

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
MINUTES OF A SPECIAL MEETING
WEDNESDAY, APRIL 27, 2022
CONDUCTED VIA REMOTE PARTICIPATION**

REGENTS - PARTICIPATING (Y = yes / N = no)	
Matt Fleury, Chair	Y
JoAnn Ryan, Vice Chair	Y
Richard J. Balducci	N
Ira Bloom	Y
Aviva D. Budd	Y
Felice Gray-Kemp	Y
Holly Howery	Y
Richard Porth	Y
Ari Santiago	N
Elease E. Wright	Y
Julia Noriega, Student Regent	N
Brandon Iovene, Student Regent	Y
*David Blitz, FAC Chair	Y
*Colena Sesanker, FAC Vice Chair	Y
*Dante Bartolomeo, Labor Commissioner	N
*Dr. Manisha Juthani, Public Health Commissioner	N
*David Lehman, DECD Commissioner	N
*Charlene Russell-Tucker, Education Commissioner	N
*Kelli-Marie Vallieres, Chief Workforce Officer	Y
<i>*ex-officio, non-voting member</i>	

CSCU STAFF:

President Terrence Cheng, CSCU System President
 Dr. Alice Pritchard, Chief of Staff/Board Secretary
 Ernestine Y. Weaver, Counsel
 Pam Heleen, Asst. Secretary of the Board of Regents (recorder)

CALL TO ORDER

Chair Fleury called the meeting to order at 9:02 a.m. and, following roll call, declared a quorum present.

EXECUTIVE SESSION

At 9:06 a.m. on a motion by Regent Wright, seconded by Regent Howery, the Board voted to go into Executive Session for the purpose of discussion concerning the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee. Chair Fleury announced that no votes would be taken in Executive Session. Chair Fleury directed President Cheng, Dr. Pritchard, and Ernestine Weaver to remain with the Board in Executive Session.

RETURN TO OPEN SESSION

At 9:38 a.m., Chair Fleury announced that the meeting was in Open Session and that no votes were taken in Executive Session, which was limited to discussion concerning the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee.

Based on the discussions in Executive Session, **Chair Fleury made a motion to approve the appointment of Dr. John Maduko as President of CT State Community College effective June 3, 2022 (CV is attached).**

Chair of the BOR Search Committee, Aviva Budd read the following resolution into the record:

RESOLUTION appointing DR. O. JOHN MADUKO as PRESIDENT OF THE CONNECTICUT STATE COMMUNITY COLLEGE

WHEREAS, the members of the Board of Regents (“BOR”) for Higher Education Search Committee with the assistance of members of the Search Advisory Committee consisting of more than 30 members conducted a national search for the Connecticut State Community College President, and

WHEREAS, having completed this search through the evaluation of credentials and interviews of many outstanding candidates, the BOR recommends that Dr. O. John Maduko be appointed as President of Connecticut State Community College; and therefore, be it

RESOLVED, that effective June 3, 2022, Dr. Maduko is hereby appointed as President of the Connecticut State Community College; be it further

RESOLVED, that CSCU President Terrence Cheng is authorized to enter into negotiations and execute an employment agreement with a base salary of \$300,000 with Dr. Maduko on behalf of the Board of Regents for Higher Education in conformity with current Board of Regents Policies.

Regent Ryan seconded the motion.

President Cheng made the following comments:

- President Cheng thanked the Board for their support and the work of the Search Committee; it is instrumental to what we do at CSCU and all our institutions.
- He believes that Dr. Maduko is the right person at the right time to be the first permanent President of CT State. He is a medical doctor, an academic, an administrator and is someone who can get things done. He is a strategic leader who can bring people together with a vision for what it means to cultivate great students. Dr. Maduko understands the challenges that lie ahead. President Cheng looks forward to many years of tackling the work together.
- President Cheng thanked Dr. Michael Rooke as he served as Interim President for CT State, as well as Interim Provost for CT State prior to that.

The resolution was put to a vote and was carried unanimously.

Chair Fleury and the rest of the Board congratulated Dr. Maduko on his appointment. Chair Fleury also thanked Regent Budd for serving as chair of the BOR Search Committee and Regents Howery, Wright, Porth, and Santiago for serving on the BOR Search Committee. He also thanked the members of the Search Advisory Committee, particularly the Interview team of Campus CEO Cheryl DeVonish, Suzanne Passini, and Professor Will O'Hare. The contributions provided by the group were significant and enormously helpful in the Board's considerations.

Dr. Maduko provided the following remarks:

- He thanked the BOR for the momentous opportunity to lead CT State into the future.
- He thanked President Cheng for his fellowship and his belief in him. He thanked everyone involved in the search process and pointed out that the search was always about what was right for the students and the communities we serve.
- He believes that this is the right place at the right time for his leadership journey and to join a great state with great faculty and staff who are empathetic and supportive and who believe in the power of education.
- Dr. Maduko looks forward to leading CT State and working with all its stakeholders.

ADJOURNMENT

Chair Fleury declared the meeting adjourned at 9:48 a.m. after a motion by Regent Porth, a second by Regent Budd and a unanimous voice vote.

Submitted,

Alice Pritchard
Secretary of the CT Board of Regents for Higher Education

John Maduko, M.D.

omaduko@gmail.com

701-866-0411

Summary of Qualifications

A servant leader, student-centered scholar, strategic visionary, evidence-based higher education practitioner, diversity and equity advocate, and tactful communicator proficient in senior-level leadership with over a decade of serving as an administrator for colleges dedicated to student success and academic excellence.

Education

- 2008 Doctor of Medicine (M.D.), Allopathic Medicine
 St. Matthew's University School of Medicine
- 2004 Bachelor of Science (B.S.), Biology
 California State Polytechnic University Pomona

Fellowships

- 2021 Community College Excellence Program
 Rising Presidents Fellowship
 The Aspen Institute
- 2018 The Thomas Lakin Institute for Mentored Leadership
 The President's Roundtable, NCBA

Professional Experience

2019-Present Minnesota State Colleges and Universities System

Minnesota State Colleges and Universities System: Headquartered in St. Paul, Minnesota, it is the third largest system of state colleges and universities in the United States and the largest in the state with 30 colleges, 7 universities, and 54 campuses. Serving 340,000 students each year, with more Black and Indigenous students, as well as students of color, attending our colleges and universities than all other higher education providers in Minnesota combined. Employs more than 14,800 dedicated faculty and staff focused on student success. Provides 3,885 academic programs and more than 13,500 customized and specialized training, occupational, and professional classes. 64% of Minnesota residents pursue an undergraduate credential with a Minnesota State college or university. Regional accreditation of the Minnesota State Colleges and Universities System is overseen by the Higher Learning Commission (HLC).

Minnesota State Community and Technical College (M State): M State is a comprehensive community and technical college with over 50 years of serving the west-central region of Greater Minnesota and the Fargo-Moorhead Metropolitan Area. The college consists of four campuses located throughout West Central Minnesota in Detroit Lakes, Fergus Falls, Moorhead, and Wadena.

Nearly 14,000 students; total operating budget of \$43,000,000 annually; 130 full-time faculty and 100 adjunct faculty, 80 additional employees. The success of the college's mission is demonstrated by a job placement rate of 99% and ranking among the Top 150 Community Colleges for five straight years per the Aspen Institute.

Vice President for Academic and Student Affairs (2019-Present): Serves as M State's Chief Academic, Chief Student Affairs, Chief Enrollment, and Chief Marketing & Public Relations Officer. The college vice president for academic and student affairs is responsible for 83% of the college budget and personnel, 37-million-dollar annual budget, and over 300 full-time and part-time faculty and staff. Participates in the Minnesota State Colleges and University system's senior academic and student affairs council, which consists of the state senior vice chancellor of academic student affairs and over 65 college and university vice presidents.

Scope of Responsibility:

- 10 direct reports including Associate Vice President of Student Success; Dean of Liberal Arts & Humanities; Dean of Business & Information Technology; Dean of Science and Mathematics; Dean of Applied Technology; Dean of Health Sciences, Human Services, & Nursing; Dean of Students; Dean of Enrollment Management & Marketing; Associate Dean of Academic Operations & Faculty Affairs, and Assistant to the Vice President for Academic and Student Affairs.
- Manage, meet, and negotiate with 4 Collective Bargaining Units (AFSCME, MAPE, MMA, MSCF) and 6 Labor Management plans.
- Develop strategic partnerships with 46 statewide K-12 school districts and superintendents and industry leaders to expand college to career pathways, curriculum alignment, and access.
- Serve as a member of The Fueling Our Future workforce initiative through CampusFM in conjunction with the Greater Fargo-Moorhead Economic Development Corp.
- Lead college accreditation Higher Learning Commission assessment initiatives and programmatic accreditation, Guided Pathways, Transfer Pathways, and Dev Ed Pathways.
- Develop and implement strategies and set the overall direction of the College including increasing enrollment, persistence, and completion.
- Collaborate with industry partners, K-12 school districts, and other higher education institutions to create pathways and opportunities leading to employment.
- Oversee organizational structure, professional development, motivation, performance evaluations, discipline, compensation, personnel policies, and procedures.
- Work with the college Foundations (M State Foundation and Fergus Falls Area Foundation) to develop and implement fundraising vision and goals.
- Oversee the development and implementation of the College Strategic plan; Comprehensive Master Plan related to housing, athletics, academic, and student basic need services; Strategic Enrollment and Student Success Plan; Dual Enrollment Plan; Workforce Development Plan.
- Oversee the development and implementation of the college Equity by Design plan for diversity, equity, and inclusion initiatives; engage faculty, staff, students, and community leaders in issues related to diversity, equity, and inclusion at the college.
- Promote and sustains a healthy academic climate of mutual respect and high

standards of performance for all academic and student affairs faculty and staff in achieving high levels of student success.

- Implement effective shared governance practices that enhance the achievement of the goals of the college.
- Promotes an evidence-based culture of accountability that guides innovation, implementation of best practices, and continuous quality improvement of instruction and student support services.
- Ensures sound fiscal practices and accuracy of all reports required by local, state, and federal agencies.

Selected Accomplishments:

Academic Quality & Student Success:

- Created additional pathways and advanced employment opportunities for technical college students by initiating a partnership with Minnesota State University Moorhead to automatically accept M State ADN graduates into their BSN in Nursing.
- Created and established the Five-School Model (Schools of Applied Technology, Business & IT, Health Sciences, Human Services, & Nursing, Liberal Arts & Humanities, and Science & Mathematics) that allows each academic area to have a greater sense of identity and gives students and faculty an academic home to support their experience of intellectual community. The model also increases transparency, decreases red tape, fosters stronger connections with external partners, industry, and universities, and supports the creation of new and innovative programs (2021).
- Increased educational access and opportunities for students of color and other underrepresented students by cultivating partnerships with minority/immigrant-serving community organizations and regional foundations. The college saw an increase in enrollment and persistence among African American, African, and other immigrant student groups (FY 2020; FY 2021).
- Secured \$375,000 of federal funds to construct and equip a Dental Simulation Lab (2021).
- Led the college to launch a Mobile App through a partnership with ReadyEducation to establish digital student engagement and programming (2020).
- Launched 24/7 Virtual Mental Health services through a partnership with TalkCampus for comprehensive and accessible mental health support for students (2021).
- Distributed over 500 laptops to support students via CARES Act funding. Additionally, we secured the purchase of 85 laptops to build a technology lending library for students with technology needs (FY 2020).
- Establish funding (\$50,000 annually) to launch Idea Central for M State employees to share new and innovative ideas that will boost enrollment and student retention, improve delivery of student services and advance innovative curriculum (FY 2020).
- Launched a new Early Alert System to identify and provide resources to at-risk students. During the first year, over 11,000 alerts were received and to date, 95% of those alerts have been closed through staff maintaining ongoing communication with the students (FY 2020).
- Awarded Minnesota State Community and Technical College President's Award of Achievement of the Year 2020.
- Appointed to the Minnesota State Colleges and Universities Transfer

- Governance Team (2020).
- Selected as a Fellow for the Aspen Institute College Excellence Program Rising Presidents Fellowship (2021).
- Elected to the ACAD Board of Director's Executive Committee and appointed Chair of its Governance and Board Development Committee (2020).
- Appointed to the AACC (American Association of Community Colleges) Commission for Student Success (2021).
- Successfully accepted into the Hope Center Institutional Capacity-Building Cohort (ICBC) and awarded a full scholarship to allow student affairs staff to participate that will lead M State to increase organizational and programmatic capacity to strengthen and build ecosystems to meet students' basic needs and promote academic success (2021).

Accreditation:

- Led the college through a successful reaffirmation of programmatic accreditation with the Joint Review Commission on Education in Radiologic Technology, National Accrediting Agency for Clinical Laboratory Sciences, and Commission on Accreditation for Health Informatics and Information Management Education, with no findings (2021).

Budgeting/Finance/Operations:

- Balanced annual budget of approximately \$37 million (FY 2020; FY2021; FY2022).
- Serve on Executive Cabinet for the evaluation of capital funding and leveraged equipment requests annually.
- Year over year dual enrollment growing (+2400 students) place M State as one of the top performing Minnesota State 2-year colleges with K12 programming and services (FY 2020; FY 2021).

Strategic Planning:

- Led the development and implementation of a Strategic Enrollment and Student Success Plan that led to the college prioritizing guided learning pathways, holistic advising, student basic needs, and technological solutions (2021).
- Approval of the M State Master Academic Plan for 2020-2022 with strategic focus on key leading and lagging indicators, guided learning pathways framework, and OER/academic resources support student success (2020-2022).
- Co-chaired Strategic Plan planning retreats to engage in collegewide strategic planning to align collegewide and all stakeholder priorities to Equity 2030 and Guided Learning Pathways (2021).

Shared (Participatory) Governance:

- Designed, negotiated, and implemented a revamped Division Chair model with the Faculty Shared Governance Council (2021).
- Obtained unanimous consensus from the Faculty Shared Governance Council to establish the HLC Accreditation Committee to support program and course-level student learning outcomes objectives (2020).

Operational Efficiencies:

- Expanded the digital Student Passport platform to manage and mitigate COVID-19 vaccination and testing requirements (2021).
- Expanded campus life and student housing staff capacity to account increase in student housing and COVID-19 safety demands (2021).
- Created a new vision and organizational structure for the Center for Teaching, Learning and Technology (CTLT) in collaboration with the IT department, developed D2L LMS support, allowing CTLT faculty to focus on Vision Equity

2030 goals and pedagogical issues. CTLT established a mentoring curriculum to be used in faculty onboarding. CTLT leaders from technical program and part-time faculty were added to enhance whole-college engagement through learning circles (2020-2021).

Partnerships:

- Awarded a \$100,000 grant from the Otto-Bremer Foundation to support closing the equity-achievement gaps among African American, Indigenous, and LatinX healthcare students (2021).
- Collaborated with the Fergus Fall Area Foundation Board to redesign the scholarship program to support targeted enrollment initiatives that increase access and retain diverse student populations, student-athletes, and music/nursing/theatre students (2020).
- Increased both faculty and staff employee diversity through an improved search process and incorporating equity and inclusion language in every position description (FY 2020; FY 2021).
- Established a Surgical Technology satellite program through a partnership with healthcare facilities in Alexandria MN and Alexandria Technical and Community College to produce surgical technologist for that region and expand the Surgical Technology program's enrollment capacity (2021).
- Implemented plan to establish Early Childhood Education degree program with two K12 dual enrollment partners (2021).
- Partnered with the North Dakota Air National Guard to provide credit and non-credit training for
- Appointed to Essentia Health's Oversight Committee (2021).

2019-Present Tri-College University Consortium, Fargo-Metropolitan Area

Tri-College University (TCU): TCU is a consortium and a cooperative agreement between Concordia College, Minnesota State University Moorhead, North Dakota State University, Minnesota State Community and Technical College, and North Dakota State College of Science. The course exchange agreement allows any student registered at one of the institutions to take one class per semester on one of the other Tri-College campuses at no extra tuition cost and without going through separate admission procedures.

Commissioner (2019-Present): Serves as one of five commissioners representing each of the member institutions. Promote and increase awareness Tri-College University using peer-to-peer interaction at the student's home campus. Enhance the value of TCU to home campus partners and stakeholders.

Scope of Responsibility:

- Oversee engagement and communication between TCU and home institution stakeholders.
- Review, discuss and take action on proposals for new programs or modification of existing programs, activities, or events.
- Recommend TCU budget for approval to the full TCU Board of Directors.
- Conduct an annual performance evaluation of the TCU Provost.

Selected Accomplishments:

Academic Quality & Student Success:

- As of July 1, 2020, approximately \$275 million has been saved to date by students and their families due to the course exchange program since the TCU inception.
- As of fall term 2021, students will be able to take two courses per campus in each semester/term. This expanded access will allow students access to even more courses and help ensure students can stay on track for timely graduation.

Strategic Planning:

- Commissioners successfully secured approval from the TCU board of directors to expand student access to academic offerings at TCU member institutions. TCU students were granted the ability to earn an undergraduate certificate at one of the partner campuses outside of a student's home campus.

2016-2019 North Central Texas College District, Bowie, Corinth, Denton, Flower Mound, Gainesville, & Graham, Texas

North Central Texas College (NCTC) District: NCTC is a comprehensive community college district that is the oldest continuously operating two-year college in Texas serving more than 900,000 residents of Cooke, Denton, and Montague Counties and Graham ISD. The college consists of six campuses located throughout North Texas in Bowie, Corinth, Denton, Flower Mound, Gainesville, and Graham ISD. 22,000 students; total budget of \$63,000,000; 160 full-time faculty and 150 adjunct faculty, 450 additional employees; and a service area of 3,280 square miles.

Vice Chancellor for Student Affairs (2017-2019): Serves as the College District's Chief Student Affairs Officer and Chief Enrollment Officer, overseeing all Student Affairs departments: academic advising; counseling; career development; testing services; student life; enrollment management (admissions, recruitment, registration); financial aid; multicultural affairs; veterans affairs; Title III programs; TRIO; Office of Students with Disabilities; residence life; student conduct; Title IX. Responsible for 24% of the college budget, \$17,800,000 annually; supervise 10 directors, 15 departments, and over 100 employees.

Scope of Responsibility:

- 10 direct reports including Dean of Students; Director of Counseling & Advising; Director of Completion and Career Center; Director of Student Life & Housing; Director of Financial Aid; Director of Admissions; Director of Recruitment; Director of Title IX; Director of Testing Services; Director of Trio Programs.
- Develop strategic enrollment strategies with 70 regional K-12 school districts and superintendents.
- Serve as a board member of the United Way of Denton County, and board of directors for the Dental Arts Council.
- Lead college accreditation SACSCOC (Southern Association of Colleges and Schools Commission on Colleges), Texas Success Center's Guided Learning Pathways Initiatives, University Pathways.
- Develop and implement strategies and set the overall direction of the District including increasing enrollment, persistence, and completion.
- Collaborate with workforce development partners, K-12 school districts, and other higher education institutions to create pathways and opportunities leading to employment.
- Oversee division structure, staff professional development, motivation, performance evaluations, discipline, compensation, personnel policies, and

- procedures.
- Work with the NCTC Foundations to develop and implement fundraising vision and goals.
- Oversee the development and implementation of the District’s Strategic Enrollment plan; Comprehensive Student Support Master Plan related to wrap-around services, housing, student basic needs, and food pantries, and innovative technological advancements.
- Oversee the development and implementation of the District’s Achieving the Dream equity plan for diversity, equity, and inclusion initiatives; engage faculty, staff, students, and community leaders in issues related to diversity, equity, and inclusion at the district.
- Promote and sustains healthy learning and student support a climate of mutual respect and high standards of performance for all student affairs staff in achieving high levels of student success.
- Implement effective participatory governance practices that enhance the achievement of the goals of the district.
- Promotes an evidence-based culture of accountability that guides innovation, implementation of best practices, and continuous quality improvement of instruction and student support services.
- Ensures sound fiscal practices and accuracy of all reports required by local, state, and federal agencies.

Selected Accomplishments:

Academic Quality & Student Success:

- Created additional pathways and advanced transfer opportunities for graduates by initiating a partnership with Austin College (2018).
- Established One-Stop Student Support Services, the Mane Stop, a one-stop-service model district-wide to increase student-centered services in one centralized and identifiable location on all campuses to expedite the process enrollment for prospective and continuing students (2019).
- Addressed Student and Community Food Insecurity through a partnership with North Texas Food Bank, Catholic Charities, and VISTO to establish campus-based and mobile food pantries to battle food insecurity for our students and surrounding communities (2018).
- Leveraged Innovation and Technological Advancement Plan to adopt and implement a mobile-texting platform, Mongoose, that leveraged SMS communication that enabled NCTC student affairs departments to efficiently increase engagement throughout the student life cycle; Launched Lion Up, the implementation of the QLess platform, a real-time dynamic solution that turns physical lines into virtual versions reducing physical wait times and walk-out rates; Launched a college mobile app platform, ReadyEducation, for the greater campus community and student life. The app allowed for convenient student interaction, meeting place for groups & organizations, student check-in, and new student orientation (2018).
- Elected as President-Elect for the Texas Community College Instructional Administrators (TCCIA), (2018).
- Selected as a Fellow for the Thomas Lakin Institute for Mentored Leadership, President’s Roundtable (2018).
- Established a Veterans’ Center on the Corinth campus and expanded community resources (2018).

Accreditation:

- Led the college through a successful accreditation substantive change site with the Southern Association of Colleges and Schools (SACSCOC), in order provide onsite instruction for K12 partners (2018).

Budgeting/Finance/Operations:

- Balanced annual budget of approximately \$17.8 million (FY 2017; FY2018; FY2019).
- Serve on Executive Council for the evaluation of capital funding and leveraged equipment requests annually.
- Enrollment Growth: Lead the enrollment management team to achieve year-over-year record enrollment, headcount, and contact hours increased by 8.4% and 7.5% respectively (FY 2017; FY 2018).

Strategic Planning:

- Led the development and implementation of wrap around student support services, financial aid outreach capacity, after hour student support mechanisms, and out of state co-curricular programming (2018).
- Approval of student success planning with strategic focus on reducing enrollment barriers for minoritized communities, expanding digital self-serving access, and adopt student insecurity resources (2017-2019).
- Co-chaired Downtown Denton campus taskforce and developed student services and academic scheduling framework (2018).

Shared (Participatory) Governance:

- Obtained unanimous consensus from the district board of trustees to secure funding for construction and equipping One-Stop-Service and Testing centers (2018).

Operational Efficiencies:

- Expanded the capacity of the admission processing center to reduce time to acceptance (2018).
- Expanded campus student housing security, establish centralized entrances, and secured new housing furniture (2019).
- Created a new vision and organizational structure for programmatic testing, enrollment assessment, and technical proficiency testing college (2018)).

Partnerships:

- Awarded \$388,284 grant for the Career Services Center project, a community connector linking students to valuable long- and short-term work, internships, and co-ops.
- Awarded an \$876,000 Department of Education Title III Grant to support the district completion center.
- Appointed to the United Way of Denton County Board of Directors.
- Partnered with Serve Denton to expand mental health and social services access for students residing in Denton County (2019).
- Partnered with the University of North Texas and Midwestern State University to provide on campus career and transfer counseling for alumni (2018).

Dean of Health Sciences and E-Learning (2016-2017): Provides comprehensive leadership for North Central Texas College’s Health Sciences division, ensuring quality learner-centered allied health education instruction and assisting chairpersons, coordinators, and faculty to achieve their departmental missions and objectives. Other major functions include supervision of faculty, recommending new and revised courses and curricula, developing, and maintaining partnerships that support the curricula, and assisting in complex problem-solving. Emphasis is placed upon ensuring quality instruction to prepare students for certification/licensure as required for entry-level and upward career mobility through programs that meet criteria established by the state of Texas and

specific regulatory/accrediting agencies. Responsible for \$2,600,000 annual budget; supervise 12 direct reports, 9 academic departments, and over 100 employees.

Scope of Responsibility:

- 12 direct reports including Fire and EMS Division Chair; Radiologic Technology Division Chair; Vocational Nursing Division Chair; Associate Degree of Nursing Division Chair; Surgical Technology Division Chair; Director of E-Learning; Program Administrative Assistants; Simulation Center Director.
- Provided leadership in the development, growth, and review of all health sciences workforce programs' operations on the Gainesville, Corinth, Bowie, Graham, Flower Mound, and online campuses.
- Serve as a board member of the United Way of Denton County, and board of directors for the Dental Arts Council.
- Evaluate and analyze programmatic, state, regional, and national accreditation standards and policies: The Southern Association of Colleges and Schools (SACS), Commission on Accreditation for Allied Health Education Programs (CAAHEP), Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (COAEMSP), Texas Department of State Health Services, The Texas Board of Nursing, Commission on Collegiate Nursing Education (CCNE), Accreditation Commission for Education in Nursing (ACEN), American Registry of Radiologic Technologists (ARRT), Texas Association of Vocational Nurse Educators (TAVNE), The Texas Higher Education Coordinating Board (THECB), Joint Review Commission on Education in Radiologic Technology (JRCERT).
- Developed and implemented strategies and set the overall direction of the healthcare areas that included increasing enrollment, completion, and placement.
- Collaborated with healthcare system partners (i.e., Healthcare Corporation of America, Texas Health Resources, Baylor-Scott White) to expand clinical training opportunities.
- Oversee division structure, staff professional development, motivation, performance evaluations, discipline, compensation, personnel policies, and procedures.
- Oversee the development and implementation of the healthcare enrollment plan; Expansion of simulation curriculum and training for industry partners; adopted innovative technological advancements.
- Promotes evidence-based clinical-based instruction across the healthcare disciplines and fosters an environment of continuous quality improvement of pedagogy and practical instruction.
- Ensures sound fiscal practices and accuracy of all reports required by local, state, and federal agencies.

Accomplishments:

Academic Quality & Student Success:

- Health Science Center: Led the college to launch and opening of the 50,000 square foot Leo & Mabel Scott Health Science Center that consists of two floors that house five skills labs, five classrooms, two large computer labs, and one large lecture hall. Contains a 5000 square foot Simulation Center facility that includes realistic patient care simulated environments that help our students bridge the gap between theory and clinical practice. Extending the facility to the community and not-for-profit

organizations (2016).

- Established top 10 NCLEX-RN pass for rates for the ADN and LVN programs (2017).

Accreditation:

- Led the college through a successful reaffirmation of programmatic accreditation for the Surgical Technology program with CAAHEP/ARC-STSA and guided the CAAHEP-accredited Paramedic AS program off probation to good standing.

Budgeting/Finance/Operations:

- Balanced annual budget of approximately \$2.6 million (FY 2016).
- Enrollment Growth: Lead the nursing programs to achieve year-over-year enrollment growth (FY 2016)).

Strategic Planning:

- Led the development and implementation of standard placement testing for all selective admissions health sciences programs (2018).
- Led the technological advancement of course building, captioning, and student success tracking with the college LMS (Canvas) (2017).

Shared (Participatory) Governance:

- Obtained unanimous consensus from nursing faculty to revise nursing admissions standards and expand matriculation opportunities (2017).

Operational Efficiencies:

- Curricular Advancement: Established a partnership with ATI, the country's largest nursing preparation, and curriculum provider, to provide ongoing admissions and retention monitoring, faculty development and support, curriculum development services, nursing board exam preparation, and augmenting clinical reasoning for students (2017).

Partnerships:

- Established an RN-BSN concurrent degree program at Texas Woman's University, an accelerated program that allows 2nd ADN nursing students to be conditionally accepted into TWU's BSN program and enroll in junior-level courses (2017).
- Partnered with the University of North Texas, Texas Woman's University, and Midwestern State University ADN-to-BSN transfer pathways (2018).
- K-12 Partnerships: Launched 2 Dual Enrollment Fire Academies with local K-12 school districts.

2012-2016

Rasmussen University, Florida

Rasmussen University: a regionally accredited private college that is dedicated to changing lives through high-demand workforce/technical programs and public service. Rasmussen University offers certificate and diploma programs through undergraduate and graduates degree programs online and across its campuses in a supportive, student-centered, and career-focused environment. Since 1900, Rasmussen University has been dedicated to being a primary contributor to the growth and development of the communities it serves. Is committed to helping change lives through education and making a positive impact on society through public service and a variety of community-based initiatives.

Academic Dean (2013-2016): Provides comprehensive leadership for Rasmussen University's Land O' Lakes/East Pasco and New Port Richey/West Pasco campuses that serve all of Pasco County and the Northern Tampa Metro; total budget of \$10,000,000; 35 full-time faculty and 90 part-time faculty, 35 additional employees.

Scope of Responsibility:

- 160 direct reports including Criminal Justice Division Chair; Business Division Chair; Liberal Arts and Sciences faculty; Graphic Design and IT faculty; Health Information and Administration faculty; Physical Therapist Assistant Program Director, Clinical Director, and faculty; Radiologic Technology Program Director and faculty; Business and Accounting faculty.
- Provided leadership in the development, growth, and review of all health sciences, nursing, and general education instruction across the Pasco County campuses.
- Serve as a member of the East Pasco, Central Pasco, and West Pasco Chambers of Commerce.
- Evaluate and analyze programmatic, state, regional, and national accreditation standards and policies: The Higher Learning Commission, Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (COAEMSP), The Florida Board of Nursing, Commission on Collegiate Nursing Education (CCNE), Accreditation Commission for Education in Nursing (ACEN), American Registry of Radiologic Technologists (ARRT), Joint Review Commission on Education in Radiologic Technology (JRCERT), The Commission on Accreditation in Physical Therapy Education (CAPTE), and The Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM).
- Developed and implemented strategies and set the overall direction of new therapeutic and imaging programs.
- Collaborated with healthcare system partners (i.e., Florida Hospital, AdventHealth, Medical Center of Trinity, Bayfront Health, and John Hopkins) to expand clinical training opportunities.
- Oversee division structure, staff professional development, motivation, performance evaluations, discipline, compensation, personnel policies, and procedures.
- Oversee the development and implementation of the healthcare enrollment plan; Expansion of simulation curriculum and training for industry partners; adopted innovative technological advancements.
- Promotes evidence-based clinical-based instruction across the healthcare disciplines and fosters an environment of continuous quality improvement of pedagogy and practical instruction.
- Ensures sound fiscal practices and accuracy of all reports required by local, state, and federal agencies.

Accomplishments:

- Innovation and Technological Advancement: Adopted and implemented vClinical simulation programming that expanded clinical access for students.
- Program Advancement: Successfully launched hybrid and lab intensive Physical Therapist Assistant (PTA) and Radiologic Technology Programs.
- Programmatic Accreditation: Led campus efforts for successful awards of ACEN (Accreditation Commission for Education in Nursing) accreditation for the ADN and LPN nursing programs and CCNE (Commission on Collegiate Nursing Education) accreditation for an accelerated BSN program.
- Innovative Healthcare Labs: Led the college to design and launch labs supporting the Physical Therapist Assistant (PTA) and Radiologic Technology programs.
- Graduate of the Class of 2016 Leadership Pasco leadership development program.

Department Chair for the School of Health Sciences (2012-2013): Support Rasmussen

University's Dean for the School of Health Sciences with the oversight of legacy and new health sciences programs, student learning outcome goals, program growth, strategic planning, new program implementation, evaluation, and support.

Scope of Responsibility:

- 50 direct reports including Criminal Justice Division Chair; Business Division Chair; Liberal Arts and Sciences faculty; Graphic Design and IT faculty; Health Information and Administration faculty; Physical Therapist Assistant Program Director, Clinical Director, and faculty; Radiologic Technology Program Director and faculty; Business and Accounting faculty.
- Provided leadership in the development, growth, and review of all health sciences and biological sciences across the Ocala campuses.
- Serve as a member of the Ocala Chambers of Commerce.
- Evaluate and analyze programmatic, state, regional, and national accreditation standards and policies: The Higher Learning Commission, Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (COAEMSP), The Florida Board of Nursing, Commission on Collegiate Nursing Education (CCNE), Accreditation Commission for Education in Nursing (ACEN), American Registry of Radiologic Technologists (ARRT), Joint Review Commission on Education in Radiologic Technology (JRCERT), The Commission on Accreditation in Physical Therapy Education (CAPTE), and The Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM).
- Developed and implemented strategies and set the overall direction of new undergraduate and graduate degree programs.
- Collaborated with regional healthcare system partners (i.e., University of Florida Health Shands Hospital, North Florida Regional Medical Center, and UF Health Cancer Hospital) to expand clinical training opportunities.
- Oversee division structure, staff professional development, motivation, performance evaluations, discipline, compensation, personnel policies, and procedures.
- Oversee the development and implementation of the healthcare enrollment plan; Expansion of simulation curriculum and training for industry partners; adopted innovative technological advancements.
- Promotes evidence-based clinical-based instruction across the healthcare disciplines and fosters an environment of continuous quality improvement of pedagogy and practical instruction.
- Ensures sound fiscal practices and accuracy of all reports required by local, state, and federal agencies.

2009-2012

EDMC, Atlanta, Georgia

EDMC: Organization headquartered in Pittsburgh, Pennsylvania, offered academic programs to students through campus-based and online instruction, or a combination of both. The institution is committed to offering quality academic programs and strives to improve the learning experience for its students. Its educational institutions offer students the opportunity to earn undergraduate and graduate degrees and certain specialized non-degree diplomas in a broad range of disciplines, including media arts, health sciences, design, psychology, and behavioral sciences, culinary, business, fashion, legal, education, and information technology.

Department Chair for Allied Health (2009-2012): Provide supervision and direction to department professors residentially and online for the Atlanta campus.

Scope of Responsibility:

- 30 direct reports including Surgical Technology faculty; Healthcare Administration faculty; Phlebotomy faculty; Biological Sciences faculty; Pharmacy faculty.

Faculty/Teaching Experience

2018-2019 Content Expert, Health Sciences and Healthcare, Northcentral University

2016-2019 Adjunct Professor, General Sciences, National Paralegal College

2015-2016 Instructor, Biological Sciences, Hillsborough Community College

2012 -2016 Associate Professor, Health Sciences and Biological Sciences, Rasmussen University

2009 -2012 Faculty, Allied Health, and Biological Sciences, EDMC

Community Activities

- Member, Essentia Health Oversight Committee, Duluth, MN
- Member, Moorhead Area Public Schools Champions Committee, Moorhead, MN
- Member, CampusFM, Fargo, ND
- Member, Fargo Moorhead West Fargo Chamber of Commerce, Fargo, ND
- Member, West Fargo Public School Equity & Inclusion Task Force, West Fargo, ND
- Member, Detroit Lakes Chamber of Commerce, Detroit Lakes, MN
- Member, Denton Black Chamber of Commerce, Denton, TX
- Board of Directors, Greater Denton Arts Council, Denton, TX
- Member, The Greater Pasco Chamber of Commerce, New Port Richey, FL
- Member, Leadership Pasco, New Port Richey, FL
- Member, Ocala/Marion County Chamber & Economic Partnership, Ocala, FL
- Member, The Hispanic Chamber of Commerce of Tampa Bay, Tampa, FL

Awards and Leadership Development

- Fellow, Aspen Institute College Excellence Program Rising Presidents Fellowship, 2021
- Minnesota State Community and Technical College President's Award of Achievement of the Year, 2020
- Partners in Leadership Program, 2020
- Fellow, Thomas Lakin Institute for Mentored Leadership, President's Roundtable, 2018
- Graduate, Leadership Pasco, 2016

Selected Professional Activities

- American Association of Community Colleges (AACC)
 - o Commission on Student Success, 2021-present
- ACAD (Formerly the American Conference for Academic Deans)
 - o Board Member, 2017-present
 - o Executive Committee and Chair for Governance and Board Development, 2020-present

- American Medical Association (AMA), Member, 2004-present
- Higher Education Research and Development Institute (HERDI) Innovate, Board Member, 2021-present
- NASPA (National Association of Student Personnel Administrators), James E. Scott Academy, Board Member, 2021-present
- NASPA (National Association of Student Personnel Administrators), Member, 2016-present
- Texas Association of Black Personnel in Higher Education (TABPHE), Member, 2018-2019
- Texas Association of College and University Student Personnel Administrators (TACUSPA), Member, 2018-2019
- Texas Community College Instructional Administrators (TCCIA), President-Elect, 2017-2019

Selected Workshop/Convention Presentations and Publications

- August 2021 *Concordia College Fall 2021 Faculty Workshop
Establishing a Transfer Identity, Excellence Through Diversity, Speaker*
- April 2021 *Academic Black Table Talk, No Justice No Peace: Staying Alive in MN,
Panelist*
- September 2020 *The Jay Thomas Show, Guest*
- June 2018 *TCCIA (Texas Community College Instructional Administrators) Summer
Conference, Title IX, Presenter*
- March 2018 *Roundtable Discussion: Understanding Title IX: Policy, Process & Moving
Forward to Eliminate Sexual Violence on Campus, Roundtable Panelist*
- March 2018 *NAPSA Annual Conference, Roundtable Discussion: Vice President of
Student Affairs (Community Colleges) Discussion*
- January 2018 *ACAD Dean’s Institute at AAC&U Annual Conference, Facing Combative Student
Encounters: Policies and Strategies When Faculty Feel Unsafe or Threatened by
Student Behavior, Facilitator/Presenter*
- November 2017 *TACC (Texas Association of Community Colleges) Texas Pathways Institute,
Roundtable Discussion: Processes for Program Mapping*
- June 2017 *TCCIA (Texas Community College Instructional Administrators) Summer
Conference, Discussion: Dean’s Roundtable – Dual Credit in Texas*
- January 2017 *ACAD Workshop at AAC&U Annual Conference, Discussion: “Drinking From the
Firehose” Two African American Deans Reflect on Their Leadership at Private
Colleges/Universities in the Midwest and Southern California*
- January 2017 *AAC&U Annual Conference, Discussion: Advancing Roadmaps for
Community College Leadership to Improve Student Learning & Success*