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SUMMARY OF QUALIFICATIONS

- Over Thirty years of progressively responsible and diverse experience in community college administration at single and multi-campus districts, and in various states.
- Strong track record of leadership in college-wide operations involving curriculum, planning, instruction, accreditation, budgeting, student services, physical plant, construction, facilities design, human resources, information technology, development, partnerships, distance learning, economic and workforce development, labor negotiations, international partnerships, and legislative advocacy.
- Expertise in quality principles, practices, metrics, design thinking, innovation and continuous improvement.
- Experience in leading and implementing successful, college, as well as community-wide strategic planning processes, grounded in strategic assumptions, and an assessment of the future, designed to improve student success and planned growth.
- Experience in working with boards of trustees, policy governance systems, local, state, and federal offices, legislators, advisory boards, collective bargaining groups, media, businesses, local schools, foundation boards, diversity groups, other higher education institutions, as well as with community leaders and organizations.
- Writing and teaching experience in higher education, management, leadership, change practices, quality, and business, at both the graduate and undergraduate level, as well as serving on doctoral committees.
- Significant involvement at the national and state levels having testified before congress and state legislatures, as well as leadership roles in national and state organizations such as the American Association of Community Colleges (AACC), the Center for Community College Student Engagement (CCCSE), the Continuous Quality Improvement Network (CQIN), the Higher Education Resource Development Institute (HERDI), the Michigan Community College Association (MCCA), and many others.

EDUCATION

Ph.D., Higher Education Administration, (May, 1990).

Dissertation: A Study of the Relative Effect of the Community College on Transfer Students: Achievement and Satisfaction.

Iowa State University, Ames, Iowa

M.B.A., Business Administration. Cum Laude, (May, 1984).

St. Ambrose University, Davenport, Iowa

B.A., Business Administration. Cum Laude, (May, 1981).

A.A., Liberal Arts, (May, 1979).

Mount St. Clare College, Clinton, Iowa

POST GRADUATE WORK

Harvard Graduate School of Education, Higher Education Institute, *Harvard University*, Cambridge, Massachusetts, June, 2011.

Executive Leadership Institute of the League for Innovation in the Community College, Washington D.C., August 4-9, 1996.

Graduate, The Professional Administrators Development Institute (PADI), of the American Association of Community Colleges (AACC), July, 1994.

Governance Systems Professional (GSP) Certification, Govern for Impact, May 2019.

PROFESSIONAL EXPERIENCE

PRESIDENT

Jackson College District (2001 to Present)

2111 Emmons Road, Jackson, Michigan 49201-8399

- Serve as the President of the College and as Chief Executive Officer of the Board of Trustees.
- Provide leadership in the advancement of student achievement of targeted learning goals, student success, student equity performance gains, transfer and associate degree outcomes.
- Direct a progressive, high quality, access and completion-focused educational program for the institution using the design principles of a "Learning-College" and "Guided Pathways".

- Report and submit to the Board, policy recommendations concerning all matters that affect the College and that are within in Executive Limitations (per Policy Governance).
- Provide support and assistance to the Board of Trustees in advancing the College mission.
- Provide vision and leadership and be ultimately responsible for the achievement of the strategic direction of the College, grounded in strategic assumptions.
- Formulate and submit recommendations to the Board regarding facilities, construction, major maintenance, improvements in buildings and grounds and related legal matters.
- Provide aggressive institutional research efforts to advance and substantiate long-range planning, organizational direction, and validation of performance objectives (ENDs – per policy governance) utilizing valid, reliable, and normative data.
- Advise the Board of Trustees on policy development and review.
- Represent and speak, on behalf of the Board of Trustees and the College, at the community, state, and national levels, lending influence to the development of local, state, and national policies.
- Develop and, upon approval by the Board, administer annual, certified budgets that result in clean audits.
- Expand the College's role in community and regional development.
- Serve as an advocate for the funding needs of the College to Congress, the State legislature, the general public, the media, the foundation, potential donors, and other decision-making bodies.
- Within the limits of the budgets approved by the Board of Trustees, responsible for approval of requisitions for significant purchases for the instructional and operational programs of the College.
- Ensure that appropriate wage and benefit structures are developed and deployed, ensuring proper controls and authorize specific salary and wage plans.
- Establish multiple communications channels throughout the organization, and in the broader community to promote dialogue, discussion, and the advancement of the institution and its mission.
- Participate in local, state, regional, and national organizations devoted to improvement of education, and especially the community college.
- Expand upon quality and service standards to support the current and emerging needs of students, including students with special needs, utilizing innovative practices.
- Ensure the continued accreditation of the College district through on-going effectiveness efforts, as well as responsiveness to the directions Higher Learning Commission under the alternative AQIP pathway, and pursue program accreditation as deemed essential.
- Responsible for overall district administration including academic programming, faculty and staff personnel matters, financial operations, student life, and plant.

- Provide a safe and welcoming environment for all people, with a particular focus upon diversity, inclusion, international students, as well as persons with disabilities.
- Promote an evidence-based culture of accountability, which guides innovation, implementation of best practices, and continuous quality improvement.
- Lead major fundraising efforts and provide direction to the College's Foundation Board and development office staff.
- Provide for a strong institutional economic and workforce development strategy in partnership with other community-based, regional, and statewide activities.
- Provide direction and goals for team-based negotiations with employee groups.

Partial Listing of Accomplishments as President of Jackson Community College:

Accountability, Strategic Planning, Quality and Board Governance

- Directed the College through a significant transition from ground-based operations, across five instructional sites, to a completely virtual-based operational and instructional college, in March 2020, due to the novel Coronavirus. Subsequently transitioned to predominately virtual, with ground-based labs, for fall 2020.
- Spearheaded a comprehensive approach to institutional strategic objectives planning resulting in the creation of FY '03-'08, '09-'13, '14-'17, '18-20 plans, which are board-reviewed on a quarterly basis. Beginning with the FY '14 plans, they are now structured on an annual perpetuating basis as Strategic Objectives, grounded by Strategic Assumptions, and is reviewed and advanced monthly by the Strategic Planning Council.
- Launched a College-wide implementation of an alternative quality accreditation methodology – Academic Quality Improvement Project (AQIP). In addition, I provided leadership for the implementation of Baldrige Performance Excellence Program throughout the College including the use of numerous quality tools.
- Revise annually all of the College's and Board policies, including metrics and incorporating "best/promising practices" elements, as well as normed data sets for all Board ENDS.
- Established a Quality and Institutional Effectiveness Department as a resource arm to the entire college that provides assistance with institutional research, accreditation, benchmarking practices, dashboards, and continuous quality improvement processes.
- Actively engage in annual quality strategies with the Leadership Council through participation in the Continuous Quality Improvement Network (CQIN) implementing at least one continuous improvement action each year.
- Created a comprehensive 5-Star Talent formula that provides for an extensive recruitment, onboarding, development and retention strategy for all new and sustaining employees.
- Beginning in 2019, began a comprehensive updating of board policies and policy governance practices, which continue through 2020.

- ❑ Accepted as a Board Member Institution of the League for Innovation in the Community College in 2019, and continuing in good standing.

Student Engagement, Success and Diversity

- ❑ In 2020, we added a small number of Tiny Homes to campus to be of service to single parent, or married couples, and created a system of providing complete wrap-around services including child care, part-time employment, academic support, medical support, training and food support, and mentoring support.
- ❑ In 2019, we made even further progress on our goal to eliminate an equity challenges across the curriculum, specifically, the percent of our African American students completing both college-level math and English in their first year increased an amazing 25 percentage points.
- ❑ 2018, permanently placed student success navigators in local school districts.
- ❑ In 2018, launched efforts at serving the 'whole students' based upon research and project prototyping, focusing on food and housing security, as well as transportation, dental health, etc.
- ❑ In 2017 created and launched the construction of the Oasis Center, to provide mental health supports for students.
- ❑ In 2017, we concluded our institutional work with Guided Pathways, though reporting continues through 2018 and organizational practices are being scaled.
- ❑ In 2017, Jackson College became the first of administer Phi Theta Kappa International Honors recognition and membership to student inmates, which was achieved after significant work with the PTK board to grant such recognition for the first time in the organization's history.
- ❑ In 2016, we were successful in being selected for the Gates' Funded Guided Pathways Initiative, administered through the American Association of Community Colleges, together with 29 other community colleges nationally.
- ❑ In 2016 formally launched the Total Commitment to Student Success (TCS²) initiative.
- ❑ In 2016 implemented a 'scaled-up' Student Navigator structure that is client-based that resulted in a significant improvement in student to advisor ratios of 1:200, but also enhanced the number of student contacts each semester.
- ❑ In 2015, Jackson College was selected as one of 69 institutions of higher education as part of the Obama Administration's Second Chance Initiative for providing Pell Grant funding to inmates. Jackson College was allocated the largest authorization of students in the nation.
- ❑ In 2015 designed, developed and launched the first ever student union on campus. Called the Jets Hangar, the space provides for co-curricular interaction among students, dining, gaming, and security and is also open to the public.
- ❑ Created the College's first Student Judiciary Council to attend disputes involving students.

- ❑ Created the College's first Student Ombudsman as an advocate for all students.
- ❑ By 2010 doubled the size of the College in terms of enrollment, diversity enrollment, percentage of full-time students, and total international students (the College enjoyed the 4th largest enrollment level in its history).
- ❑ Based on institutional data, and experience with Achieving the Dream, and The Community College Survey of Student Engagement (CCSSE), implemented student success strategies including mandatory orientation, mandatory placement, no late enrollments, and paid up registrations, despite a projected revenue decline.
- ❑ Created the College's first Director of Student Life position designed to establish the first-ever student government and advance student activities.
- ❑ Created a first-ever Center for Diversity which includes specialty support programs for African American males and females called 'Men of Merit' and 'Sisters of Strength'.
- ❑ Created an International Student Institute in the District including facilities, staffing, and related budgets.
- ❑ Funded and developed the college's first student housing project; launched the creation of a second student housing facility based upon the success of the first. A third 200-bed facility was completed by 2015.
- ❑ Reintroduced multiple sports programs in 2006 after they were eliminated in 1984.
- ❑ Received national 'Leader College' recognition from Achieving the Dream in 2014, and again in 2017, with an application submitted for 2018.
- ❑ Received 'Silver Status' as a Veteran Friendly College by the Michigan Veterans Affairs Agency (MVAA) in 2013 through 2015, and then 'Gold Status' in 2016 and continuous thereafter.

Capital Projects and Planning

- ❑ Beginning in 2022, the College will undertake a three-year plan to transform the 'mall' on the College's Central campus into a large, multipurpose common area, with large gathering spaces, performance areas, and vegetation.
- ❑ In 2020, the College constructed a rain detention pond/campus entry lake to attend to a taxed drainage infrastructure system.
- ❑ Added 6 Tiny Homes as part of the Campus View Housing system purposed for single and married student parents. Two of the homes were paid for by the Jackson College Foundation.
- ❑ In 2018 completed a vehicular beltway around the whole of the College's Central Campus and included a physical fitness 1.25-mile walkway in close proximity.
- ❑ In 2017, constructed an Oasis Center (i.e., mental health area) and a dental hygiene laboratory.
- ❑ Renovated the College's performing arts facility lobby at \$.750MM made possible from principally private funds.

- ❑ Initiated and obtained CCSTEP funding of over \$3MM for career and technical education program equipment from the State of Michigan.
- ❑ Initiated planning, design, financing and construction for the creation of the Jackson Preparatory & Early College Building on the Central Campus
- ❑ Obtained legislative funding authorization of \$19.5MM for the renovation and expansion of Walker Hall, a classroom and student services/support facility with construction completed in 2016.
- ❑ Designed and renovated an 11,000 sq. ft. facility to create the Jets Hangar, a student union space, which opened in 2015.
- ❑ Created a separate Jackson College Housing Authority to construct a third student housing facility with 202 beds, utilizing investor funding and no college debt and constructed in 2014-15.
- ❑ Obtained legislative and board support for several, multi-million-dollar construction projects for a science building renovation; creation of an Information Technology Center, a Center for Health Professions; a major renovation of our career and technical program building, and the creation of a new Health Laboratory Center.
- ❑ Opened a new North Campus through a partnership with the College's Foundation in 2012. The second phase of expansion occurred in early 2015.
- ❑ Obtained \$15MM from the state legislature for a Center for Health Occupations.
- ❑ Obtained \$22MM from the Michigan legislature to develop a comprehensive, multi-discipline, patient simulation center, hospital simulation wing, and nursing and allied health center.
- ❑ Renovated McDivitt Hall through the sale of excess property and internal resources for \$5.9MM
- ❑ Developed the College's first comprehensive capital and master site plan.

Fundraising

- ❑ Obtained over \$750K for renovation of Potter Center Grand Lobby and associated art gallery;
- ❑ Obtained authorization as one of 69 community colleges and universities nationally to participate in the Pilot Pell program for incarcerated persons. Jackson College was given the largest authorization in the nation, and is responsible for administering the program throughout the entire state of Michigan;
- ❑ Obtained grant funding support from the Bill and Melinda Gates Foundation, through the American Association of Community Colleges (AACC) for participation, as one of 30 community colleges selected nationally for the initial Pathways Program.
- ❑ Obtained a \$5.2 MM grant for instructional equipment in three program areas: dental hygiene, advanced manufacturing, and culinary arts in 2015.

- ❑ Obtained the college's first Trio and Title III grants, both were renewed at the conclusion of the first grant period.
- ❑ Obtained a multimillion-dollar gift for renaming and expansion of the College's North Campus.
- ❑ Obtained \$1-Million-dollar private gift for a Health Center renovation project that included an experimental/simulation center.
- ❑ Established, and raised funding for the college's first two Faculty Endowed Chairs of \$1 Million each.
- ❑ Worked cooperatively with the Foundation Board and Foundation leadership resulting in the launch of the College's first campaign.
- ❑ Successful in writing and obtaining a number of grants including Achieving the Dream, TRIO, Alternative Energy, and others.
- ❑ Provided leadership for the feasibility assessment and pursuit of three countywide millage requests.
- ❑ Pursued and received state funding for returning veteran's program, which led to the creation of a Veteran's Center on the College's Central Campus.
- ❑ Received numerous grants for various operational and instructional programs through a contracted grant writer.
- ❑ Raised private monies the resulted in the creation of a College Clock Tower on the Central Campus, which now serves as the logo for College publications and promotion.

K-12 and University Alignment and Partnerships

- ❑ We launched a virtual college partnership with the United States Navy, Marines, an Coast Guard in 2020 providing credit for prior learning, as well as the delivery of courses.
- ❑ In 2018, we are currently in partnership discussions with the Central Michigan University that will hopefully result in their presence on the Central Campus in the University Center.
- ❑ In 2018, launched the Jackson County Early College in partnership with all Jackson County public schools, providing dual enrollment options for all area students.
- ❑ Launched the formation of the Jackson Preparatory and Early College (JPEC) a public school academy in response to a community request in 2014. The JPEC is located on the College's Central Campus, serving students in grades 6-13 who conclude their studies with both a high school diploma and an associate's degree, all at no cost to the student or parent.
- ❑ Participated in the creation of the Jackson Area College and Career Connection Early/Middle College (JAC3) partnership with area businesses, the Jackson Counter Intermediate School District, the Jackson Area Manufacturers Association (JAMA), and

the Enterprise Group launched in 2014. It is a 3-year program that creates a pathway for high school students to earn both a diploma and an Associate's Degree,

- ❑ Initiated and provided leadership for creation of the JCHEA (Jackson County Higher Education Alliance) a collaborative and communications partnership with all county higher education institutions.
- ❑ Launched multiple Math Summits for purposes of improving student academic performance while in school. The event brought high school and college faculty together to ensure a seamless curricular and skills transition for students.
- ❑ Created a partnership with the Lenawee County Vocational Technical Center, 29,000 sq. ft.), resulting in the construction of a College facility at the Vo-Tech campus, completed in 2003.
- ❑ Created an early college in partnership with Lenawee County schools in 2009.
- ❑ Serve as an active member of the Jackson County Superintendents Association.
- ❑ Launched reading preparation programs in partnership with area schools.

Instruction and Workforce Development

- ❑ Implemented Guided Pathways, ensuring that we continuously clarify the path of our academic programs, provide holistic student supports as students enter and make progress through their academic pathways, and always ensure that high-quality and relevant teaching and learning occur across our classrooms. The percentage of our students earning at least 15 credits in their first year doubled from 25% to 50% by 2020.
- ❑ Implemented, and fully scaled innovative corequisite developmental education models, including in writing, reading, and mathematics. In a 2019 campus visit conducted by the Community College Research Center (CCRC), experts shared that our College's corequisite models were some of the best they had seen in the nation.
- ❑ In 2018, launched 7-week semesters and scaled fully for FY '20, which by Winter Semester 2020, led to a 11% increase in student success rates compared to traditional 15-week classes.
- ❑ Progress continues in a College-wide approach to competency-based education, which began with our first fully CBE program approved by the Higher Learning Commission in 2018.
- ❑ In 2018, in process for the creation of an Advanced University and Robotics Center on the College's Central Campus.
- ❑ In 2018, completed a comprehensive review of all course/program prerequisite requirements for students.
- ❑ In 2017, launched Text Book Zero (TBZ) providing all instructional materials in a digital format, many of which were Open Educational Resources (OER) sourced.

- ❑ In 2016, with the opening of a New Walker Hall building, we created a 'Sandbox' designed to provide a venue for instructional discussion, innovation, planning, and experimentation.
- ❑ In 2016 began work on the implementation of Guided Pathways for academic progression, with full implementation beginning in 2017.
- ❑ Initiated new program creation in agriculture and dental hygiene, involving property acquisitions and renovations in 2017.
- ❑ In 2015 created and made permanent the role of Adjunct Faculty Director.
- ❑ Expanded efforts around workforce education in staffing and programming, including the requirement of an internship for all associates degree completers.
- ❑ Provided state leadership and testimony for the creation of the community college baccalaureate program, resulting in two baccalaureate degrees for Jackson College: Energy Production Management and Culinary Arts. Working to advance SB 98, which would provide additional programs for the college.
- ❑ In 2015 undertook the process of redefining general education outcomes for all associate degree programs.
- ❑ Elected as incoming board chair of the Jackson County Enterprise Group in 2015, the region's economic development association. I also serve as a member of the Lenawee Economic Development Association.
- ❑ Began the implementation of the structured pathways process with faculty resulting in six paths: Business and Computer Technology, Health Sciences, Human Services, Liberal Arts, Science, Engineering, and Math (STEM), and Skilled Trades and Agriculture.
- ❑ Launched an aggressive international component in an effort to provide global learning outcomes. International enrollment has grown significantly since 2014.
- ❑ Received a \$5.2MM grant for instructional equipment in targeted career areas in 2015.
- ❑ Wrote and succeeded in obtaining a \$700,000 grant to implement a Career Liaison Program across the entire state for the Michigan Economic Development Department. To date, Jackson College has developed over \$1.2MM in training projects through the program.
- ❑ Led the advocacy to pass the \$50 Million Michigan New Jobs Training Program legislation, which uses income tax diversion of newly hired employees to fund training. Over \$8MM has been obtained by Jackson College for area training programs.
- ❑ Provided leadership for the creation of the state's first corporate university with Foote Health Systems.
- ❑ Ensured the development and launch of new instructional programs including Radiologic Technology, Chemistry Technician, Echocardiography, expanded Fine Arts, Theater, Agriculture, Dental Hygiene, Sports Management, Media production, Advance Manufacturing, Sustainability, and others.
- ❑ Increased the number of full-time faculty in the district.

- ❑ Developed a partnership with an adjunct faculty recruitment program with a state-based company, EDU-Staff.
- ❑ Lead the President's Leadership Council through an extensive, 3-Day Negotiations, and Labor/Management Agreement, and Labor Relations Training Program.
- ❑ Working toward a competency-based learning environment by FY 2017.
- ❑ Preparing the College to be textbook-zero by 2017.
- ❑ Implemented a system of 13 beliefs at the college, which were also incorporated into the college's hiring protocols, evaluation systems, and performance recognition programs.

Strategic Positioning and Community Relations

- ❑ In 2018, re-created the Community Advisory Groups, as well as Student Advisory Groups and Diversity Advisory Groups for obtaining community input on the College's direction.
- ❑ In 2016, partnered with other community organizations to create the Anchor Initiative, focused upon the redevelopment of Downtown Jackson, Michigan.
- ❑ Initiated a comprehensive market assessment of Jackson, Hillsdale and Lenawee counties regarding regional student, parent, and employer needs.
- ❑ Created Easter Egg and Halloween programs on the College's central campus for parents and young persons in order to further community engagement.
- ❑ Directed the creation of multiple marketing opportunities including the creation of a media partnership with JTV (channel 17) promoting activities at the College through the weekly and monthly programming.
- ❑ Developed an agreement with the Michigan Shakespeare Festival Board that resulted in the permanent relocation of the festival grounds to the college campus.
- ❑ Arranged for the donation of a 78,000 sq. ft. facility in downtown Jackson, for the College's expansion, as part of the community's "Grand New Vision."
- ❑ Provided leadership for *Jackson 20/20*, a civic engagement, community-wide re-invention effort with multiple strands of work.

State- and National-Level Advocacy

- ❑ Served as the Board Chairman of the American Association of Community College's (AACC) Board of Directors.
- ❑ Serve as Chair of the Board for the Higher Education Research and Development Institute (HERDI).
- ❑ Served as the Co-Chair of the American Association of Community College's Higher Education Act (HEA) Reauthorization Committee advancing the organization's priorities.

- ❑ United States Congressional Testimony entitled: *“Accreditation as Quality Assurance: Meeting the Needs of the 21st Century Learning”* delivered to the United States Senate Committee on Health, Education, Labor and Pensions (HELP), on 12.12.13.
- ❑ United States Congressional Briefing: *“Higher Education Act Reauthorization: New Policies for Changing Community Colleges”* United States Capitol, on 06.06.16.
- ❑ Participate annually with members of the College’s Board of Trustees in the National Legislative Seminar (NLS) conducted jointly by the American Association of Community College (AACC) and the Association of Community College Trustees (ACCT) in Washington, D.C.
- ❑ Active in continuing legislative work and testimony that resulted in the creation and expansion of the Michigan New Jobs Training Program and the Community College Baccalaureate Authority.
- ❑ Provided state leadership in launching the State’s No Worker Left Behind program.
- ❑ Active in work with the American Association of Community Colleges’ work in the 21st Century Commission that work concluded April 2014, serving on both the Steering Committee and Co-Chairing Team 7 focused upon mission redefinition.
- ❑ Very active in state legislative committee work, lobbying, and testifying on a variety of program that advance the agenda of the Michigan Community College Association generally, and Jackson College in specific.

PRESIDENT

Southeastern Community College District (1997 to 2001)

1015 South Gear Avenue, P.O. Box 180, West Burlington, Iowa 52655

- Served as the President and Chief Executive Officer (CEO) of a multi-campus, multi-center, Merged Area XVI, reporting directly to a locally elected Board of Trustees.
- Served as the Chief Administrative Officer of the College-County Fair Services Agency facilities, a jointly-owned operation.
- Responsible for the interpretation and enforcement of Board Policies, recommending any changes necessary to maintain sound operation of the College.
- Represented and spoke for the Board of Trustees and the College at the community, state, and federal levels, lending influence to the development of local, state, and national policies.
- Recommended to the Board of Trustees personnel actions, which are reasonable and fair, and in the best interest of the College and community.
- Developed and, upon approval by the Board, administered annual and certified budgets of over \$26 Million dollars.
- Initiated and maintained programs and services within the institution that fulfill the mission of the College, and meet the needs of the constituency, to the greatest extent possible.

- Served as an advocate of the funding needs of the College to the legislature, the general public, the College foundation board, the Iowa Department of Education, potential donors, and other decision-making bodies.
- Responsible for overall district administration including academic programs, faculty and staff personnel matters, financial operations, student life, athletics, physical plant, and serves as liaison to various publics of the district.
- Responsible for establishing a positive environment, including the ability to combine collegiality and consensus building with readiness to make difficult decisions.
- Provided leadership in initiating change and lead the College in a renewed vision and mission based on the mission of a comprehensive community college.
- Ensured the continued accreditation of the College district through on-going effectiveness efforts, as well as responsiveness to the directions of the North Central Association of Colleges and Schools (NCA) and the Iowa State Department of Education.
- Worked in a collegial fashion with the 14 other Iowa Community College Presidents (IACCP), the Iowa Association of Community College Trustees (IACCT), as well as the Executive Director of the IACCT.
- Responsible to develop and implement long-range plans for the College with emphasis on curriculum, program review, and assessment.
- Provided leadership in the increased use of instructional technology in the district.
- Expanded and promoted the College's role in economic, workforce, and community development.
- Advocated regularly at the State Capital in Des Moines for state support, training grants, and special programs. Received state support for construction of a new trades building on the central campus.
- Served as adjunct faculty teaching higher education graduate courses at Iowa State University.

Partial Listing of Accomplishments as President of Southeastern Community College:

Accountability, Strategic Planning, Quality and Board Governance

- ❑ Provided leadership resulting in the College receiving 10-year accreditation from both the North Central Association of Colleges and Schools (NCA), and the Iowa Department of Education.
- ❑ Spearheaded the college's strategic planning and ongoing evaluation efforts.
- ❑ Directed the creation of the college's first "President's Annual Report" sent to all mailbox holders in the region as an accountability report to the constituency.
- ❑ Transitioning employee benefits program to employer provided vs. employee provided.

Student Engagement, Success and Diversity

- ❑ Established a new student residence apartment development at the college with the first three-story unit built in 6 months and opened fall, 2000.
- ❑ Expanded efforts of TRIO through obtaining Upward Bound grants.
- ❑ Provided support for men's basketball team that won the NJCAA National title in 2000.

Capital Projects and Planning

- ❑ Established two of the first-ever instructional centers in the district located in Mount Pleasant, and in Fort Madison, Iowa.
- ❑ Purchased 49.16 additional acres of adjoining property for future development.
- ❑ Constructed a new, four-story student housing project on the central campus.

Fundraising

- ❑ Initiated the first ever capital campaign entitled "Extending the Excellence" raising over \$3 Million in cash, pledges, and gifts.

K-12 and University Alignment and Partnerships

- ❑ Established new articulation agreements with multiple baccalaureate-granting institutions in the region that promotes ease of transfer for students.
- ❑ Established alternative school partnerships with area school districts for at-risk students.

Workforce Development and Academics

- ❑ Continued annual credit enrollment gains as a result of instructional program development, review, and the introduction of new programs.
- ❑ Increased the number of full-time faculty in the district.
- ❑ Successful in modifying legislation resulting in each Iowa community college obtaining specific district funding in Accelerated Career Education dollars – SCC received over \$585,000 in the first two years.
- ❑ Restructured the college's continuing education area and created the Center for Business and Industry Services – a fully self-supporting operation.
- ❑ Obtained grants from e-College for the creation of internet-based courses.
- ❑ Coordinated efforts with regional community colleges to create two separate community college consortia for internet course delivery of an associate degree.

Strategic Positioning and Community Relations

- ❑ Conducted the first comprehensive marketing analysis in the region that has resulted in the development and implementation of new instructional programs.
- ❑ Established the college's first Marketing Director and Grant Writer positions.

EXECUTIVE VICE PRESIDENT, EDUCATIONAL AND STUDENT SERVICES

Western Nebraska Community College (1995 to 1997 - Promotion)

1601 East 27th Street, Scottsbluff, NE 69361

- Senior Executive Officer reporting directly to the President and responsible for the development, administration, and the supervision of the Educational Services, Student Services, and Information Services for the entire College District.
- Served as the senior administrator of the College in the absence of the President.
- Acted as the capacity of Chief Academic Officer and Chief Student Services Officer, as well as advisor to the Board of Governors, President, other administrative personnel, faculty, staff, and students on matters related to the instructional and student services programs.
- Provided assistance to the President; chaired and participate on a variety of boards, commissions and committees; and prepared and presented staff reports as required.
- Responsible for the preparation and administration of the Educational, Student, and Information Services general fund budget of over \$10 Million dollars. Coordinated grant projects; forecasted funds; and approved expenditures.
- Responsible for making recommendations to the President for employment and retention of personnel assigned to the Educational, Student, and Information Services areas in accordance with the Policies of the WNCC Board of Governors.
- Responsible for the continued development and implementation of instructional programs, and other operations at the Sidney Campus and at the Alliance Center.
- Reviewed and recommended to the President all changes in instructional and student affairs including staffing patterns, curricular offerings, academic policies, student policies, non-traditional programming, and information services.
- Served as the representative for the Western Technical Community College Area on the State Council of Chief Academic Officers, Council of Chief Student Services Officers, and the FTE/REU Audit Committee.
- Supervised the activities of all WNCC District Division Chairpersons, the Dean of Instruction, The Dean of Student Services, the Sidney Director, the Alliance Center Director, the Executive Director of Information Technologies, the Director of Institutional Research, and varied support staff.
- Chaired the College's Strategic Planning Committee charged with developing a 3-5 year plan coordinated with our impending NCA comprehensive visit in 1999-2000. Responsible for the integration of the plan into the College's daily operations.
- Responsible for North Central Association accreditation and related requirements.
- Ensured the advancement in information technologies, including telecommunications, campus computing, vocational equipment, and the Internet.
- Oversaw all matters of student discipline, grievances, harassment and appeals; respond to and resolve difficult and sensitive student inquiries and complaints.

- Served as the Chair of the Educational Services Council, the Student Services Council, the District Reduction-in-Force (RIF) Committee, the Research and Analysis Committee, the Strategic Planning Committee, the Educational and Institutional Technology Committee, the Faculty Evaluation Committee, and the Council of Division Chairs.
- Represented WNCC to other colleges, elected officials, and outside agencies;
- Attended and participate in professional group meetings, and stayed abreast of new trends and innovations in the field of student services.
- Oversaw the production of college catalogs and calendars, coordinated Student Services Calendar of Activities, and oversaw the development of class schedule and marketing efforts.
- Helped to build a lasting Memorandum of Agreement with Chadron State College regarding partnership between the institutions involving distance education, articulation, and facilities.
- Reduced the number of academic and non-academic divisions from nine to six. Supervised these divisions, which included: Business; Applied Technology; Social Science; Mathematics, Science, and Physical Education; Language and Arts; and Health Occupations.
- Worked with a committee to implement an area-wide integrated database system.
- Participated with the other five academic officers across the state in establishing a General Education Transfer Initiative with baccalaureate-granting institutions in NE.
- Worked to establish a new Library/College Center facility in Alliance, funded with a community approved one-cent sales tax. Worked with the Sidney community to build a new aviation maintenance instructional facility located at the airport.
- Worked with the Dean of Instruction to cluster our curricula to ultimately reduce the number of programs available to eight, each with a series of award options.
- Worked with division faculty to establish a Railroad Operations program and a Medical Records Technology program for the fall, 1996. Developed a new Information Technology Degree program, and an A.D.N. program.
- Worked with area high schools to establish ED*NET, a cable channel operation, for the delivery of educational programming to the service area.
- Re-established the Curriculum & Instruction and the Student Services Committees to the Board of Governors to involve them in more of the College's direction-setting.
- Lead a campus-wide effort to purchase and implement a new system-wide, integrated, relational database software program on campus to replace the current MIS program.
- Served as the primary author of a \$2.7-million-dollar Title III grant for telecommunications delivery of education throughout the College's service area.

VICE PRESIDENT, EDUCATIONAL SERVICES

Western Nebraska Community College (1993 to 1995)

- Reported directly to the President and was responsible for the development, administration, and the supervision of the Educational Services program.
- Served as the administrative head of the College in the absence of the President, and represented the College at meetings and events as assigned by the President.
- Established a minimum computing and software standard on campus and purchased a computer for each faculty member.
- Prepared and administered the Educational Services budget of over \$7 million.
- Made recommendations to the President for employment and retention of personnel assigned to the area of Educational Services in accordance with College policies.
- Chaired a faculty Instructional Improvement Committee that developed and implemented a comprehensive portfolio-based, OCR-assisted faculty evaluation system, as well as an upward evaluation system for the Division Chairs, the Dean of Instruction, and the Vice President.
- Supervised academic and non-academic divisions including: Business; Applied Technology; Social Science; Mathematics, Science, and Physical Education; Language and Arts; Health Occupations; Service Occupations; Technical Occupations; and Industrial Occupations.
- Reviewed and recommended to the President all changes in instructional affairs, including staffing patterns, curricular offerings, policies, programming, and information services.
- Served as the representative for the Western Technical Community College Area on the State Council of Chief Academic Officers, serving as its President during 1994-1995, and the Co-Chair of the Statewide FTE/REU Audit Committee.
- Supervised the activities of all WNCC District Division Chairpersons, the Director of the Practical Nursing Program, the Dean of Educational Services, the Sidney Campus Manager, the Alliance Center Director, the Director of Information Services, the Tech-Prep Coordinator, the Director of Institutional Research and Evaluation, and varied support staff.
- Served as the Chair of the Educational Services Council, the District Reduction-in-Force (RIF) Committee, the Practical Nursing Committee, the Instructional Technologies Committee, and the Faculty Evaluation Committee.
- Advanced the computing efforts of the college by moving to an instructional windows-based (GUI) computer environment; increased the number of computer resources available to students; worked with Administrative VP and faculty to establish an Academic Computer Center; established a plan and purchased a portable computer laboratory; and expanded our Multimedia Development Center's staffing, space, and budget.
- Served as Chair of the Distance Education Committee charged with establishing a distance education presence throughout the service area.

- Provided a smooth transition of vocational programs and change of campus status at Sidney to center status.

EXECUTIVE DIRECTOR, BUSINESS AND INDUSTRY INSTITUTE

Johnson County Community College (1990 to 1993)

12345 College Blvd., Overland Park, Kansas 66210

- Supervised an instructional division of professional staff responsible for business and industry related programs in the areas of computing, applied business and office skills, management development, economic development, industrial/technical training, quality and productivity, teleconferences, contract training, workplace literacy and basic skills, and the Small Business Development Center.
- Prepared and monitored the division's general fund, and the adult supplementary, state, and federal budgets of over \$ 2.5 Million dollars.
- Managed program related functions including: hiring and supervising staff, curriculum development, approving contracts, grant writing, monitoring expenditures with respect to quality and cost effectiveness, marketing, and maintaining a working relationship with other College academic divisions, local chambers of commerce, and local, state, and county economic development agencies.
- Instrumental in the State's writing and application process and eventual receipt of a six-year federal \$ 12.9-Million-dollar National Institute of Standards (NIST) grant from the United States Department of Commerce. The grant provided assistance to small manufacturers incorporating the use of current and emerging technologies.
- Served on a campus-wide committee for the acquisition and implementation of a new computer platform and an integrated relational database (i.e. SCT) software program.
- Worked collaboratively with the Kansas Legislature, the Kansas Department of Commerce, and the Kansas Department of Education to establish and maintain training, education, and economic development initiatives.
- Served as the College's liaison to the Burlington Northern Railroad Training Center located on the College campus by providing credit classes, personnel, marketing, operational, College coordination, and program assistance.
- Established, monitored, and modified current annual master plans for the division, as well as long-range (i.e. 10-15 year) plans for divisional performance.
- Responsible for the creation, development, and implementation of a 30-station Flexible Computer Laboratory from Carl Perkins Funds for persons with limited academic abilities.
- Provided staff development for faculty, program, and support staff, as well as established guidelines and protocol for curricular offerings.
- Chaired quarterly meetings of the Institute's Advisory Board, which was comprised of 20 representatives of the business, education, and governmental communities.
- Represented the College President at various external meetings, hearings, and briefings.

- Served as an adjunct instructor for the following higher education institutions: Johnson County Community College, 6 hrs./yr., University of Kansas, 3 hrs./yr., Higher Education courses Webster University, 15 hrs./yr. Business, Management, and Leadership courses.

DIRECTOR, TRAINING & ECONOMIC DEVELOPMENT

North Iowa Area Community College (1989 to 1990 - Promotion)

500 College Drive, Mason City, IA 50401-7299

- Implemented, monitored, and managed state economic development programs for the north Iowa area, generating over \$2 Million dollars in company training agreements.
- Designed a computer monitoring program for economic development project auditing and state reporting purposes.
- Worked with community college counterparts to provide information on economic development activities and their effectiveness for the Board and the State legislature.
- Presented monthly reports and authorization requests for economic development agreements and bond sale agreements to the College's Board of Directors.
- Worked with legal counsel and an investment banker for contractual agreement development and bond sales document preparation.
- Made presentations to prospective company executives throughout the mid-west regarding the State's economic development initiatives.
- Created, directed, and supervised multiple college/company training partnerships.
- Provided leadership for staff in adult/continuing education, training, and credit programs.
- Served as Chairman of the College's Contract Negotiations Team for Category-S Personnel.
- Served as an adjunct instructor for the following higher education institutions: North Iowa Area Community College, 6 hrs/year, Business and Computer courses; Buena Vista College, 6 hrs/year, and Data Processing courses.

DIRECTOR, COMMUNITY EDUCATION & BUSINESS TRAINING

North Iowa Area Community College (1987 to 1989 - Promotion)

500 College Drive, Mason City, IA 50401-7299

- Worked with the College administration to establish three new attendance centers.
- Provided leadership and supervision for three Community Education Centers.
- Provided agreements with 28 area school superintendents for the College.
- Developed numerous contracts with external agencies for worker training.
- Developed and implemented industry and college partnerships.
- Provided leadership and supervision for the Developmental Education Center, ABE/GED, and ESL reaching out to the entire college service area.

- Worked with department staff to develop and implement a 3-5 year plan.
- Monitored an annual budget and revenues of nearly \$1 Million dollars.
- Supervised a staff of nine full-time, four part-time, and over 120 contracted staff.
- Assisted with credit curriculum development with the Division Chair of Business.
- Served as a member of the College's distance education delivery team.
- Initiated and implemented the State's economic development programs with area businesses and industries.
- Developed, marketed, and monitored organizational training and continuing education programs.
- Served as an adjunct instructor for the College, teaching 6 cr. hrs per year.

CHAIRMAN, BUSINESS & INDUSTRY SECTION

North Iowa Area Community College (1986 to 1987 - Promotion)

500 College Drive, Mason City, IA 50401-7299

- Supervised, managed, and directed Business and Industry staff within the Community Services Division.
- Established a number of education and training programs designed to meet the needs of area businesses.
- Worked with staff to market various courses and programs.
- Responsible for curriculum development and evaluation of all courses and programs in the department.
- Worked with the Director of the Small Business Development Center (SBDC) to coordinate program offerings to members of the small business community.
- Served as a consultant for the Small Business Development Center (SBDC).
- Responsible for hiring, training, and evaluation of section staff.
- Assisted with divisional planning, budgeting, and marketing.
- Developed and implemented state and local training and economic development projects through tax funding.
- Developed and directed a new portable computer-based training program.
- Designed, developed, implemented, and monitored, with computer center staff, a division-wide computerization system for records, transcripts, certificates, rosters, and documentation.
- Developed and monitored departmental budgets.
- Involved in design and construction planning of the College attendance centers.

- Served as an adjunct instructor for the following higher education institutions: North Iowa Area Community College, 6 credit hours/year, Data Processing courses; Buena Vista College, Mason City Center, 6 credit hours/year, Computer courses.

COORDINATOR, BUSINESS/MANAGEMENT

North Iowa Area Community College (1984 to 1986)

500 College Drive, Mason City, IA 50401-7299

- Created, developed, marketed, and monitored numerous adult continuing education programs and mandatory re-licensure programs.
- Responsible for the hiring and staff development of program instructors.
- Provided leadership for part-time and full-time staff.
- Developed and provided in-house business and industrial training projects and financial assistance through economic development project funding.
- Worked closely with the College's Business Division Chair in the development, marketing, and implementation of multiple college-credit career option programs including supervision, management, total quality management, and others.
- Responsible for development, implementation, and monitoring program budgets.
- Conducted advisory council meetings to assist in program development, and evaluation.
- Served as an adjunct instructor for the following higher education institutions: North Iowa Area Community College, 6 credit hours/year, Data Processing courses; Buena Vista College, Mason City Center, 6 credit hours/year, Computer courses.

COORDINATOR OF ADMISSIONS

Mount St. Clare College (1982 to 1983 - Promotion)

400 North Bluff Boulevard, Clinton, Iowa 52732

- Recruited new freshmen students from eastern Iowa and western Illinois.
- Contacted high school counselors, prospective students, and parents to promote the College's instructional programs.
- Organized and directed admissions telethons as a follow-up to initial student contacts.
- Maintained student records in concert with the College's Registrar.
- Served as an adviser for students to assist them with course selection, scheduling, program advising.
- Involved with financial aid calculations, award structure, scholarship assignments, and financial aid awards.
- Responsible for course articulation and student transcript evaluations.

- Developed, and participated in College student retention efforts.
- Coordinated and gave presentations at numerous "College and Financial Aid Nights."
- Assisted students with their transfer to other higher education institutions.
- Served on the College's Financial Aid Award Committee.
- Worked as Assistant Director/Resident Staff at the College's dormitories.
- Assisted with publicity and promotion and general marketing efforts for admissions.
- Evaluated student applicant transcripts according to enrollment requirements.

DEVELOPMENT OFFICER

Mount St. Clare College (1981 to 1982)

400 North Bluff Boulevard, Clinton, Iowa 52732

- Evaluated student applicant transcripts according to enrollment requirements.
- Performed annual fund raising projects for scholarships, bachelor degree programs, and library expansion programs.
- Wrote grant funding requests for program and departmental scholarships, as well as for the College's endowment fund.
- Coordinated scholarship awarding with the College's Financial Aid office, in order to maintain specific donor requests.
- Worked with the College's Development Board of Directors in prospecting, development planning, and goal setting.
- Organized and directed the Annual MSCC Development Telethon to alumni, parents, and friends of the College. Incorporated the use of volunteers to assist with the effort.
- Served as the College's representative for the Iowa College Foundation; raising funds, statewide, for private higher education.
- Worked as Assistant Director/Resident Staff at College's dormitories.
- Responsible for maintaining prospect and donor records.
- Spent time "qualifying" potential donors through records investigation and research.
- Hosted numerous clients to review the College's plans for future growth and giving as part of a larger campaign.
- Assisted with the development of the Alumni News Letter and marketing publications.

PROFESSIONAL ACTIVITIES AND LEADERSHIP

- Board Chairman, The Center for Community College Student Engagement (CCCSE), Austin, TX, 2020-present.
- Board Member, the American Council on Education (ACE), Washington, D.C., 2019-2022.
- Adjunct Professor of Practice, Belk Center for Community College Leadership and Research, Raleigh, NC, 2019-present.
- Peer Reviewer, Higher Learning Commission (NCA-HLC), Chicago, IL, 2018-present
- Board Chair, Higher Education Resource Development Network Institute (HERDI), 2017-2019
- Past-Chairman of the Board and Executive Committee Member, American Association of Community Colleges, (AACC), Washington, D.C., 2017-2018
- Board Member, Editorial Advisory Board, IGI Global, Global Adaptations of Community College Infrastructure. Morgan State University, Baltimore, MD 2017-2018.
- Chairman of the Board and Executive Committee Member, American Association of Community Colleges, (AACC), Washington, D.C., 2016-2017
- Board Chair-Elect and Executive Committee Member, American Association of Community Colleges, (AACC), Washington, D.C., 2015-2017
- Board Co-Chair, American Honors National Advisory Board, Washington, D.C. (2016-present)
- Board Member, American Association of Community Colleges, (AACC), Washington, D.C., 2013-2018
- Board Chair-Elect, Higher Education Resource Development Network Institute (HERDI), 2014-2016
- Co-Chair of the American Association of Community College's Higher Education Act (HEA) Reauthorization Committee advancing the organization's priorities 2014-2016.
- Board Member, American Association of Community Colleges, (AACC), Washington, D.C., 2013-2014
- Member, American Association of Community Colleges (AACC) Presidential Advisory Council on China, Washington, D.C. 2014-2015
- Executive Committee and Chair, Public Policy and Government Relations Committee, American Association of Community Colleges, (AACC), Washington, D.C., 2013-2014
- Board Member, Community College Baccalaureate Association (CCBA) Bonita Springs, FL, 2012-present
- Member, National Advisory Committee for Improving Outcomes for Men of Color in Community Colleges, Austin, TX, 2011-present

- Member, Commission on Global Education, American Association of Community Colleges, (AACC), Washington, D.C., 2011 to 2013
- Board Member, US-Basil Connect, 2011-present
- Member, 21st Century Commission on the Future of Community Colleges, the Implementation Steering Committee, and Co-Chair of Team #7. American Association of Community Colleges, (AACC), Washington, D.C., 2012-2014
- National Advisory Board of Directors, Center for Community College Student Engagement (CCCSE), Austin, TX, 2011 – 2020
- Board of Directors, Jackson College Access Center, 2010 – 2012
- President, Continuous Quality Improvement Network (CQIN), 2008-2010
- President, Council of North Central Two Year Colleges, (CCNCTYC), 2008-2009
- President of the Board of Directors, Michigan Community College Association (MCCA), 2006-2007
- Board Member, Higher Education Resource Development Institute, 2006 – present
- Advisory Board, Community College Institutional Research Learning Network (C²IR LearnNet) 2007-2008
- Board of Directors (Governor Appointed), Michigan Works, State of Michigan, 2006-2012
- Board of Directors, Michigan Virtual University, 2005-2008
- Board of Directors, Rural Policy Roundtable, American Association of Community Colleges, (AACC), Washington, D.C., 2006-2010
- President of the Board of Directors, Campus Compact National Center for Community Colleges (CCNCCC), Mesa, Arizona, 2006-2009
- Vice-President, Council of North Central Two Year Colleges, (CCNCTYC), 2005-2007
- Chairman, Commission on Academic, Student and Community Development, American Association of Community Colleges, (AACC), Washington, D.C., 2005-2006
- Editorial Board Member, The Journal for Civic Commitment. 2005-2009
- Council Representative – State of Michigan, Council of North Central Two Year Colleges, (CCNCTYC), 2005-present
- President, President’s Committee, Michigan Community College Association (MCCA), 2005-2007
- Academic Quality Improvement Project (AQIP) Systems Appraiser, North Central Association of Colleges and Schools Higher Learning Commission (NCA-HLC), 2004-2018
- Board Member, American Association of Community Colleges, (AACC), Washington, D.C., 2003-2006
- Board Member, Campus Compact National Center for Community Colleges, Mesa, Arizona, 2003-2008

- Board Member, National Association for Industry-Education Cooperation (NAIEC), Buffalo, New York, 2002-2006
- Founding Member, Continuous Quality Improvement Network (CQIN), and Jackson Community College as a Founding Member, 2001-present
- Constitution Director, Council for the Study of Community Colleges (CSCC), Affiliate Council of American Association of Community Colleges, (AACC), 2001-present
- Board Member, Michigan Community College Association, (MCCA), 2001-present
- Editorial Board Member, Journal of Applied Research in the Community College, 2001-present
- Vice-President, Iowa Association of Community College Presidents 2000-2001
- President, Iowa Community College Athletic Conference, Des Moines, Iowa 1999-2001
- Member, AACC Rural Community College Policy Roundtable, 1999-2002
- Accreditation Review Council Member (ARC), North Central Association of Colleges and Schools Higher Learning Commission (NCA-HLC), 2000-2004
- Editorial Board Member, Community College Review, 1999-2002
- Past-President, Council for the Study of Community Colleges (CSCC), Affiliate Council of American Association of Community Colleges, (AACC), 1998-present
- Vice-President, Iowa Community College Athletic Conference, (ICCAC), Des Moines, Iowa, 1997-1999
- Board Member, Iowa Association of Community College Presidents (IACCP), Des Moines, Iowa, 1997-present
- Consultant-Evaluator (CE), Iowa Department of Education, Community Colleges Division, Des Moines, Iowa, 1997-2001
- Executive Board Member, Nebraska Educational Television Council for Higher Education (NETCHE), 1997
- Consultant-Evaluator (CE), North Central Association of Colleges and Schools Higher Learning Commission (NCA-HLC), 1996-present
- State of Nebraska Representative, National Association of Instructional Administrators, (NAIA), 1996-1997
- Affiliate Council Representative to the American Association of Community Colleges Board, for the National Council of Universities and Colleges (CUC), 1996-1998
- President, National Council of Universities and Colleges, (CUC), Affiliate Council of the American Association of Community Colleges, (AACC), 1997-1998
- Member, Task Force on Postsecondary Courses for High School Students, Nebraska Coordinating Commission for Postsecondary Education (CCPE), 1995-1996
- President, Nebraska Council of Community College Chief Academic Officers, 1994-1995

- Director, Mid-West Region, National Council of Universities and Colleges, (CUC), Affiliate of American Association of Community Colleges, (AACC), 1994-1996
- Resource Editor, Community College Journal of Research and Practice (CCJRP), 1994-2001
- President, Business and Industry Network, (BISNET) League for Innovation in the Community Colleges, 1992-1993
- President, Iowa Association for Lifelong Learning, (IALL) 1989-1990

COMMUNITY INVOLVEMENT

- Governance Board Committee Member, Henry Ford Allegiance Health, Jackson, MI, 2020-present.
- Chairman of the Board, Enterprise Group of Jackson, (i.e., Jackson County's lead economic development organization), 2017-2019.
- Vice-Chairman of the Board, Enterprise Group of Jackson, 2015-2016
- Board of Directors, Ronald McDonald Charities of Outstate Michigan 2014-2015
- Board Member and Committee Chair, Anchor Initiative, Jackson, Michigan 2013-present
- Board Member, Citizen's Bank, Jackson, MI, 2012-2015
- Board of Directors, Lenawee Economic Development Corporation, 2010-present
- Board of Governors, Jackson Area Chamber of Commerce, 2008-present
- Board of Directors, Enterprise Group, 2007-2010, and 2013-present
- Board of Directors, Jackson Citizen's for Economic Growth, 2006-present
- Board of Directors, Community Access Center, 2007-2012
- Jackson Region Catholic School Study Committee, 2004-2005
- Member, Jackson County Superintendents Association, 2004-present
- Board of Directors, Executive Committee, and Chair of the Audit Committee, Jackson County Community Foundation (JCCF), 2003-2010
- Board of Directors, Strategic Planning Committee, and Investment Cabinet, United Way of Jackson, 2003-2009
- Member, Knights of Columbus, St John's Catholic Church, 2002-present
- Board of Directors, Jackson Symphony Orchestra, 2002-2010
- Board of Directors, Local Development Finance Authority (LDFA), Blackman Charter Township, 2002-2006
- Member, Jackson Rotary Club, 2001-2009
- Member, St. John's Catholic Church, Jackson, Michigan, 2001-present

- Member, Annual Fund-Raising Committee, Red Cross of Jackson, 2001-2004
- Member, Annual Meeting Committee, Disabilities Connection, 2002-2005
- Board of Directors, Jackson Area Chamber of Commerce, 2001-2007
- Board of Directors, Jackson Community College Foundation, 2001-present
- Board of Directors, Great River Medical Center (GRMC) and Great River Health Systems (GRHS), 2000-2001
- Chairman, and Member of the Board of Directors, Burlington Area Development Corporation (BADCO), 2000-2001
- Advisory Board Member, OSF St. Francis Continuation Care/Nursing Home Center, 1999-2001
- Board Member, Notre Dame Catholic Schools “Pot-of-Gold” Campaign, 1998-2001
- Board of Directors, Burlington/West Burlington United Way, 1998-2001
- Board of Directors, Burlington Bank and Trust, 1998-2001
- Member, Campaign Committee, One-Cent Sales Tax Option for Local Schools, 1998
- Board of Directors, Des Moines County Fair Board, 1997-2001
- Board of Directors, College-County Fair Service Agency Board, (CCFSA), 1997-2001
- Member, St. Paul’s Catholic Church, 1997-2001
- Board of Directors, Burlington Area Development Corporation (BADCO), 1997-2000
- Member, Burlington Rotary Club, 1997-2001
- Vice-Chairman and Executive Board Member, and Legislative Committee Chair, Board of Directors, Scottsbluff/Gering United Chamber of Commerce, 1997-1999
- Board Member, First Bank Corporation, Scottsbluff, N.A., 1996-1997
- Legislative Committee Co-Chair and Member, Education Committee, Scottsbluff/Gering United Chamber of Commerce, 1996-1997
- School Board Member, St. Agnes Catholic Elementary School, 1995-1997
- Board Member, Momentum 2000, Scottsbluff/Gering United Chamber of Commerce, 1995-1997
- Member, Alliance Library/Attendance Center Design and Planning Committee - Alliance, Nebraska, 1995-1996
- Member, Community Technology Planning Joint Committee - Scottsbluff/Gering, Nebraska, 1995-1996
- Board Member, Regional West Medical Center Foundation, 1994-1997
- Member, Knights of Columbus, St. Agnes Catholic Church, 1994-1997
- Member, Musician, Lector, and Eucharist Minister, St. Agnes Catholic Church, 1994 – 1997

- Chairman, Existing Industry Program, Overland Park Chamber of Commerce, 1992-1993
- Advisory Board Member, Johnson County Public Library, 1992-1993
- Council Member, Kansas State Affairs Committee, Kansas City Area Department of Commerce, 1991-1993
- State Advisory Council Member, Kansas Small Business Development Centers, 1990-1993
- Board Member, Johnson County Economic Research Institute (CERI), 1990-1993

SELECTED PUBLICATIONS

Phelan, D. J. (2020 – In press) *The Community College Board 2.0: Covenant Governance*, American Association of Community College, Futures Series on Community Colleges, Lanham, MD: Rowman & Littlefield Publishers, Inc.

Phelan, D. J. (August 29, 2017) *Community College Presidential Tenure: Longer is Better*. Envisioning Excellence for Community College Leadership, Community College Leadership Blog, North Carolina State University.
<https://envisioningexcellence.ced.ncsu.edu/community-college-presidential-tenure-longer-is-better/>

Phelan, D. J. (June/July, 2017) Leadership in the New Age. Community College Journal. Vol. 87, Issue 06, p. 1. <http://www.ccjournal-digital.com/ccjournal/20170607?pg=3#pg3>

Boggs, G.R., and Phelan D. J. (May, 2017). What We Need to Know About Phi Theta Kappa. League for Innovation in the Community College. Vol.30, No. 5.
<https://www.league.org/leadership-abstracts/what-we-need-know-about-phi-theta-kappa>

Phelan, D. J. (April/May, 2017) *Locating the North Star*. Community College Journal. Vol. 87, Issue 05, p. 1. <http://www.ccjournal-digital.com/ccjournal/20170405?pg=4#pg4>

Phelan, D. J. (February/March, 2017) *Getting in the Fundraising Game*. Community College Journal. Vol. 87, Issue 04, p. 1. <http://www.ccjournal-digital.com/ccjournal/20170203?pg=3#pg3>

Phelan, D. J. (December/January, 2017) *Workforce Development and its Centrality to Our Mission*. Community College Journal. Vol. 87, Issue 03, p. 1. <http://www.ccjournal-digital.com/ccjournal/20161201?pg=2#pg2>

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Phelan, D.J. (Fall, 2016) *Unrelenting Change, Innovation and Risk: The latest in ACCT's Future Series on Community Colleges Focuses on How Boards Can Strategically Align Their Institutions for the Future*. Trustee Quarterly. pp. 18-20.

<http://www.acct.org/files/Publications/Trustee%20Quarterly/2016/Fall%202016/ACCT6382%20%28TQ%20Fall%202016%29v5.pdf>

- Phelan, D. J. (August/September, 2016) *Considering campus facilities*. Community College Journal. August/September, Vol. 87, Issue 01, p. 1. <http://www.ccjournal-digital.com/ccjournal/20160809?pg=2#pg2>
- Phelan, D.J. (May 2016) "The Elusive Community College Baccalaureate" *Perspectives: Community College Leadership for the 21st Century*. Alliance for Community College Excellence in Practice, Ferris State University.
- Phelan, D. J. (2016) *Unrelenting Change, Disruptive Innovation and Risk: Forging the Next Generation of Community Colleges*, Association of Community College Trustees, Futures Series on Community Colleges, Richard Alfred and Debbie Sydow, series ed., Lanham, MD: Rowman & Littlefield Publishers, Inc.
- Phelan, D.J. (January 2016) "What strategies can college leaders promote to protect their colleges and manage public safety for students, staff, and visitors?" *Perspectives: Community College Leadership for the 21st Century*. Alliance for Community College Excellence in Practice, Ferris State University.
http://www.ferris.edu/HTMLS/administration/academicaffairs/extendedinternational/ccladership/alliance/documents/Perspectives_2016-01January/Perspectives-January2016-final.pdf
- Phelan, D. J. (2015). *Helping college students complete educational journey must be a top priority*, Op-Ed, Citizen Patriot, Jackson, Michigan, August 13.
- Phelan, D. J. (2015). *Building skills can put students on path to a successful career*, Op-Ed, July 14.
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- Phelan, D. J. (2014) *The Clear and Present Funding Crisis in Community Colleges*. New Directions in the Community College, Special Issue: Budget and Finance in the American Community College, Trudy H. Bers, Ronald B. Head, and James C. Palmer, eds. Winter. Vol. 2014, Issue 168, pp. 5-16.
- Barber, C. W., and Phelan, D. J. (2014). *Residence Life at Community Colleges: Building New Opportunities for Student Learning*. In Lisa S. Kelsay & Eboni M. Zamani-Gallaher (Eds.), *Working with students in community colleges: Contemporary strategies for bridging theory, research, and practice*. Sterling, VA: Stylus Publishing, LLC. Pp. 94-111.
- McNair, D. E., and Phelan, D. J. (2012) *Reflections from the Field: Voices of Experience*. New Directions in the Community College, Pam Eddy, ed.
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- Phelan, D. J. and Potter, G. E. (2008) *Governance Over the Years, a Trustee's Perspective*. New Directions in the Community College, Sue Kater ed.

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- Phelan, D. J. (2007) *We all benefit when more finish college*. Op.Ed. Citizen Patriot, Jackson, Michigan, November 4th.
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- Phelan, D. J. (1997). Book Review. "The President's Journey: Issues and Ideals in the Community College." by Cathryn L Addy. The Community/Junior College Quarterly of Research and Practice, 21(5).
- Phelan, D. J., (1997). *Incorporating staff development activities to increase the qualifications of underqualified faculty*, Chicago: North Central Association of Colleges and Schools: Commission on Institutions of Higher Education, pp. 40-43.
- Phelan, D. J. (1997). *The niche community college: Is it our future?* Community College Journal, Washington D.C., American Association of Community Colleges, February/March, 67(4), pp. 30-33. (EJ533430).
- Phelan, D. J. (1996). *Delegation and other teambuilding processes: transforming your department and programs*. (ED394557).
- Phelan, D.J. (1996). *Fate of WNCC not as bleak as reported by wire service*. Guest Columnist, Star Herald, Scottsbluff, Nebraska, September 19, 1996. p. 3C.

- Phelan, D. J., Kirkland, T. P., and Freed, J. E. (1994) *Strategic planning tactics for shared governance*. The Community Services Catalyst. 23(4), pp. 12-17. (EJ491644).
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- Phelan, D. J., (1993). *A synthesis of the literature describing the challenges and obligations, from a community-based perspective, which will influence community colleges in the twenty-first century*. Handbook on Community Colleges in America. George Baker, Ed. Westport, Connecticut: Greenwood Publishing Group, Inc.
- Phelan, D. J., (1992). *Hypervigilance*. Program Trends for Business and Industry. Manhattan, Kansas: Learning Resources Network, 17(11), p. 7.
- Phelan, D. J., (1992). *Defining the community college transfer student, transfer rates, and data sets*. ASHE Annual Meeting. (ED 326128).
- Phelan, D. J. (1991). *Strategic planning: A catalyst for shared governance and leadership development*. (ED330399).
- Phelan, D. J. (1990). *Defining the community college transfer student, transfer rates, and data sets*. (ED326128).
- Phelan, D. J. and Kirkland, T (1989). *A study of the relative effect of the community college on transfer students: Achievement and satisfaction*. (ED318496).
- Phelan, D. J., (1988). *Research and learning information book review*. "The Collegiate Function of the Community College." The Community/Junior College Quarterly of Research and Practice, 12 (3), 1988.

SELECTED PRESENTATIONS

- Phelan, D. J. Creating a Culture of Change: Collaboration and Innovation. Future Summit. Macomb Community College, Warren, MI. August, 2019.
- Jaeger, A.J., Phelan, D.J., Ender, K.L., Johnson, S.L., & Sopcich, J.M. *Changing culture at community colleges: Presidents' perspective*. Presentation at the American Association of Community Colleges Annual Convention. Dallas, TX. April 2018.
- Phelan, D.J., Spiegel, J. and Albrecht, B. *Assessing Mental Health Concerns with Mental Health First Aid*. Presentation at the American Association of Community Colleges Annual Convention. Dallas, TX. April 2018.
- Ellis, M., Phelan, D.J., Hellyer, B., and Ardalan. *Data is Not Enough: Engaging the Board to Act on Completion*. Presentation at the American Association of Community Colleges Annual Convention. Dallas, TX. April 2018.
- Bragg, D., Phelan, D.J., Hernandez, R., and Hagan, B. *Applied Baccalaureate Design Lab: Introduction to AB Degree Programs*. 18th Annual Community College Baccalaureate Association Conference. Washington, D.C. March 2018.

- Charner, I., Havlik, J., Normington, M., Phelan, D.J., and Tober, M. *Revitalizing Reentry. Workshop.* Workforce Development Institute, American Association of Community Colleges. New Orleans, LA. January 2018.
- Carraway, V.L., Gerity, P., Jacobs, J., Phelan, D.J., and Rothwell, W.J. *Community College Leaders on Workforce Development.* Preconference Session, Workforce Development Institute, American Association of Community Colleges. New Orleans, LA. January 2018.
- Phelan, D.J. and Hansen, M., *The Michigan Experience Offering Baccalaureate Degrees.* Presentation at the Ohio Association of Community College's Applied Baccalaureate Conference. Central Ohio Technical College, Newark, OH. January 2018.
- Phelan, D.J. *National Perspectives on Community College Issues.* League for Innovation in the Community College Executive Leadership Institute (ELI) Panel. Phoenix, AZ. December 2017.
- Phelan, D. J. and Hansen, M. *Baccalaureate degrees through community colleges: Authorization through implementation.* Presentation submitted for the 48th Annual Leadership Congress, Association of Community College Trustees (ACCT), Las Vegas, NV. September 2017.
- Brown, J. N., Walker-Griffea, B., Phelan, D. J., and Smith, R. National Perspectives on Equity, Diversity and Inclusion. Michigan Community College Association Summer Conference. Mackinac Island, MI, July 2017.
- Karas, J., Phelan, D.J., and Spilde, M. Leadership Development & High Performance Culture. American Association of Community Colleges (AACC) Annual Meeting. New Orleans, LA, April 2017.
- Phelan D. J., and Barnes, S. *Change, Innovation, Pathways and ROI.* Plenary for the Texas Community College Association's Board of Trustees' Institute (Enabling Student Pathways to Successful Careers). Santa Fe, NM. March, 2017.
- Phelan D.J. *Unrelenting Change, Innovation and Risk: Forging the Next Generation of Community Colleges.* Keynote Speaker, Hudson Community College, Jersey City, NJ. January 2017.
- Phelan D. J., and Mathein, E. *Scaling Up for Student Success.* 47th Annual Leadership Congress, Association of Community College Trustees (ACCT), New Orleans, LA. October 2016.
- Phelan D.J., Ridley, N., and Ton-Quinlivan, T. *Economic Opportunity: Prison Education Initiative (PEI).* AACC Workforce Development Institute (WDI), Newport Beach, CA. January 2017.
- Phelan D. J., Mathein, E., Boggs G.R., and McPhail C.J. *Guardians of a Changing College Mission.* 47th Annual Leadership Congress, Association of Community College Trustees (ACCT), New Orleans, LA. October 2016.
- Phelan D. J., and Mathein, E. *Scaling Up for Student Success.* 47th Annual Leadership Congress, Association of Community College Trustees (ACCT), New Orleans, LA. October 2016.
- Nespoli, L., Phelan D. J., McMenamain, M., Hansen, M., and Albright, H. *Statewide Guided Pathways Reforms: Trustees and Presidents Working Together to Advance Student Success.* 47th Annual Leadership Congress, Association of Community College Trustees (ACCT), New Orleans, LA. October 2016.

- Phelan D. J., Kress, A., Kelly, W.F., Bustamante, C., and Ender, K. Governance and Leadership in a Time of Unrelenting Change and Innovation. 47th Annual Leadership Congress, Association of Community College Trustees (ACCT), New Orleans, LA. October 2016.
- Phelan, D., Williams, K., Allen C., and Hampton, L. *Diversity as the Cultural Norm*. American Association of Community Colleges (AACC) Annual Meeting. Chicago, IL, April 2016.
- Baime, D., Phelan, D., Atwater, K., Kurtinitis, S., Stout, K. *Higher Education Act Reauthorization: How Can Community College Students Benefit*. American Association of Community Colleges (AACC) Annual Meeting. Chicago, IL, April 2016.
- Phelan, D., Rhodes, R., Atwater, K., Reichelt, T., Graham M., and Ender, K. *Improving Student Success: A Focus on College Readiness*. American Association of Community Colleges (AACC) Annual Meeting. Chicago, IL, April 2016.
- Phelan, D., Williams, K., Allen C., and Hampton, L. Diversity as the Cultural Norm. American Association of Community Colleges (AACC) Annual Meeting. Chicago, IL, April 2016.
- Nespoli, L., Schanker, J., Phelan, D., Conner, C., and McMenemy, M. *Transformational Change Through Statewide Guided Pathways Reform*. American Association of Community Colleges (AACC) Annual Meeting. Chicago, IL, April 2016.
- Phelan, D., Allen, C., Woods, R. *Who, Then What*. American Association of Community Colleges (AACC) Annual Meeting. Chicago, IL, April 2016.
- Phelan, D., (2015). *Entrepreneurship and Innovation in Higher Education*. Keynote presentation. 16th China Annual Conference for International Education (CACIE). China-U.S. Presidents Dialogue 中美校长论坛 Beijing, China. October 2015.
- Wheeler, W., LaVenture, S., Bell, S., Wellington, S., and Phelan, D. *Internationalization Strategies of U.S. Community Colleges*. Panelist. Best Practices of U.S. Community Colleges. 16th China Annual Conference for International Education (CACIE). Beijing, China. October 2015.
- Alfred, R., Sydow, D., Phelan, D., and Jacobs, J. *Developing Tomorrow's Leaders: Challenging Tradition, Thinking Differently, Building New Capabilities*. 46th Annual Leadership Congress, Association of Community College Trustees (ACCT), San Diego, CA. October 2015.
- Lee, J., Cochrane, D., and Phelan, D. *Reauthorization of the Higher Education Act*. 46th Annual Leadership Congress, Association of Community College Trustees (ACCT), San Diego, CA. October 2015.
- Opp, R., Hines, C., Span, S., Daiek, D., Guo, A. and Phelan, D. *Partnership Building Between U.S. Community and Chinese Vocational Colleges*. Panelist. 16th China Annual Conference for International Education (CACIE). Beijing, China. October 2015.
- Phelan, D., and Others, *A New CEO Academy: Leadership in the 21st Century*. American Association of Community Colleges (AACC) Annual Meeting. San Antonio, TX, April, 2014.
- Phelan, D., Rhodes, R., Hernandez, J., *New Dimensions of Higher Education: Competency-Based Education*. American Association of Community Colleges (AACC) Annual Meeting. San Antonio, TX, April, 2014.

- Atwater, K., Baime, D., Jacobs, J., Phelan, D., and Stout, K. *The Higher Education Act Reauthorization: High Stakes, Big Opportunities*. American Association of Community Colleges (AACC) Annual Meeting. San Antonio, TX, April, 2014.
- Hernandez, J., Johnstone, S., Jones, D., Mosier, J., and Phelan, D. *Creating Sustainable CBE Programs*. American Association of Community Colleges (AACC) Annual Meeting. San Antonio, TX, April, 2014
- Phelan, D., and Bird, K. *Building Stackable Credentials and a National Credentialing System*. American Association of Community Colleges, Fall Commission Meeting. Arlington, Virginia, November 2014.
- Alfred, R., Sydow, D., Baldwin, C., and Phelan, D. *The Future: Changing the DNA of Community Colleges from the Inside*. Special Session. Association of Community College Trustees Leadership Congress. Chicago, Illinois, October, 2014.
- Phelan, D. *Ensuring Relevancy through Competency Transitioning Jackson College in to a Competency-based model*. Michigan Community College Association Summer Conference, Traverse City, Michigan July, 2014.
- Phelan, D. *Teaching Excellence in a Time of Change*. Johnson County Community College Faculty Achievement Awards Program, Overland Park, Kansas, May 2014.
- Baime, D., Baum, S., Kelly, A., and Phelan, D.J. *Higher Education Act: Will Changes Cure What Ails Colleges Today*. Spotlight Session. American Association of Community Colleges (AACC) Annual Meeting. Washington, D.C., April, 2014.
- Phelan, D., Bustamante, C., and Johnson, R. *21st-Century Initiative Implementation: Refocusing Mission and Redefining Roles*. American Association of Community Colleges (AACC) Annual Meeting. Washington, D.C., April, 2014.
- Phelan, D.J., and Mosier, J., Hernandez, J., Howdyshell, L., A Natural Fit? Community Colleges and Competency-Based Education. *Building Competency-Based Models: The Essential Role of College Leaders*, New America Foundation. Washington, DC, November, 2013.
- Philippe, K., Phelan, D.J., and others. *Voluntary Framework of Accountability*. Annual Leadership Congress of the Association of Community College Trustees (ACCT). Seattle, Washington, October 2013.
- Gershwin, M., Phelan, D.J. and Karas, J. *Risks and Rewards of Global Partnerships: Lessons from Brazil*. Annual Leadership Congress of the Association of Community College Trustees (ACCT). Seattle, Washington, October 2013.
- Phelan, D.J., and Eduardo Padron. *Developing Positive Board Relations*. A pre-convention workshop presentation to the American Association of Community Colleges (AACC) Annual Meeting. San Francisco, April, 2013.
- Phelan, D.J., Disruptive Innovation and the Community College, University of Michigan, Ann Arbor, Michigan, January, 2013.

- Phelan, D.J. American Community College Partnerships for Success, Nacional das Instituições da Rede Federal de Educação Profissional, Científica e Tecnológica Board (CONIF) Brasilia, Brasil August, 2012.
- Phelan, D.J., and Wilfredo Nieves. *Developing Positive Board Relations*. A pre-convention workshop presentation to the American Association of Community Colleges (AACC) Annual Meeting. Orlando, FL, April, 2012.
- Phelan, D.J. and others. *Strengthening the Connection between Institutional Change Efforts and State Policy Reform*. A panel presentation to the Achieving the Dream Initiative State Policy Meeting. Sunny Isles, Florida, July, 2010.
- Phelan, D.J. and others. Student Readiness and Developmental Education. A panel presentation to the Michigan Association of Community Colleges - Summer Institute. Traverse City, MI. July, 2010.
- Phelan, D.J. and others. *The Challenge of Entering Students: They Can't Succeed if They Don't Come Back*. A presentation to the American Association of Community Colleges (AACC) Annual Meeting. Seattle, Washington, April, 2010.
- Phelan, D.J., and Johnson, S. *Developing Positive Board Relations*. A pre-convention workshop presentation to the American Association of Community Colleges (AACC) Annual Meeting. Seattle, Washington, April, 2010.
- Phelan, D. J., and others. Meeting the Challenge of Entering Students. Webinar. Sense: Survey of Entering Student Engagement. March, 2010
- Phelan, D. J, and Epstein, S. *Strategic Planning: Mission Accomplished or Missing in Action*. A presentation to the American Association of Community Colleges (AACC). Phoenix, Arizona, April, 2009.
- Phelan, D. J., and Calhoun, Success Despite the Odds - From Master Plan to Completed. Society for College and University Planning, Madison, Wisconsin, October, 2008.
- Phelan, D.J., Hughes, K., and Austin, J. *Forging State Policy for Dual Enrollment*. American Association of Community Colleges (AACC). Tampa, Florida, April, 2007.
- Epstein, S., and Phelan, D. J. *What You Measure is What You Get: Developing a Balanced Scorecard to Drive Institutional Performance*. American Association of Community Colleges (AACC). Long Beach, California, April, 2006.
- Ernst, R., Griffith, R. H., and Phelan, D. J. *How Do You Measure Success?* A presentation to the American Association of Community Colleges (AACC). Boston, Massachusetts, April, 2005.
- Phelan, D.J., and Swanson, K. *Assuring Program Completion: Student Success Increases Through Better Program Review Processes*. A presentation to the American Association of Community Colleges (AACC). Boston, MA, April, 2005.
- Phelan, D.J., Potter, G.E., DaPra, D., et. al. *What Trustees Need to Know About Continuous Quality Improvement on Campus*. A symposium presented to the Association of Community College Trustees (ACCT) Leadership Congress, New Orleans, LA, October 2004.

- Amy, M. J., Laden, B.V., and Phelan, D. J., *Learning to Lead: Perspectives on Leadership Development* A presentation at the 28th Annual Association for the Study of Higher Education (ASHE) Conference, Portland, Oregon 2003.
- Ignash, J., Phelan, D. J. and others, *Preparing Tomorrow's Community College Leaders: What Should Doctorial Programs Include?* A presentation to the American Association of Community Colleges. Seattle, Washington, April 2002.
- Chrisman, C., Fitzgerald, V., Phelan, D. J., Zeigler, T., *Celebrating Student Access Through the Iowa Community College Online Consortium*. A presentation to the American Association of Community Colleges (AACC). Chicago, IL, April, 2001.
- Gillett-Karam, R., Marybelle, K., Phelan, D.J., Baughan, G., *Community College Graduate Preparation Programs: CEO and Faculty Perspectives*. A presentation to the American Association of Community Colleges. Chicago, Illinois, April, 2001.
- Marczak, F., Phelan, D.J., Dykstra, T., and Kietzman, K. *Collaboration in On-line Learning*. North Central Association, Higher Learning Commission Annual Meeting. Chicago, Illinois, Hyatt Regency Hotel. March 23-26, 2002,
- Phelan, D.J., and Simpson, B. *Tri-State Community College Consortium*. American Association of Community Colleges (AACC) 80th Annual Convention. Washington D.C., April, 2000.
- Townsend, B. K., Phelan, D. J., DeCroche, D., and Keim, M. *Community College Leadership Preparation Programs: How Useful Are They?* American Association of Community Colleges (AACC) 80th Annual Convention. April 7-11, 2000, Washington D.C., Washington Hilton Hotel.
- Phelan, D.J., and Swanson, K. *Legitimizing Internal Program Review*. American Association of Community Colleges (AACC) 80th Annual Convention. April 7-11, 2000, Washington D.C., Washington Hilton Hotel.
- Boswell, Katherine, Phelan, D. J., Rifkin, T., and Palmer, J. *Informing state policy makers about community colleges: A new community college initiative of the Education Commission of the States*. American Association of Community Colleges (AACC) 78th Annual Convention. April 25-28, 1998 Miami Beach, Florida Fontainebleau Hilton Resort.
- Phelan, D.J., and Swanson, K. *Building a customized training program with credit options*. American Association of Community Colleges (AACC) 78th Annual Convention. April 25-28, 1998 Miami Beach, Florida Fontainebleau Hilton Resort
- Phelan, D.J. *Incorporating Staff Development Activities to Increase the Qualifications of Underqualified Faculty - Criterion II*. 102nd Annual Conference for the North Central Association of College's and Schools (NCA), Chicago, Illinois, April 19-22, 1997.
- Phelan, D.J., Katsinas, S., and Presley, V. *Future View: Maximizing Resources Through Statewide Community College Partnerships*. American Association of Community Colleges (AACC) Convention. Anaheim, CA April, 10-15, 1997.
- Ford, L., Phelan, D.J., Raverta, P., Crisler, J., Olson, M., and Harris, H. *Current Student Affairs Issues in Community Colleges*. National Association of Student Personnel Administrators

(NASPA) and American Council of Personnel Administrators (ACPA) Joint National Conference. Chicago, Illinois, March 19-23, 1997.

Phelan, D.J. *Integrating Academic Leadership and Team Building in Your Department*. Sixth Annual International Conference for Community & Technical College Chairs, Deans, and Other Academic Leaders, Reno, Nevada, February 12-15, 1997.

Phelan, D.J., and Hunter, M.J. *Implementing Distance Learning within a College District*. Annual Conference for the North Central Association of College's and Schools (NCA), Chicago, Illinois, March 22-26, 1996.

Phelan, D.J. *Delegation and Other Teambuilding Processes: Transforming Your Department and Programs*. Annual International Conference for Community & Technical College Chairs, Deans, and Academic Leaders, Mesa, AZ Feb 1996.

Doucette, D., Gilliland, R., Phelan, D., Schwede, N., and Cunningham, S. *Challenges in Distance Learning and Telecommunications*. Nebraska Community College Association Annual Meeting, Lincoln, Nebraska, February 7, 1996.

Phelan, D.J., Hawkins, M., Togstad, K., and Rucker, J. *Invisible Borders: Developing a state-wide, fully articulated community college distance education program*. American Association of Community Colleges Convention. Minn., MN, April, 1995.

Phelan, D. J., Seybert, J., and Snyder, J. *Total Quality Management: New Vistas for Higher Education*. A presentation to the National Orientation Directors Association. Overland Park, Kansas, October, 1992.

Phelan, D. J. *Educational Process Outcomes: Enhancing Productivity in the Classroom*. Presented to faculty at Webster University, Kansas City, MO, November, 1992.

Phelan, D. J. *Leadership in Higher Education*. A presentation to the Nebraska Department of Education. Lincoln, Nebraska, October, 1992.

Phelan, D. J. *Workplace Literacy: A Critical Element to U.S. Competitiveness*. Paper presented at the Missouri Adult Basic Education Administrator's Association (MABE-AA) Annual Meeting, Kansas City, Missouri, June, 1991.

Phelan, D. J. *Adjunct Instruction: A Learning Together*, Presentation to faculty at Morningside College, Sioux City, Iowa, August, 1991.

Phelan, D. J. *Strategic Planning: A Catalyst for Shared Governance and Leadership Development*, Paper presented to the Council of Universities and Colleges, An AACJC Affiliate Council, AACJC Convention, Kansas City, Kansas April, 1991.

Phelan, D. J. *Defining the Community College Transfer Student, Transfer Rates, and Data Sets*. A paper presented at the Association for the Study of Higher Education Conference. Referred submission. Portland, Oregon, November, 1990.

Phelan, D. J. *Community College Effectiveness and Transfer Students*. A paper presented to the Council of Universities and Colleges, An AACJC Affiliate Council, AACJC Convention, Seattle, Washington, April, 1990.

SELECTED AWARDS AND ACHIVEMENTS

- Governance Systems Professional (GSP) Certification, Govern for Impact, May 2019.
- Certified, Mental Health First Aid USA, National Council for Behavior Health, 2018.
- Outstanding Leadership Recognition, American Association of Community Colleges, Annual Convention, New Orleans, Louisiana, 2017
- *Shirley B. Gordon Award of Distinction*, Phi Theta Kappa's 96th Annual Convention, Orlando, Florida, 2014.
- Michigan Community College Association President's Award, 2011
- Michigan Community College Association Service Award, 2009
- Outstanding Citizen of the Year Award, Boy Scouts of America, Great Sauk Trail Council, Jackson, Michigan 2008
- Pacesetter of the Year Award, National Council of Marketing and Public Relations (NCMPR), 2007
- Chief Executive Officer of the Year Award, Association of Community College Trustees, Annual Leadership Congress, Orlando, Florida, 2006
- Bellwether Award Finalist in Workforce Development - Community College Future's Assembly, Orlando, Florida, February, 2001
- Visionary Award, Vision 2020, a W.K. Kellogg Foundation funded project through Iowa State University, October, 2000
- Sam Walton Business Leader Award, Burlington, Iowa, September, 1999
- Outstanding Alumni Award, given to one outstanding alumnus annually, Iowa State University, Ames, Iowa, October, 1998
- Starfish Award, given for making a difference at WNCC, Western Nebraska Community College, Scottsbluff, Nebraska June, 1997
- Graduate, Executive Leadership Institute of the League for Innovation in the Community College, Washington D.C., August 4-9, 1996
- The St. Francis Award, given to one outstanding alumnus annually, Mount St. Clare College, Clinton, Iowa, May, 1995
- Graduate, The Professional Administrators Development Institute (PADI), of the American Association of Community Colleges (AACC), July, 1994
- Award, American Cancer Society, for Committee Chair work for Gala 12, Overland Park, Kansas, May, 1993
- Graduate, Leadership Kansas, October, 1993
- Award, Overland Park Chamber of Commerce, for work on the development of new jobs training legislation for the State of Kansas, June, 1991

- Graduate, Leadership Overland Park, Kansas, May, 1991
- Administrative License, State of Iowa. Post-Secondary Endorsements: Instructional Administrator, & Instructor - Arts & Sci./Community Colleges No. 225384, 1990-present
- NCATE Certified Community College Teacher Program - Instructor, 1990-present
- Certified in Myers-Briggs Type Indicator (MBTI), instruction and consultation, 1989
- Rookie of the Year Award, Iowa Association for Lifelong Learning (IALL), 1986-1987
- Eagle Scout, Troop 10, Bondurant, Iowa, 1975

