistant secretary for student financial assistance in the U.S. Department of Education from July 1981 until he was sworn in on Dec. 23, 1982, as assistant secretary for postsecondary education. Before joining the Department of Education, Elmendorf was president of Johnson State College (Vt.). He previously served Johnson State College as dean of admissions, vice president for administration and acting president. He has been president of the Vermont Higher Education Council of Presidents, a member of the New England Personnel and Guidance Association’s Board of Directors, and a member of the Board of Trustees of the Vermont Symphony Orchestra and the Vermont Opera Theatre. Elmendorf received a bachelor’s degree in business administration from Hartwick College (N.Y.), a master’s degree in student personnel administration from Springfield College (Mass.) and his doctorate in higher education administration from the University of Massachusetts.

Royce C. Engstrom, the University of Montana’s 17th president, assumed his duties on Oct. 15, after serving as provost and vice president for academic affairs for three years. He came to Missoula in 2007 from the University of South Dakota, where he served as professor and chairman of chemistry, vice president for research, dean of the graduate school, and provost and vice president for academic affairs. As a faculty member, he taught analytical chemistry, environmental chemistry and general chemistry and conducted an active research program in electrochemistry and analytical chemistry. Throughout his career, Engstrom has been an enthusiastic participant in undergraduate research, first as a student, then as a mentor and finally as an administrator working to develop undergraduate research programs. He is past president of the Council on Undergraduate Research and has been active in the Experimental Program to Stimulate Competitive Research (EPSCoR), a federal program designed to help states build their research infrastructure and competitiveness. He served as chairman of the National EPSCoR Coalition and the National EPSCoR Foundation. Engstrom is interested in science policy, higher education public policy, program development and building relationships between the various stakeholders in higher education. Engstrom grew up in Nebraska and received his Bachelor of Science degree in chemistry from the University of Nebraska at Omaha and his doctorate in analytical chemistry from the University of Wisconsin-Madison.
Elson S. Floyd is the 10th president of Washington State University, a nationally known academic leader. Previously, he was president of the four-campus University of Missouri and, before that, president of Western Michigan University in Kalamazoo. He also held administrative posts at the University of North Carolina at Chapel Hill and at Eastern Washington University. He was executive director of the Washington State Higher Education Coordinating Board. A native of North Carolina, Floyd holds a Bachelor of Arts in Political Science and Speech, a Master of Education in Adult Education and a Doctor of Philosophy in Higher and Adult Education, all from the University of North Carolina at Chapel Hill. Floyd received the 2005 Communicator of the Year Award from the Mid-Missouri Chapter of the Public Relations Society of America and the 2004 James C. Kirkpatrick Award for public service from the Northwest Missouri Press Association. Among his other honors are the 2004 Distinguished Alumnus Award from the University of North Carolina at Chapel Hill and the Distinguished Alumnus Award from his high school, Darlington School in Georgia.

Janet (Jan) D. Greenwood is co-owner, president and chief executive officer of Greenwood/Asher & Associates Inc., an executive search, consulting and training company. Previously, Greenwood served A.T. Kearney as vice president for the education/nonprofit practice after having spent eight years as partner and director for another international search firm in Washington, D.C. Previously, Greenwood held two presidential positions in private and public higher education, was a tenured professor and worked as a high school teacher and counselor in K-12 schools. Greenwood's educational background includes an associate's degree from Peace College (N.C.), a Master's in Education and a bachelor's degree from East Carolina University (N.C.), and a doctorate from Florida State University. She has studied at Harvard's Institute for Educational Management, trained in England on Tavistock Group methods and is a psychologist in Ohio. Greenwood's achievements include the following: board member for United Way, Regional Plan Association and YWCA; founding president of the Long Island Sound Foundation; and former chairwoman of the American Association of State Colleges and Universities' Policies & Purposes Committee.

Ann Die Hasselmo is president of the American Academic Leadership Institute, an organization that supports higher education research and publications; provides seminars and workshops; and consults with collegiate trustees, administrators, higher education researchers and others on a wide range of topics related to leadership development and the successful administration of colleges and universities. Previously, Hasselmo served as the senior consultant of Academic Search Consultation Inc. and as vice president and partner in an international consulting and executive search firm. Hasselmo also was president of Hendrix College (Ark.), dean of the H.
Sophie Newcomb College and associate provost at Tulane University (La.). Before joining Tulane, Hasselmo was assistant to the executive vice president for academic and student affairs at Lamar University (Texas). A licensed psychologist, Hasselmo directed a graduate clinical program and served as a consultant to attorneys, corporations, hospitals, school districts, colleges and universities. Hasselmo graduated from Lamar University and earned a master’s degree from the University of Houston and a doctorate from Texas A&M University.

Muriel A. Howard is the fifth president of the American Association of State Colleges and Universities (AASCU) and was most recently president of Buffalo State College, State University of New York (SUNY). Prior to her arrival at Buffalo State College, she was the vice president for public service and urban affairs at the University at Buffalo, where she also had served in various other leadership capacities during a 23-year period. Nationally, she has served on the AASCU board of directors, on the presidents’ board of the National Collegiate Athletics Association and on the SUNY board of directors of the Center for Russia. She served as co-chair of the State University of New York Provost’s Advisory Task Force on General Education, establishing guidelines for the institution of General Education curricula throughout the SUNY system. Her professional and scholarly interests include educational leadership, urban policy, and the representation of women and minorities in the academy. She received a doctorate in educational organization, administration and policy, and a master’s degree in education, both from the University at Buffalo.

Jill Hunter-Williams is the legislative director for U.S. Rep. Danny K. Davis (D-Ill.), with whom she has worked for six years. She was an AAAS Fellow, sponsored by the American Psychological Association, from 2004 to 2005. Her primary policy areas include: education, juvenile justice, child welfare, income security, tax and appropriations. Prior to working for Davis, Hunter-Williams worked for a private consulting firm, evaluating state initiatives to prevent crime, promote resilience in children exposed to violence and understand community school programs. Her clinical specialty focused on educational assessment.

Carol Ivy has more than 25 years experience as a print and broadcast journalist. For 18 years, she was an on-air correspondent with ABC News and the ABC owned-and-operated station, KGO, in San Francisco. Her professional recognitions include Radio and Television News Directors’ “Edward R. Murrow” Award, the George Foster Peabody Award and the J.C. Penney Missouri Award for team coverage of “The Quake of ’89.” She has served as media advisor to the National Center for State Courts in Washington, D.C., and has taught communications and media at the University of San Francisco. Ivy has conducted media training at California State University campuses and for the university’s general counsel.
2011 MLI Faculty Bios

Gladys Styles Johnston is director of the Millennium Leadership Initiative (MLI) and assistant to the president of the American Association of State Colleges and Universities (AASCU). She is one of the founders of the MLI. She is chancellor emerita, of the University of Nebraska at Kearney, serving from August 1993 until June 2002. Before joining the University of Nebraska at Kearney, she was provost and executive vice president at DePaul University in Chicago. Prior to her appointment at DePaul she served as dean of the college of education at Arizona State University (ASU). Before joining ASU, she was chair of the department of management in the school of business at Rutgers, The State University of New Jersey. Her first administrative appointment at Rutgers was chair of the department of education administration. Johnston’s scholarly recognition includes her appointment as the Distinguished Commonwealth Visiting Professor in the school of education at the College of William and Mary. During her years as a faculty member, she published two books; co-authored numerous research articles; and was the preceptor to more than 20 doctoral students. She served on the editorial boards of several research journals in her field.

She has served on several civic, educational and commercial boards. She was chairwoman of the Omaha Branch of the Federal Reserve Bank of Kansas City for three consecutive years. She was a member of the board of Platte Valley Bank in Nebraska and a member of the executive committee of the National Collegiate Athletic Association. She also was chair of Division II. While a member of the AASCU board, she later became the chair of the board. During this period she also was chair of the Women Presidents group and the African-American group. Other key memberships include the Board of Directors of the American Council of Education, the board of the Higher Learning Commission (formerly the North Central Accrediting Association). She has served as a national advisor for the W.K. Kellogg Foundation’s National Fellowship Program. In 1992 she was selected by the YMCA of Chicago as the “Outstanding Educator in the City for the Year.” She also is an invited member of the International Women’s Forum, an organization that fosters the association of pre-eminent women throughout the world. She is listed in the World Who’s Who of Women. Her educational credentials include a bachelor’s degree in social science from Cheyney University of Pennsylvania, a master’s degree in educational administration from Temple University (Pa.) and a doctorate from Cornell University in educational administration, curriculum development and rural sociology.

William E. Kirwan has been the chancellor of the University System of Maryland since 2002. He served as president of Ohio State University from 1998 to 2002 and president of the University of Maryland, College Park (UMCP), from 1988 to 1998. He had been a member of the faculty of UMCP for 24 years. Currently, Kirwan is the chairman of the National Research Council Board of Higher Education and Workforce and the College Board’s Commission on Access, Admissions, and Success in Higher Education. He is co-chairman of the Knight Commission on Intercollegiate Athletics. He also is on the board of directors of the Council for Higher Education Accreditation and is a member of the Business-Higher Education Forum. Kirwan’s
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leadership has earned him the 2010 TIAA-CREF Theodore M. Hesburgh Award for Leadership Excellence and the 2009 Carnegie Corporation Leadership Award, as well as his election to the American Academy of Arts and Sciences in 2002. Kirwan received his bachelor’s degree in mathematics from the University of Kentucky and his master’s and doctoral degrees in mathematics from Rutgers, The State University of New Jersey.

Nancy Kleniewski was appointed as the seventh president of the State University of New York College (SUNY) at Oneonta in July 2008. She came to Oneonta from Bridgewater State College in Massachusetts, where she served as provost and vice president for academic affairs from 2002 to 2008. From 1996 to 2002, she served as dean of fine arts, humanities and social sciences and professor of sociology at the University of Massachusetts Lowell. Kleniewski is well known in the SUNY system, having worked at SUNY Geneseo from 1981 to 1996. There, she held positions as executive assistant to the president, chairwoman of the sociology department, associate dean of the college, coordinator of urban studies and professor. She received the SUNY Chancellor’s Award for Excellence in Teaching as a faculty member at SUNY Geneseo. Kleniewski holds a doctorate and master’s degree in sociology from Temple University and a bachelor’s degree in sociology and behavioral sciences from Emmanuel College in Boston. An urban sociologist, she is the author of several books, including “Cities, Change and Conflict: A Political Economy of Urban Life,” which is now in its third edition.

Jolene Koester began her appointment as the fourth president of California State University, Northridge, on July 1, 2000. The Board of Trustees of the California State University (CSU) announced its appointment of Koester as president on Nov. 16, 1999. Prior to her appointment, Koester served as provost and vice president for academic affairs at CSU, Sacramento, a post she had held since 1993. Before her service as provost, she held other executive positions in the academic affairs division at Sacramento State and was a professor of communication studies. She earned a Bachelor’s of Arts from the University of Minnesota in 1970, a Master’s of Arts in communication arts from the University of Wisconsin-Madison in 1971 and a doctorate in speech communication from the University of Minnesota in 1980. As an active member of the community, Koester serves on the boards of directors for the Los Angeles Area Chamber of Commerce, the Economic Alliance of the San Fernando Valley and the Valley Industry and Commerce Association. Known nationally for her leadership in the area of higher education, she is past chair of the board of directors for the American Association of State Colleges and Universities. For CSU, she serves on the Systemwide Budget Advisory Committee, the Human Resources Advisory Group, the Systemwide Admission Advisory Council, the Presidents’ Council on Underserved Communities, the Housing Review Committee and the Technology Steering Committee.
Dorothy Leland is president of Georgia College & State University. Previously, Leland served as vice president and professor of philosophy, associate provost, executive director of university strategic planning and special assistant to the provost at the Boca Raton campus of Florida Atlantic University. She also served as director of The Women’s Studies Center at Florida Atlantic and executive director of the President’s Commission on the Status of Women. Leland also has served at Purdue University (Ind.), where she was the inaugural director of the Women’s Resource Office and directed an interdisciplinary doctoral program in English and philosophy. Leland is on the board of directors of the Georgia Chamber of Commerce, the Georgia Council of Economics Education, the Flannery O’Connor-Andalusia Foundation, the American Humanics Host Committee and Forward Baldwin. Leland holds a bachelor’s degree in English, a master’s degree in American Studies and a doctorate in philosophy from Purdue University. In July she will become chancellor of the University of California, Merced.

John Lippincott is the president of the Council for Advancement and Support of Education (CASE), the professional association for alumni relations, communications, fundraising, and marketing officials at colleges, universities and independent schools. During his tenure, he oversaw creation of principles of practice in each of the advancement disciplines, development of ongoing operations in the Asia Pacific region, strengthening of the organization’s financial position and enhancement of CASE’s relationships with members, districts and other associations. Prior to his arrival at CASE, Lippincott served as associate vice chancellor for advancement at the University System of Maryland. He also has held public relations posts at Ithaca College (N.Y.) and at the National Endowment for the Humanities in Washington, D.C. In addition, he has served on the board of the American Council on Education and on the ethics and accountability committee of Independent Sector. He also was on the Washington Higher Education Secretariat’s steering committee. Both his bachelor’s and master’s degrees are from Wesleyan University (Conn.).

Wallace D. Loh has served as president of the University of Maryland, College Park, since Nov. 1. He has more than 30 years of experience in higher education and brings to Maryland an exceptionally strong and diverse background as an accomplished senior university executive, lawyer and public servant. Loh served as the executive vice president and provost of The University of Iowa from 2008 to 2010; dean and professor of public service and psychology at Seattle University from 1999 to 2008; director of policy and chief policy adviser for the State of Washington’s Office of the Governor from 1997 to 1999; vice chancellor for academic affairs and dean of faculties at the University of Colorado-Boulder from 1995 to 1997; and dean and professor of law at the University of Washington Law School from 1990 to 1995. Loh had been on the faculty of the law school since 1974. Loh was born in Shanghai, China. He immigrated
with his family to Lima, Peru; graduated from high school; and immigrated alone to Iowa in 1961, supporting himself through higher education. He earned a bachelor’s degree in psychology from Grinnell College (Iowa) in 1965, a master’s degree in psychology from Cornell University in 1967, a doctorate in psychology from the University of Michigan-Ann Arbor in 1971 and a law degree from Yale Law School in 1974.

George L. Mehaffy has served for 11 years as vice president for academic leadership and change at the American Association of State Colleges and Universities (AASCU). His division is responsible for developing and managing programs for member institutions in areas such as leadership development, undergraduate education, technology, international education and teacher education. He works closely with presidents on a variety of national initiatives and organizes two national conferences a year for AASCU chief academic officers. He has directed a number of innovative projects, including international programs with China and Liberia; a technology transformation annual conference with EDUCAUSE and the University of Central Florida; an articulation project with community colleges; and two major national studies of student success. In 2003, in partnership with The New York Times, Mehaffy launched the American Democracy Project, a civic engagement initiative with 228 colleges and universities.

Marie V. McDemmond is president emerita of Norfolk State University (Va.), where she also served as professor of education. Prior to this, she served as vice president for finance for Florida Atlantic University, where she also served as chief operating officer. She received her bachelor’s degree from Xavier University of Louisiana and her master’s degree from the University of New Orleans. She did additional graduate work in public finance and management at the State University of New York at Albany and received her doctoral degree from the University of Massachusetts at Amherst. In addition to serving as civilian aide to the U.S. Secretary of the Army for Virginia, McDemmond was appointed by President George W. Bush to the president’s Board of Advisors on Historically Black Colleges and Universities. She also serves on the Educational Testing Service Historically Black Colleges and Universities Advisory Committee. Most recently, McDemmond was appointed to the NASA Education Advisory Committee, which supports the development of the next generation of space explorers.
Francine G. McNairy was named 13th president of Millersville University (MU) of Pennsylvania in March 2003. She serves as the CEO with oversight of a $130 million budget; 1,000 employees; and 8,700 undergraduate and graduate students. During her presidency, the university has been nationally ranked as one of the top regional public institutions of higher learning by U.S. News & World Report and Kiplinger’s Personal Finance. In January, Millersville earned the prestigious Community Engagement designation by the Carnegie Foundation, joining 196 other institutions selected by the foundation. McNairy advances an aggressive agenda that embraces a student-centered university with emphasis on community engagement, student/faculty interaction and global education in partnership with 17 international institutions. In addition, MU has established a partnership with the U.S. Commercial Service Harrisburg, a part of the U.S. Department of Commerce, to advance business opportunities for American corporations abroad, specifically in China and India. The university recently announced its third capital campaign, having raised $60 million towards its $85 million goal. McNairy holds a bachelor’s degree in sociology; and a Master of Social Work and doctorate in communication studies from the University of Pittsburgh. A recipient of numerous awards and recognitions, she is most proud to have been selected as an outstanding Pitt alum and a Distinguished Daughter of Pennsylvania. McNairy is active at the community, state and national levels in numerous professional organizations.

John W. Moore is president and senior associate of Penson Associates Inc., a research and consultation firm specializing in higher education. He also is president emeritus and distinguished trustee professor of Indiana State University (ISU). He was president of ISU and the ISU Foundation, as well as president of California State University, Stanislaus. Moore previously served in senior level positions at Old Dominion University (Va.), as executive vice president of the University of Vermont, as associate vice president for academic affairs. Moore also was a faculty member at those institutions. Moore served for several years as coordinator of the American Association of State Colleges and Universities New Presidents’ Academy. He has had significant leadership roles in the Society for College and University Planning (past national president), the American Association of State Colleges and Universities, American Council on Education and the National Collegiate Athletic Association. Moore was appointed by the Governor to the Indiana Education Roundtable, the Indiana Economic Development Commission and the Board of Directors of the Indiana Business Modernization and Technology Corporation. Moore has served as chairman of the Indiana Conference on Higher Education, the Board of Directors of the Indiana Higher Education Telecommunication System and the Indiana Council for Quality Teaching for Student Learning. Moore earned a bachelor’s degree from Rutgers, The State University of New Jersey; a master’s degree from Indiana University; and a doctorate in education from Pennsylvania State University.
Robert L. Moran was named Director of Federal Relations and Policy Analysis by the American Association of State Colleges and Universities (AASCU) in February 2009. In this role, Moran spearheads efforts focused on advocating AASCU’s federal policy positions on Capitol Hill, with the Obama administration and the Washington higher education community. He also is responsible for analyzing budget, appropriations and authorizing legislation as they relate to higher education policy. In addition, he updates association members with key information in order to allow them to engage in the public policy debate. Moran brings to AASCU a wealth of knowledge and experience in higher education policy. Prior to his current position, he served as the policy analyst for affordability issues for the under secretary at the U.S. Department of Education. In that role, Moran developed and promoted administration policy centered on Title IV and student aid issues. Specifically, he was involved with the loan purchase programs implemented under the Ensuring Continued Access to Student Loan Act, federal advances in the lender-of-last-resort program, and the administration’s regulations around inducements and simplification of the federal aid system. In addition, Moran served 12 years on Capitol Hill where he had the opportunity to work for a member appointed to the conference committee that finalized the 1998 reauthorization of the Higher Education Act. He holds a Bachelor of Science degree in mathematics and political science from Dickinson College (Pa.).

Richard Novak is senior vice president for programs and research for the Association of Governing Boards of Universities and Colleges (AGB) and leads the association’s efforts for effective programming and research for both public and private members. In addition, he directs the Ingram Center for Public Trusteeship & Governance, a policy center within AGB with a mission to strengthen the relationship between public academic institutions and state governments by enhancing the performance and capacity of public governing boards. While at AGB, Rich has directed special initiatives on board and presidential leadership, led a multi-state study on the effectiveness of public college and university governing boards, worked to incorporate environmental sustainability into governing board agendas, and directed or co-directed studies and workshops at institutions in several states. He co-directed a project on governance for the Ministry of Higher Education in Egypt, which was funded by UNESCO; consulted with the Ireland Higher Education Authority; and worked extensively in the Republic of the Marshall Islands.
Eduardo M. Ochoa was confirmed by the U.S. Senate as assistant secretary for postsecondary education at the U.S. Department of Education on June 22, 2010. In this post, he serves as the secretary’s chief advisor on higher education issues and administers more than 60 programs — totaling nearly $3 billion annually — that are designed to provide financial assistance to eligible students in postsecondary institutions. Prior to joining the Department of Education, Ochoa served for seven years as the provost and vice president for academic affairs at Sonoma State University, part of the California State University (CSU) system. A native of Buenos Aires, Ochoa earned his bachelor’s degree in physics with a minor in philosophy from Reed College (Ore.) in 1973. Three years later, he finished his master’s in nuclear science and engineering at Columbia University. After working for three years as an assistant and associate engineer in New York, Ochoa began his doctorate in economics at the New School for Social Research (N.Y.). While working on his doctorate, Ochoa began lecturing on economics at CSU, Fresno, and, after graduation, he was hired by CSU, Los Angeles, as an assistant professor, making professor by 1997. Along the way, he led the school’s bureau of business and economic research for three years, was chairman of the economics department for four years, and in his last year at CSU, Los Angeles, he served as acting dean of the school of business and economics. In 1997, he was hired as the dean of the college of business administration at California State Polytechnic University, Pomona, where he worked for six years.

Frank G. Pogue is president at Grambling State University (La.), president emeritus of Edinboro University (Pa.) and former vice chancellor for student affairs and special programs at the State University of New York (SUNY) Central Administration. While vice chancellor, he also served for one year as interim president at the SUNY College at Cobleskill. Before his assignment in the SUNY Central Administration, Pogue served in the following positions at the University of Albany, SUNY: vice president for student affairs, associate vice president for research and educational development, dean of undergraduate studies and department chairman. Pogue serves as a member of the American Council on Education Commission on Women in Higher Education. He has been a member of the American Association of State Colleges and Universities Millennium Leadership Initiative, Committee on Professional Development and Christa McAuliffe Selection Committee. The Erie Area Chamber of Commerce honored Pogue with the Louis J. Tullio Community Service Award. A sociologist, Pogue holds a bachelor’s degree from Alabama State University, a master’s degree from Atlanta University (now known as Clark Atlanta University) and a doctorate from the University of Pittsburgh.
Leonard R. Raley is president and chief executive officer of the University System of Maryland Foundation Inc. (USMF) and vice chancellor for advancement for the University System of Maryland (USM), where he has served since 2005. Raley is responsible for the oversight and investment of more than $850 million in assets under management on behalf of 11 institutions within the USM and six Maryland community college foundations. As vice chancellor for advancement, Raley coordinates and provides leadership for the USM’s federated (system-wide) $1.7 billion capital campaign. In addition, Raley is often asked to assist with improving fundraising structures, developing fundraising strategies and conducting fundraising workshops for deans, boards and staff. Prior to USM, Raley was executive director of the Ohio University (OU) Foundation and vice president for university advancement at OU from 1997 to 2005. During this time, he oversaw the planning, execution and successful completion of the university’s Bicentennial Campaign, raising some $221 million. He also helped increase the university’s endowment to more than $200 million. From 1985 to 1997, Raley held a number of different positions at the University of Maryland College Park. He headed the University of Maryland Alumni Association Inc., managed the development office, and also served as acting vice president for advancement. Raley started his career at Towson University (Md.), where he worked as an admissions counselor and then eventually as the alumni director. He earned a bachelor’s degree in business administration (finance and personnel) from Towson in 1978 and a Master of Business Administration from the University of Baltimore in 1983.

F.C. Richardson is chancellor emeritus at Indiana University, Southeast, where he was chancellor from 1996 to 2002. Prior to his appointment as chancellor, he served as president of Buffalo State College (N.Y.); vice president for academic affairs at Moorhead State University (Minn.); vice president for academic affairs at Jackson State University (Miss.); and dean of arts and sciences at Indiana University, Northwest. His community and professional service activities include being a member of the board of directors of The Negro Educational Review; the Kentuckian Metroversity; the Louisville Area Workforce Development Council; the New Albany Rotary Club; and the Botanical Society of America. His honors include: Presidents’ Academy, American Association of State Colleges and Universities; University Doctoral Fellowship, University of California-Santa Barbara; and National Science Foundation Summer Fellowship. He received a bachelor’s degree from Rust College (Miss.), a master’s degree from Atlanta University (now known as Clark Atlanta University) and a doctorate from the University of California, Santa Barbara.
Mary Evans Sias, the 13th president of Kentucky State University (KSU), has focused on creating an environment of accountability, transparent communications and collegial decision-making since her arrival in 2004. Under her leadership, new graduate programs are being added, and there has been a focus on KSU’s Land Grant status. In addition, significant improvements in technology are taking place on campus to prepare students to meet the global challenges facing them. Fundraising efforts of the university have improved substantially. Prior to coming to Kentucky, Sias served nine years as senior vice president for student affairs and external relations at The University of Texas at Dallas, where she was also an associate professor of sociology. Sias earned her bachelor’s degree in sociology from Tougaloo College (Miss.), where she graduated summa cum laude. She was awarded a Ford Foundation doctoral fellowship and pursued her master’s and doctorate in sociology from the University of Wisconsin-Madison. She also received a master’s degree in business administration from Abilene Christian College (now known as Abilene Christian University) in Texas.

Graham Spanier was appointed Penn State University’s 16th president in 1995. His prior positions include chancellor of the University of Nebraska-Lincoln, provost and vice president for academic affairs at Oregon State University and vice provost for undergraduate studies at the State University of New York at Stony Brook. He previously served Penn State from 1973 to 1982 as a member of the faculty and in three administrative positions in the College of Health and Human Development. He holds academic appointments as professor of human development and family studies, sociology, demography, and family and community medicine. A distinguished researcher and scholar, he has more than 100 scholarly publications, including 10 books, and was the founding editor of the Journal of Family Issues. Spanier earned his doctorate in sociology from Northwestern University (Ill.), where he was a Woodrow Wilson Fellow, and his bachelor’s and master’s degrees from Iowa State University, where he has been honored with the Distinguished Achievement Citation and an honorary doctorate. Spanier was the first university president to receive the TIAA-CREF Theodore M. Hesburgh Award for Leadership Excellence. He serves as chairman of the National Security Higher Education Advisory Board, and he is a member of the National Counterintelligence Working Group. He also is a member of the Board of Advisors of the Naval Postgraduate School (Calif.) and the U.S. Naval War College (R.I.). Spanier has been chairman of the Association of American Universities, the National Association of State Universities and Land-Grant Colleges, the Big-Ten Conference Council of Presidents/Chancellors, and the NCAA Division I Board of Directors.
Tyrone P. Thomas practices law in the employment, labor and benefits section in the Washington office of Mintz Levin. In providing advice to institutions of higher education, Thomas advises boards of trustees and presidents on terms for executive compensation agreements. He also counsels colleges and universities on Title IX and intercollegiate athletics compliance. Specifically, he has provided advice regarding infraction cases, compliance programs and employment contracts of athletics personnel. Prior to joining Mintz Levin, Thomas practiced in the New York office of another prominent firm where he provided advice on U.S. Food and Drug Administration regulations on new and supplemental drug marketing applications, and he prepared expert witnesses for a large and complex product liability litigation. Thomas is a member of the New York State Bar, the National Bar Association and the Sports Lawyers Association. He was awarded his A.B. from Dartmouth College and his law degree from Tulane University School of Law (La.), with a Certificate in Sports Law.

Cynthia Zane assumed office as the third president of Hilbert College (N.Y.) in 2006. Prior to becoming president, she served as chief academic officer and dean of the faculty at the College of Mount St. Joseph in Cincinnati. Previously, she spent 10 years at the University of Detroit Mercy where she was dean of the McAuley School of Nursing and also the college of health professions, an area for which she formerly served as associate dean. While at her alma mater, Saint Xavier College (now Saint Xavier University) in Chicago, Zane was on the school of nursing faculty and was later named assistant dean of continuing studies and director of the institution’s weekend college. Zane serves on the following boards: the Association of Franciscan Colleges and Universities; Commission on Independent Colleges and Universities; Conference for Mercy Higher Education; Catholic Health System (for which she also chairs the Acute Care Board); and St. Francis High School. In addition, she is chairwoman of the Western New York Higher Education Consortium’s Campus Connection Steering Committee and has led the development of a Women’s Leadership Institute that will be launched this fall. A native of Johnstown, Pa., Zane earned a bachelor’s degree in nursing from Saint Xavier, a master’s degree in nursing from Rush University in Chicago and a doctorate in education from Northern Illinois University.
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AASCU’s more than 420 public college and university members are found throughout the United States and in Guam, Puerto Rico and the Virgin Islands. We range in size from 1,000 students to 44,000. 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 on-line degrees as well. Yet common to virtually every member institution are three qualities that define its work and characterize our common commitments.

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