

27TH ANNUAL CONFERENCE • MARCH 7-9, 2014 • SAN DIEGO, CA

NAPAHE

National Association of Presidential Assistants
in Higher Education

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—Maryann Heil
Ohio Bureau of Worker's Compensation

National Association of Presidential Assistants in Higher Education

27th Annual Meeting • March 7-9, 2014
Manchester Grand Hyatt, San Diego, California

The Conference at a Glance

Friday, March 7, 2014

- 1:00-4:00 p.m. Campus Tour of San Diego State University *Meet in Main Lobby*
2:00-5:00 p.m. Registration *Grand Foyer*
3:00-4:00 p.m. First-Time Attendee/New Member Orientation *Golden Hill A/B*
6:00 p.m. Opening Networking Reception and Dinner *Harbor House Restaurant, 831 W. Harbor Drive*

Saturday, March 8, 2014

- 8:00-10:00 a.m. Registration *Grand Foyer*
8:15 a.m. Continental Breakfast *Seaport A/B and Seaport G/H*
8:30-9:30 a.m. Roundtable Discussions *Seaport A/B and Seaport G/H*
9:45-11:00 a.m. Opening Plenary – On the Brink of Innovation: Critical Issues Facing Our
Institutions and Their Leaders *Seaport A/B*
11:15-12:15 a.m. Concurrent Sessions I *For details and locations, please see p. 7*
12:30-2:00 p.m. Luncheon Plenary and Annual Awards *Seaport A/B*
2:15-3:15 p.m. Concurrent Sessions II *For details and locations, please see pp. 8-9*
3:15-3:45 p.m. Break
3:45-4:45 p.m. Concurrent Sessions III *For details and locations, please see pp. 9-10*

Sunday, March 9, 2014

- 7:30 a.m. Breakfast Buffet *Seaport G/H*
7:45-8:45 a.m. Roundtable Discussions *Seaport G/H*
8:45-9:15 a.m. Annual Business Meeting *Seaport G/H*
9:30-10:30 a.m. Concurrent Sessions IV *For details and locations, please see pp. 11-12*
10:45-11:45 a.m. Closing Plenary – President and Presidential Assistant:
Working and Leading Together as a Strategic Team *Seaport G/H*
11:45 a.m. Conference Wrap-Up *Seaport G/H*

For maps of the Manchester Grand Hyatt, please refer to the ACE Program Book

Letter from the Board and Conference Chairs

March 7, 2014

Dear NAPAHE Conference Attendees:

On behalf of the National Association of Presidential Assistants in Higher Education (NAPAHE) Board of Directors and this year's Conference Planning Committee, we would like to welcome you to San Diego and to NAPAHE's 27th Annual Conference. The NAPAHE Annual Conference is designed specifically for presidential assistants in higher education and provides several opportunities to learn from each other and other higher education professionals about matters directly related to our jobs. We believe that this year's program will leave you feeling rejuvenated and excited and allow you to return to your institutions with fresh and innovative ideas.

The 2014 Annual Conference features nationally respected speakers and educational leaders, outstanding plenary and concurrent sessions, roundtable discussions on a variety of issues, and a multitude of networking opportunities with colleagues from public and private institutions and systems in the US, Canada, and beyond. The Conference Planning Committee has developed what we believe will be a stimulating and rewarding program with timely topics, all designed to add value to your role as a presidential assistant and contribute to your effectiveness in your position.

Each year's NAPAHE Annual Conference results from the hard work of several people. We are most appreciative of the 2014 Conference Planning Committee members who have invested countless hours and placed tireless effort and energy into every aspect of the conference. Additionally, we are thankful for the many sponsors of this year's Conference that have generously supported us. Please take time to learn more about each of them.

Thank you again for your participation in this year's conference. We look forward to spending the next few days together.

Welcome to the Conference,



Sydney Peterson, Chair-Elect
NAPAHE Board of Directors



Monica Huffman, Chair
2014 NAPAHE Conference Planning Committee



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**National Association of
Presidential Assistants in Higher Education**

27th Annual Meeting

March 7–9, 2014

Manchester Grand Hyatt • San Diego, California

Conference Program

Friday, March 7

1:00-4:00 p.m. **Campus Tour of San Diego State University**

Pre-registration required. Meet in the main lobby at 12:45 p.m. to load buses.

San Diego State University (SDSU) is the oldest and largest higher education institution in the San Diego region. Since its founding in 1897, the university has grown to become a leading public research university. Each year, SDSU provides more than 34,000 students with the opportunity to participate in an academic curriculum distinguished by direct contact with faculty and an increasingly international emphasis that prepares them for a global future. We invite you to join us for this special tour, and to thank SDSU for hosting our NAPAHE members.

2:00-5:00 p.m. **Registration** *Grand Foyer*

4:30-5:30 p.m. **First-time Attendee/New Member Orientation** *Golden Hill A/B*

Pre-registration preferred.

Ijade Maxwell Rodrigues, Chief of Staff, York University

Kai Swanson, Executive Assistant to the President, Augustana College

6:00 p.m. **Opening Networking Reception and Dinner**

Pre-registration preferred.

Harbor House Restaurant – directly behind the Grand Hyatt San Diego Hotel

at 831 W. Harbor Drive in Seaport Village

Welcome:

Monica Huffman, Chair, NAPAHE Conference Committee, and Executive Assistant to the President, University of Central Missouri

Sydney Peterson, Chair-Elect, NAPAHE, and Chief of Staff, Secretary of the Board of Trustees, Utah State University

Conference Program

Saturday, March 8

8:15 a.m. **Continental Breakfast** *Seaport A/B and Seaport G/H*

8:30-9:30 a.m. **Roundtable Discussions** *Seaport A/B and Seaport G/H*
Facilitated small group discussions

1. Session for Provost/VPAA Assistants – **Barbara Painter**
2. PA Succession Planning – **Caroline Tanner**
3. Presidential Search – **Brenda Buzynski**
4. Your Career After the President's Office – **Penny Perdue**
5. Open Discussion: From One PA to Another – **Barbara Sandoval** and **Tracee Post**
6. Use of Technology – **Theresa Singletary**
7. Writing Tips for the PA – **Kai Swanson**
8. Town/Gown Relations – **Blake Fry**
9. Tricks of the Trade: My Three Best Ideas - **Kim Durr**
10. Open Discussion – **Cynthia Buskey-Martin**
11. The Chief of Staff in Higher Education – “Standing Somewhere Between Cardinal Richelieu and the Doorman” – **Sydney Peterson**
12. Dual Role: Presidential Assistant/Board Secretary – **Eddie Summers**
13. Juggling and Multi-Tasking Our Work – **Tracy Wise**
14. Preparing for a Presidential Inauguration – **Pat DeCoster**
15. Substance and Style: The Balance Required to be an Exemplary Presidential Assistant – **Willie Larkin**
16. Getting involved in NAPAHE – **Linda Ryan**

9:45-11:00 a.m. **Welcome**

Molly Corbett Broad *President, American Council on Education*

Opening Plenary: On the Brink of Innovation: Critical Issues Facing Our Institutions and Their Leaders *Seaport A/B*

During this opening plenary, institutional leaders from a variety of sectors across higher education will address the critical issues facing higher education today, as well as those we should be prepared to address in the future. These leaders will share their insights into how institutions can be prepared to address the issues successfully, and will highlight how presidential assistants can best facilitate this work.

Moderated by **Howard Gordon**, Executive Assistant to the President,
Title IX Coordinator, Oswego State University of New York

Panelists:

Steven C. Bahls, President, Augustana College

Charles M. Ambrose, President, University of Central Missouri

Gayle R. Davis, Provost and Vice President for Academic and
Student Affairs, Grand Valley State University

Christine Sobek, President, Illinois Community College

11:15 a.m.-

12:15 p.m. **Concurrent Sessions I**

These concurrent sessions will allow conference participants to delve deeper into the issues raised during our opening plenary. The panelists will host concurrent sessions by sector, facilitating a discussion among participants to explore issues specific to your sector.

1. Independent Institutions: **Steven C. Bahls**, President, Augustana College *Balboa A/B*
2. Small Public Institutions (<13,000 FTE): **Charles M. Ambrose**, President, University of Central Missouri *Gaslamp A/B*
3. Large Public Institutions (>13,000 FTE): **Gayle R. Davis**, Provost and Vice President for Academic and Student Affairs, Grand Valley State University *Gaslamp C/D*
4. Community Colleges: **Christine Sobek**, President, Illinois Community College *Old Town A/B*

12:30-2:00 p.m. **Luncheon Plenary and Annual Awards** *Seaport A/B*

The Presidential Assistant on the Hot Seat

Facilitated by a panel of experienced presidential assistants, this session provides an opportunity to share some of our most sticky situations and hear advice on approaching those “head-scratching” moments. Participate by asking a question in person or anonymously in writing, or just by listening to some of the more astounding circumstances in which presidential assistants have found themselves.

Panelists:

Max Allen, Chief of Staff, University of North Carolina Wilmington

Heather Fehn, Chief of Staff and Secretary to the Board of Trustees,
The College of New Jersey

Blake Fry, Special Assistant to the Chancellor, University of Wisconsin
River Falls

Kai Swanson, Executive Assistant to the President, Augustana College

Twila King Yoder, Assistant to the President and Corporate Secretary to
the Board, Eastern Mennonite University

**Presentation of NAPAHE 2014 Award for Professional Achievement to
Joseph H. Silver Sr.**

The Award for Professional Achievement recognizes former members of NAPAHE who have made significant contributions to the realm of higher education or who have achieved professional success due in part to their experiences as a presidential assistant in higher education.

Conference Program

2:15–3:15 p.m. **Concurrent Sessions II**
Select one of four sessions.

1. The Online Presidency *Balboa A/B*

Social media has become a large-scale tool for colleges and universities over the last several years. This tool can be critical to advancing strategic priorities of an institution, and it can provide presidents and other colleges and university leaders with a medium to communicate with various audiences. This session will teach you different ways to use social media platforms to get the voices of the president and other senior leaders out to their various constituents. It will also advise you of innovative new ways of using media to advance the institutional mission and vision, but more importantly, it will teach you how to avoid pitfalls or certain social media tools. You will learn a tremendous amount about marketing, public relations, social media, and the presidency!

Gayle Glover, Senior Director of Communications and Marketing, Union College

Edward Summers, Chief of Staff and Director of the Kelly Adirondack Research Center, Union College

2. New to the Job *Gaslamp A/B*

The position of presidential assistant in higher education is still very hard to define. The duties and responsibilities vary greatly among institutions and are constantly changing. Your ability to adapt to changing circumstances is key. Sydney, Cynthia, and Penny are experienced presidential assistants who remember what it was like to be new to their positions. With honesty and candor, they will offer tips, answer your questions, and share some of their initial experiences. If you are new to your position, this session will provide a basic understanding of the many dimensions of presidential assistants and practical advice about several key features of the role. Bring your questions, concerns, and even fears to this interactive and engaging session.

Cynthia M. Buskey-Martin, Chief of Staff and Special Assistant to the President, Clark Atlanta University

Penny Perdue, Executive Assistant to the President, Governors State University

Sydney Peterson, Chief of Staff, Secretary to the Board of Trustees, Utah State University

3. Understanding Institutional Finances: Lessons for Strategic Advisors to the President *Gaslamp C/D*

This presentation will provide insight from the perspective of the CFO to guide you in your dealings with the President and the various constituents in the community. It will include a Finance 101 overview and some suggestions for how to provide strategic input to your President.

Diane Blake, Vice President for Finance and Administration, Union College

John Pecchia, Vice President for Business Affairs/CFO, Marist College

4. Technology in the President's Office *Old Town A/B*

Scanners and databases and iPads, oh my! Imagine a president's office without paper or file cabinets, and your president attending meetings with materials stored on just an iPad. With the realities of reduced staffing and increased accountability, there are ways to increase your office and president's productivity while making the most of your valuable time. In addition to demonstrations of document imaging, file indexing and searching, hardware and software, this session will include discussions of databases, homegrown websites, and the creation of electronic board books (compatible with the iPad). Learn how you can implement and make the best use of the technology you already have access to, discover low-cost enhancements you can make to your current systems, and increase your office space by eliminating the need for paper storage.

Heather Fehn, Chief of Staff and Secretary to the Board, The College of
New Jersey

3:15-3:45 p.m. **Break**
Refreshments provided

3:45-4:45 p.m. **Concurrent Sessions III**
Select one of four sessions.

1. Role of Liberal Arts in Today's World *Balboa A/B*

Although many students start college with the expectation of choosing a major that is a direct pathway to their careers, the tradition in higher education has been liberal education, defined by the Association of American Colleges and Universities as a "broad knowledge of the wider world (e.g. science, culture, and society) as well as in-depth study in a specific area of interest." This session will explore what that means in terms of marketable perspectives and valuable skills for the workplace.

Virginia Schaefer Horvath, President, State University of New York at Fredonia

2. The Role of the President's Office in University Advancement and Development *Gaslamp A/B*

The president should be one of your institution's most valuable advancement assets, but leveraging the extremely valuable, yet decidedly finite, resource of your president's time can be a significant challenge. In this session, President Chris Kimball of California Lutheran University will share best practices and first-hand accounts of his role in University Advancement and how PAs can be leaders in ensuring that communication and collaboration between the two offices is as effective as possible. Under President Kimball's leadership, Cal Lutheran's Advancement team has secured its biggest gifts in the institution's history and cultivated valuable relationships to help the school grow and thrive during its second half-century.

Chris Kimball, President, California Lutheran University

Conference Program

3. Legislative Update *Gaslamp C/D*

This session will provide an opportunity to hear about the latest changes, in federal policy impacting higher education, and what they are likely to mean for campuses.

Terry W. Hartle, Senior Vice President for Government and Public Affairs,
American Council on Education

4. Managing, Supervising, and Leading Others in the President's Office – Where Do I Start? *Old Town A/B*

As the role of PA continues to include a wide range of roles and responsibilities, it is not uncommon to find ourselves in a position of managing one or more direct report employees. Managing people is something everyone is familiar with but until one has had the pleasure of being solely responsible for the minutiae of what this really entails, it is difficult to appreciate the overwhelming amount of time and energy involved in being a good and effective manager. And what is the difference between managing, supervising and leading? Theresa and Eddie are both PAs who have been in the position of having no direct reports at one point in their careers to currently managing multiple individuals at various levels within the organization. They will share with you their biggest challenges and successes as managers and supervisors, and share with you the lessons they have learned as they have become successful leaders of their respected teams. Whether you are new to managing people or you have been doing it for years, this workshop will provide you with some new and exciting tools to help you keep your sanity as you build strong, productive and loyal teams in your offices.

Theresa Singletary, Director of Operations, University of Houston

Edward Summers, Chief of Staff and Director of the Kelly Adirondack Research Center, Union College

5:30 p.m. **Dinner on Your Own**
Enjoy San Diego!

Sunday, March 9

7:30 a.m. **Breakfast Buffet** *Seaport G/H*

7:45-8:45 a.m. **Roundtable Discussions** *Seaport G/H*
Facilitated small group discussions

1. Session for Provost/VPAA Assistants – **Barbara Painter**
2. PA Succession Planning – **Caroline Tanner**
3. Presidential Search – **Brenda Buzynski**
4. Your Career After the President's Office – **Penny Perdue**
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6. Use of Technology – **Theresa Singletary**

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7. Writing Tips for the PA – **Kai Swanson**
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 16. Getting involved in NAPAHE – **Linda Ryan**

8:45-9:15 a.m. **Annual Business Meeting** *Seaport G/H*
NAPAHE is an association run by presidential assistants, for presidential assistants. Hear about the activities and management of the organization, elect new officers and Board members, and learn how you can get involved.

9:30-10:30 a.m. **Concurrent Sessions IV**
Choose one of four sessions.

1. The Competitive Edge: Understanding NCAA Compliance Issues

Balboa A/B

Investigations into violations of NCAA legislation often come as a shock to institutions. Despite the best efforts of all campus officials to comply with NCAA rules, sometimes violations of NCAA legislation do occur. Further, under NCAA bylaws, presidents and chancellors are ultimately held responsible for NCAA compliance on their campuses. Because institutions do not encounter NCAA investigations on a frequent basis, the challenge of an NCAA investigation may prove daunting. The purpose of this presentation is twofold: first, to introduce session attendees to the basics of an NCAA investigation and how the institution and the enforcement staff work collaboratively to determine the investigation's outcome; and second, to provide tools to help presidential assistants serve as a resource to their college presidents during the NCAA investigation and to work collaboratively with the NCAA enforcement staff.

Kathy Sulentic, Assistant Director of Enforcement, National Collegiate Athletic Association

2. Using Institutional Research to Enhance Your Role as a Presidential Assistant

Gaslamp A/B

Increasingly, the role of presidential assistant is seen as a strategic advisor to the president and the senior administration. The position often requires that the presidential assistant get involved with critical areas of the institution, such as strategic planning, reaccreditation, linking planning, assessment, and resource allocation and institutional effectiveness. An important way in which a presidential assistant can utilize his or her role to support the president and be viewed by cabinet or senior staff peers as a peer and equal is to utilize data, assessment, and institutional research.

Conference Program

This session discusses how presidential assistants can utilize the resources of your respective institutions to become a valuable member of the team, while also impacting areas such as strategic planning, reaccreditation, and institutional effectiveness. Increasingly, presidential assistants can utilize institutional resources to add value as a senior leader of an institution.

Edward Summers, Chief of Staff and Director of the Kelly Adirondack Research Center, Union College

3. Managing and Hosting Safe and Successful Events *Gaslamp C/D*

A successful event requires more than an event planner, it requires a team approach. Events discussed will include a variety of campus-related functions, including commencements, VIPs, controversial speakers, civil disobedience and more. This presentation will explain how the Incident Command System (ICS) and an all-hazards approach can help facilitate the team approach needed to manage a safe, successful event, and be prepared for when things go wrong.

John M. Collins, Chief of Police and Director of Campus Security, The College of New Jersey

4. MOOCs That Matter and Training That Counts! *Old Town A/B*

In the past two years or so, a major disruption has occurred in the higher education world, and its name is massive open online course (MOOC). Suddenly education, knowledge, and (in some cases) course credits are available to a larger audience. Now anyone can take a college course online, and they decide what and when they can learn, or even if they want credit for it. The intangibility of “education” has been manifested into a realistic goal. This new style of teaching and learning is another transformation in the world of distance education that has taken the traditional format and turned it on its head. So what is a MOOC and why is it important now? We will look at the MOOC and its impact on education.

Secondly, the world of distance education is overwhelming for students – there are so many options are available! How do they know which online courses are quality courses? Enter Quality Matters, a peer-review-based program (with many options) that is used by a wide range of colleges and universities to ensure that their online courses are designed for the student to have a quality experience. Finally, we will look at traditional and non-traditional faculty training styles that help to implement and maintain the MOOC style of classroom learning and course design (Quality Matters).

Reba-Anna Lee, Associate Director of Academic Technology and eLearning, Marist College

10:45–11:45 a.m. **Closing Plenary** *Seaport G/H*

President and Presidential Assistant: Working and Leading Together as a Strategic Team

When presidents and presidential assistants work well together, the benefits are tremendous: a well-run, efficient institution, a cohesive cabinet, strategic decision making, and a commitment to excellence that permeates the community. Three teams of presidents and assistants who have kept these outcomes in mind will share their strategies for working together to tackle the important work of their institutions. This session will be interactive, with time allotted for your comments, insights, and questions.

Moderated by **Sydney Peterson**, Chair-Elect, NAPAHE, and Chief of Staff,
Secretary to the Board of Trustees, Utah State University

Roosevelt University

Charles R. (Chuck) Middleton, President

Brig Timpson, Chief of Staff

The College of New Jersey

R. Barbara Gitenstein, President

Heather Fehn, Chief of Staff and Secretary to the Board

Thomas Edison State College

George Pruitt, President

Linda Meehan, Chief of Staff

11:45 a.m. **Conference Wrap-up** *Seaport G/H*

Monica Huffman, Chair, NAPAHE Conference Committee, and
Executive Assistant to the President, University of Central Missouri

A Special Recognition

The NAPAHE Board of Directors would like to thank Mary Ann Shallberg, Executive Associate to the President, University of Houston-Clear Lake, as well as other PA's from Texas Universities, for their gift of funds from a state PA organization that was active in the early 2000's. With members of the group nearing retirement age, they felt the best thing to do with remaining funds that had been collected over the years was to transfer these funds to NAPAHE.

The Board has created a scholarship fund, and will be using the Texas funds over the next few years to provide scholarships to first-time conference attendees. We are grateful to Mary Ann and her colleagues for their generosity.

NAPAHE Board of Directors

Phyllis Gregg, Chair

Senior Executive Assistant to the President
DePaul University

Max Allen, Immediate Past Chair

Chief of Staff
University of North Carolina Wilmington

Sydney Peterson, Chair-Elect

Chief of Staff to the President and
Secretary to the Board of Trustees
Utah State University

Blake Fry, Past Chair; Treasurer; Investment Committee Chair

Special Assistant to the Chancellor
University of Wisconsin-River Falls

Theresa Singletary, Secretary

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Mark Lanier, Awards and Recognitions Committee Chair

Assistant to the Chancellor and
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Clark Atlanta University

Ken Butler

Executive Assistant to the President
Muhlenberg College

Heather M. Fehn

Executive Assistant to the President and
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The College of New Jersey

Willie Larkin

Executive Assistant to the President
Morgan State University

Edward Summers

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Union College

Kai Swanson

Executive Assistant to the President
Augustana College

Tracy Wise

Executive Assistant to the President
California State University, San Bernardino

Twila Yoder

Assistant to the President and
Corporate Secretary to the Board
Eastern Mennonite University

Nominated as New Members of the NAPAHE Board of Directors

Kim H. Durr

Executive Assistant to the Chancellor
Southern Illinois University
Edwardsville, Illinois

Tony Mesa

Executive Secretary to the Chancellor
The California State University
Long Beach, California

Kathryn Enke

Chief of Staff and Executive Assistant to
the President
College of Saint Benedict
St. Joseph, Minnesota

Kelley Mills

Trustee Relations Secretary
Rhode Island School of Design
Providence, Rhode Island

These individuals have been recommended by the Nominations Committee, approved by the Board of Directors, and are eligible for election at the Annual Meeting on March 9, 2014.

2014 Conference Committee **Conference Committee Chair: Monica Huffman** University of Central Missouri

Heather Fehn, *Content Committee Chair*

The College of New Jersey

Penny Perdue, *Marketing Committee Chair*

Governors State University

Caroline Tanner, *Operations Committee Chair*

California State University San Marcos

Ken Butler

Muhlenberg College

Cynthia Buskey-Martin

Clark Atlanta University

Jan Castaneda

San Diego State University

Kim Durr

Southern Illinois University

Ian James

The City University of New York

April Lee

California State University, Monterey Bay

Teri Losey

Grand Valley State University

Tudy Moncure

Washington and Lee University

Carmen Nelson

Montana Tech of The University of Montana

Barbara Painter

Truckee Meadows Community College

Sydney Peterson

Utah State University

Tracee Post

West Texas A&M University

Linda Ryan

Drake University

Barbara Sandoval

Western Washington University

Susan Schubert

University of Baltimore

Teresa Singletary

University of Houston

Kai Swanson

Augustana University

Denise Szalkowski

SUNY Fredonia

The 2014 NAPAHE Professional Achievement Award

Dr. Joseph H. Silver Sr.

Dr. Joseph H. Silver, Sr. is the Managing Partner of Silver and Associates, a full-service higher education consulting firm. The firm has a fifteen-year track record of assisting colleges and universities solve complex problems, accreditation issues, and developing sound strategic planning. Dr. Silver was an Advisor to the firm for many years and recently assumed the position of Managing Partner. Dr. Joseph H. Silver Sr. served as President of Alabama State University. A dynamic and innovative educator and leader, Silver was described as having the “expertise, background and vigor to continue the University’s important Vision 2020 Plan and its academic and physical transformation, well into the 21st century.” Over his career, he has developed the reputation of a transformational and innovative leader with great vision and principled ethics. He has sound strategic planning



skills and is championed as a strong academic thinker who is well positioned throughout the academy and in the community. His work is recognized on the regional, national and international levels. In March 2012 Dr. Silver received the leadership award from the American Association of Blacks in Higher Education’s (AABHE) and, going forward, the award has been named the “Joseph H. Silver, Leadership and Mentoring Award” in his honor. Another leadership award was bestowed upon him at Clark Atlanta University in 2012. The award is named in his honor. The award is now called the “Joseph H. Silver, Sr. Leadership Award In Advocacy Against Dating and Domestic Violence.”

Prior to the position at Alabama State University, Silver was employed Clark Atlanta University where he served as provost and vice president of Academic Affairs. He is credited with being the architect of the university’s new strategic plan and its implementation. As provost, he also has served as one of the leading fundraiser for the university. Dr. Silver was asked by the president to develop the reorganization plan for the university. After developing the plan, he led the implementation of the reorganization of the university. As a result, the university is more streamlined, more efficient, and more student-centered. He led the university’s successful effort to prepare the Fifth Year Report for submission to the Southern Association of Colleges and Schools. Dr. Silver developed the following innovations while at Clark Atlanta University: the Global Leadership Academy; the Center for Leadership, Academic, and Student Success; the Friends of the Provost for Access and Success; and the new budget review process.

Over the past 35 years, Silver has held leadership positions of increasing responsibilities, beginning at Kennesaw State College, first as a tenured associate professor of political science and later as assistant to the president and director of minority affairs and EEO officer. He served as an administrative fellow with the Board of Regents of the University System of Georgia and was later named assistant vice chancellor of Academic Affairs.

After serving in the University System's office, Silver was appointed vice president for Academic Affairs and professor of political science at Savannah State University, a dual role in which he served until 2006. The institution experienced unprecedented growth and expansion during his time there. Silver's depth of expertise and breadth of leadership experience aided in his success in the role as provost and vice president for Academic Affairs at Clark Atlanta University, the position in which he served from January 2010 to his selection as ASU's President.

After his success at Savannah State, Silver was named vice president of the Commission on Colleges at the Southern Association of Colleges and Schools, where he helped to shape regional and national educational policies and issues, working with institutions across 11 southern states. He also provided leadership and technical assistance on accreditation matters, supervising accreditation teams in evaluating institutions, as well as member institutions working to meet accreditation standards. He was the principal author of the Commission on Colleges' "Diversity Statement" and quickly became a highly sought-after authority on the Quality Enhancement Plan (QEP).

A native of North Carolina, Silver earned the B.A. degree in political science (summa cum laude) from St. Augustine's College in Raleigh, N.C., and the M.A. and Ph.D. degrees in political science from Atlanta University (now Clark Atlanta University). He also engaged in summer study at Oxford University, APS- Stanford University and the American Judicature Society. Silver is married with two children.

Past NAPAHE Award Recipients

Distinguished Service

2003 Mark Curchack
2004 *Not awarded*
2005 Sylvia Payne
2006 Elizabeth Wright
2007 Maurice Eldridge
2008 Mary Ann Shallberg
2009 Art Wallhausen
2010 *Not awarded*
2011 Linda Ryan
2012 Howard Gordon
2013 Blake Fry

Professional Achievement

2006 Dr. Tony Ross
2007 Dr. Stephen Trachtenberg
2008 Dr. Mildred Garcia
2009 *Not awarded*
2010 *Not awarded*
2011 Marc Schaeffer
2012 *Not awarded*
2013 *Not awarded*

Presenter Profiles

Max Allen
*Chief of Staff, University of
North Carolina Wilmington*

*The Presidential Assistant On the Hot Seat
Luncheon Plenary, Saturday, 12:30 p.m., Seaport A/B*

A native of Atlanta, Georgia, Max Allen serves as the Chief of Staff at the University of North Carolina Wilmington, serving as the top advisor to Chancellor Gary L. Miller. He works closely with senior administrators in all aspects of running a major university. He also serves as the Executive Director of the University's Research Foundation and oversees the University's Entrepreneurial Center and University Relations operations.

A retired Navy Lieutenant Commander, Allen has had many successful years of challenging assignments as an administrator at two major universities and as a public affairs officer, including serving as spokesman for the Navy's involvement in the Challenger space shuttle disaster, as a spokesperson for the Navy in the Pentagon, and as a public affairs officer in numerous overseas locations aboard a variety of ships, including the former Battleship, *USS New Jersey*.

Allen is very involved in the Wilmington community and currently serves as President of the 100 Black Men of Coastal North Carolina, where he is leading an effort to provide mentoring, education, health and wellness, and economic empowerment initiatives in the lives of young African American males in the greater Wilmington North Carolina area.

His professional activities include service as Immediate Past Chair of the Board of Directors for NAPAHE and the BB&T Local Advisory Board in Wilmington.

Charles M. Ambrose
President, University of Central Missouri

*On the Brink of Innovation
Opening Plenary, Saturday, 9:45 a.m., Seaport A/B
and Concurrent Session I.2, Saturday, 11:15 a.m., Gaslamp A/B*

Dr. Charles M. Ambrose became the University of Central Missouri's 15th president August 1, 2010. A career educator who is a fervent advocate of servant leadership and engaged learning, he is committed to promoting academic quality, excellence in teaching, and the collegiate experience.

Prior to accepting his UCM post, Dr. Ambrose served for 12 years as president of Pfeiffer University in Misenheimer, North Carolina. When he was recruited as Pfeiffer's president, Dr. Ambrose was only 36 years old, making him the youngest serving president of a college or university in North Carolina in 1998. When his tenure ended at Pfeiffer, he was the second-longest-serving president of the state's 36 independent colleges and universities.

During his first year at UCM, Dr. Ambrose provided leadership for the university's new Strategic Governance for Student Success Model, and led an extensive governance, administrative and academic review process designed to provide a stronger, more viable educational experience for students, while cutting operational costs and maximizing institutional effectiveness. Under his direction, the campus initiated a new strategic positioning platform in 2012 to provide a more articulated understanding of the vision and core values of UCM, and help guide the institution in establishing its future priorities to reach the university's fullest potential. He is also working to build a new educational model in cooperation with the Lee's Summit R-7 School District, Metropolitan Community College and Fortune 500 corporations to create the Missouri Innovation Campus, which received national recognition during a visit to campus in 2013 by President Barack Obama. Because of his work in helping to bridge

the skills gap with Missouri's workforce and reduce students' college debt load through The MIC, Missouri Gov. Jay Nixon recognized Dr. Ambrose with the 2013 Governor's Economic Development Advancement Award.

Dr. Ambrose's vision and leadership in 2013 also contributed to the new Learning to a Greater Degree Contract for college completion and student success, a comprehensive initiative designed to help students graduate on time with a degree that provides greater purpose and meaning. He has continued to build strong relationships with men and women in uniform, including the establishment of the Whiteman Advantage Program, which has brought together personnel from Whiteman Air Force Base and the university to create new educational opportunities for military members. The university also developed the Military Tuition Package, which provides education savings for veterans and active duty men and women currently serving their country, and established the Military and Veterans Success Center in 2011.

UCM achieved three consecutive record fall enrollments, 2011-2013, under Dr. Ambrose's leadership. To help make education more accessible, the university has also entered articulation agreements with institutions such as Johnson County Community College, Metropolitan Community College and Linn State Technical College.

In addition to his presidencies at Pfeiffer and UCM, Dr. Ambrose served as vice president for advancement at Carson-Newman College, assistant to the chancellor for university advancement at Western Carolina University, and executive assistant to the president at the American Association of State Colleges and Universities in Washington, DC. Additionally, he is a former faculty member, having taught graduate classes in educational administration and legal issues. Dr. Ambrose has participated in many scholarly and professional activities throughout his career, and served for two years as chair of the National Collegiate Athletic Association Division II Presidents Council. He currently serves on the President's Council of the Association of Governing Boards, Chair of the Mid-America Intercollegiate Athletic Association, Board of Directors of the Kansas City Area Development Commission, and on the Presidential Task Force on Tennis and Higher Education of the United States Tennis Association.

Ambrose attended Furman University, where he was a four-year letterman and captain of the soccer team. After graduating with a bachelor's degree in sociology, he earned two advanced degrees in higher education administration, a master's from the University of Louisville and a Doctor of Education degree from the University of Georgia. Dr. Ambrose and his wife, Kris (also a graduate of Furman University) are active in community projects to help individuals in need. In 2003, the Ambrose's completed The Ride for the Ribbon, a 1,000 mile bike-ride raising over \$200,000 for breast cancer awareness and early detection. The couple has two children, Charlie, a UCM student, and Kathryn, a freshman at Drake University.

Steve Bahls
President, Augustana College

On the Brink of Innovation
Opening Plenary, Saturday, 9:45 a.m., Seaport A/B
and Concurrent Session I.1, Saturday, 11:15 a.m., Balboa A/B

Steve Bahls has been president of Augustana College in Rock Island, Illinois, since 2003, leading the most successful comprehensive campaign in its 154-year history, completing the most ambitious building program since the 1950s, establishing a 12-to-1 student faculty ratio, and doing all of this while leading Augustana to fourth place on *US News*' list of most efficient National Liberal Arts Colleges. A C.P.A. and attorney, Bahls was a law school professor and dean before coming to Augustana. He serves on national leadership panels of the NCAA, NAICU, the American Bar Association and the Evangelical

Presenter Profiles

Lutheran Church in America, and is the author of the soon-to-be-released *From Shared Governance to Shared Responsibility*, published by AGB. Earlier this year he was among the college and university presidents invited to the White House by President Barack Obama to discuss higher education access.

Diane Blake

Vice President for Finance and Administration
Union College

Understanding Institutional Finances

Concurrent Session II.3, Saturday, 2:15 p.m., Gaslamp C/D

Diane Blake has more than 35 years of experience working in higher education finance, including the last 25 years at Union College, one of the leading liberal arts colleges in the country. Since 1997, she has been vice president of finance and administration, overseeing an annual budget of \$150 million and monitoring the college's \$400 million endowment. She is responsible for a combined staff of 150 employees in Human Resources, Facilities Management, Conferencing, Safety and Environmental Compliance, the Bookstore and the Mailroom and its printing services, and for financial oversight of Dining Services. Blake reports to the president. In her time at Union, she has worked for three presidents.

Cynthia M. Buskey-Martin

Chief of Staff and Special Assistant to the President
Clark Atlanta University

New to the Job

Concurrent Session II.2, Saturday, 2:15 p.m., Gaslamp A/B

Cynthia Buskey-Martin has had a dedicated and stellar career in the field of education administration. With more than 25 years of expertise, she has accomplished a track record of increasing responsibility in daily operational and administrative functions, with a high proficiency in grants management, administration and supervision.

Since 2008, Buskey-Martin has served as special assistant to the president and chief of staff at Clark Atlanta University (CAU), where she is the senior advisor to the president, responsible for directing the operational, financial and administrative affairs of the Office of the President. Prior to CAU, Buskey-Martin held the position of director of Administrative Affairs at Savannah State University, where she also was a member of the president's cabinet and served as an advisor to the president in areas such as organizational planning, university relations and internal management, along with other areas. From 1992 to 1997, she served as assistant director of Admissions at Armstrong Atlantic State University.

Buskey-Martin's memberships and affiliations reflect her outstanding career path and professional development. They include the National Association HBCU Title III Administrators, NAPAHE, Atlanta Fire Rescue Department Emergency Preparedness and Business Continuity Leadership Institute, FEMA Emergency Management Institute for Higher Education, Pi Alpha Alpha National Honor Society for Public Affairs and Administration, Mayor's Healthy Savannah Initiative 2008, and Leadership Savannah Class of 2004.

The native of Queens, New York, who grew up in Orangeburg, South Carolina, holds a bachelor's degree in business administration with a concentration in marketing from South Carolina State University and a master's degree in public administration from Savannah State University.

She is married to Maj. Joey S. Martin, USMC (Retired) and co-owner of Martin Enterprises Financial and Consulting Services, LLC.

John Collins
*Chief of Police/Director of Campus Security,
The College of New Jersey*

*Managing and Hosting Safe and Successful Events
Concurrent Session IV.3, Sunday, 9:30 a.m., Gaslamp C/D*

John M. Collins serves as the Chief of Police/Director of Campus Security for The College of New Jersey, a residential undergraduate institution located in Ewing. He leads a staff of 31, including sworn police officers, unarmed security officers, dispatchers, and administrative support staff in policing a 289-acre campus with 6,000 students.

Prior to his appointment to this position in January, 2008, he served 23-years with the Port Authority of New York & New Jersey Police, having retired as the Commanding Officer of the Lincoln Tunnel. John's experience includes a two-year assignment as Commanding Officer of the Port Authority's Police Academy, one year as the department's first Counter Terrorism Captain, and eleven years' experience in the Port Authority's Emergency Service Unit. John was personally involved in the responses to both attacks on the World Trade Center, as a first responder in the 1993 Bombing, and as a member of the Port Authority's 9-11-01 Recovery Team at Ground Zero.

In addition to serving as Sergeant at Arms for the Mercer County Chiefs Association, John is a past president of the New Jersey College & University Public Safety Association, and currently serves as a member of the National Institute of Justice's Modeling and Simulation Technology Working Group and as a member of the National Law Enforcement and Corrections Technology Center's Constituency Advisory Group. He has a Bachelor of Science in Criminal Justice from St. John's University, a Master of Public Administration and an Honorary Doctor of Laws (LLD) from Kean University.

Gayle R. Davis, Ph.D.
*Provost and Vice President for Academic and
Student Affairs, Grand Valley State University*

*On the Brink of Innovation
Opening Plenary, Saturday, 9:45 a.m., Seaport A/B
and Concurrent Session I.3, Saturday 11:15 a.m., Gaslamp C/D*

Dr. Gayle Davis became Grand Valley State University's Provost and Vice President for Academic and Student Affairs in 2002. Since then, she has served on the Huntington Bank Women's Initiative Advisory Board, and the boards of directors of the Greater Grand Rapids Women's History Council, the Art and Museum Commissioners, and Goodwill Industries. She also served as chair of the Academic Officers of the President's Council of the State Universities of Michigan. She was named in 2006 by the Grand Rapids Business Journal as one of the 50 Most Influential Women in West Michigan; in 2008 she received the YWCA Tribute award for Professions; and in 2009 she was presented the Michigan American Council on Education Distinguished Woman in Higher Education Leadership Award.

Dr. Davis earned her BA in French at Muskingum College in Ohio and her MA in art history and PhD in American Studies from Michigan State University.

Heather Fehn
*Chief of Staff and Secretary to the Board of Trustees,
The College of New Jersey*

*The Presidential Assistant On the Hot Seat
Luncheon Plenary, Saturday, 12:30 p.m., Seaport A/B
Technology in the President's Office
Concurrent Session II.4, Saturday, 2:15 p.m., Old Town A/B
and President and Presidential Assistant: Working and Leading Together
Closing Plenary, Sunday, 10:45 a.m., Seaport G/H*

Heather Fehn has served as the Chief of Staff and Secretary to the Board of Trustees in the Office of the President at The College of New Jersey (TCNJ) since April 1996. She graduated in 1994 from TCNJ

Presenter Profiles

with a Bachelor of Arts in Psychology and in 1996 with a Master of Arts in Counseling and Personnel Services. During her time at the College, Heather has served two presidents and over 30 trustees. She has facilitated the work of 13 presidential/executive level searches, has served as an adjunct instructor in the First Seminar Program at TCNJ teaching courses on student leadership, and as an advisor for the Hillel/Jewish Student Union.

Heather has served as a member of the Board Professionals Leadership Group of the Association of Governing Board's since 2002 and was elected Chair for 2010-2011. Heather chaired the committee coordinating the 2009 national conference and presents regularly on the use of technology, and on presidential and executive level searches. She currently serves as a member of the Professional Development Committee. Heather has chaired the NAPAHE Content Committee for the National Conference since 2011 and has coordinated the programs for three national conferences.

In 2010 Heather was elected to serve as a member of the board of the Har Sinai Congregation in Pennington, New Jersey. She was then elected to serve as a member of the congregation's Executive Board in 2011, and as President in 2012. Heather was elected to serve as a board member of Woods Services, an organization based in Langhorne, Pennsylvania providing support and services to children and adults with special needs and challenges in 2012.

Blake Fry
Special Assistant to the Chancellor,
University of Wisconsin-River Falls

The Presidential Assistant On the Hot Seat
Luncheon Plenary, Saturday, 12:30 p.m., Seaport A/B

Blake Fry is Special Assistant to the Chancellor at the University of Wisconsin-River Falls, where he provides leadership for external relations and university communications functions. Blake is a past NAPAHE conference chair and board chair, and received the NAPAHE Distinguished Service Award in 2013. Blake holds a BA in political science from Wichita State University, an MA in higher education administration from the University of Missouri-Kansas City, a MBA from Avila University, and an Ed.D. in higher education from Oklahoma State University, where he was named Robert and Maxine Kamm Distinguished Graduate Fellow.

R. Barbara Gitenstein
President, The College of New Jersey

President and Presidential Assistant: Working and Leading Together
Closing Plenary, Sunday, 10:45 a.m., Seaport G/H

R. Barbara Gitenstein, President of The College of New Jersey (TCNJ), has over 30 years of experience as a college professor and administrator in both the public and private sectors. She came to TCNJ from Drake University, where she served as provost and executive vice president. She is the first woman to serve as president of TCNJ in its 158-year history.

Upon her arrival at TCNJ in 1999, Dr. Gitenstein immediately set about enhancing academic rigor and faculty-student engagement, which led to a transformation of the entire undergraduate program. Delivering the highest caliber academic experience has been a consistent theme of her presidency, which is paying dividends for students of the College. Today, for example, TCNJ graduates regularly outperform their peers on national CPA, engineering, nursing and teaching exams. In 2006, TCNJ was awarded a Phi Beta Kappa chapter, an honor shared by fewer than 10 percent of colleges and universities nationally.

During her tenure, the College has realized a significant increase in non-state revenue, including approximately \$20 million in federal grant and set-aside revenue. Alumni giving has nearly doubled,

the College's endowment has tripled, and TCNJ received its largest ever single gift: \$5 million. Utilizing the public-private partnership provision contained in the New Jersey Economic Stimulus Act of 2009, Dr. Gitenstein completed a contract for Campus Town, the College's first public-private partnership with a developer. The project, which is being built with \$75 million in private funds, will generate \$50 million in income to the College over the life of the contract. It will also create 278,000 square feet of amenities such as retail stores, professional services and restaurants for both the College and local communities, as well as additional housing for students.

Under Dr. Gitenstein's leadership, the College has invested more than \$250 million in its physical plant. Improvements include six academic buildings, housing for an additional 400 students, and the acquisition of 103 acres of property to add to the central campus of 289 acres. Over the next four years, an additional \$200 million in renovations and new construction is scheduled to take place. This will include a 74,000 square foot STEM (science, technology, engineering, and mathematics) building and a 15,000 square foot addition to the chemistry building, which are being built in part with a \$57 million grant from the state of New Jersey; a \$31 million renovation of the Brower Student Center, funded by Sodexo Campus Services, the College's food service provider; and the Campus Town project.

Dr. Gitenstein began her career in higher education as an assistant professor of English at Central Missouri State University. She held various faculty posts including professor of English and chair of the English department before being appointed associate provost at SUNY-Oswego. Dr. Gitenstein also held the post of acting assistant provost for academic programs with the SUNY system while on leave from SUNY-Oswego. In 1992, Dr. Gitenstein was appointed to the position of provost at Drake University.

An active scholar, Dr. Gitenstein has written the book *Apocalyptic Messianism and Contemporary Jewish-American Poetry*, and has published numerous articles and reviews on Jewish and American literature. She is also active in higher education organizations and the community. Dr. Gitenstein is the immediate past chair of the Middle States Commission on Higher Education, and was a member of the American Council on Education's Task Force on Accreditation. She has served as a member of higher education transition teams for former Governors McGreevey and Corzine; chair and consultant evaluator for Middle States Commission on Higher Education evaluation teams; associate coordinator for the American Council on Education New York State Association of Women in Higher Education; chair of the Jewish-American Literature of the Northeast Modern Language Association, among others. She also participated in the Higher Education Resources Services, Mid-Atlantic Institute for Women in Higher Education Administration at Bryn Mawr College.

Dr. Gitenstein has served as a board member of New Jersey Resources, and the ING Investment Funds, and ING Mutual Funds; and is a past statewide chair of the New Jersey State Employee Charitable Campaign. Dr. Gitenstein was the recipient of the 2002 Woman of Distinction Award by the Girl Scouts of Delaware-Raritan Council, was honored by the Executive Women of New Jersey at its 2002 Salute to the Policy Makers dinner for her contributions to the advancement of women in management and the profession, and was the presidential sponsor for the New Jersey chapter of the American Council on Education's Network of Women Leaders in Higher Education. In May 2003, the YWCA of Princeton honored Dr. Gitenstein at their "Tribute to Women" in recognition of her outstanding achievements, contributions to the community, and model character. The KidsBridge Children's Museum dedicated to tolerance education honored Dr. Gitenstein in October 2007 with its first Humanitarian Award. In 2009, she was recognized by the Women's Caucus of New Jersey as a Woman of Achievement.

Presenter Profiles

Born in Florala, Alabama, Dr. Gitenstein received a BA with honors in English from Duke University and a PhD in English and American Literature from the University of North Carolina, Chapel Hill. She and her husband, Dr. Donald Hart, have two children, Pauline and Samuel.

Gail Glover

Senior Director of Communications and Marketing, Union College

The Online Presidency

Concurrent Session II.1, Saturday, 2:15 p.m., Balboa A/B

Gail Glover has more than 20 years of experience as a public and media relations professional, including the last 13 years at the State University of New York at Binghamton. She held a number of public relations positions at Binghamton, most recently as the senior director of media and public relations. In that position, she provided strategic counsel to senior administration, acted as the university spokesperson and developed the overall university media plans for offices and departments such as admissions, advancement and academic programs.

At Binghamton, Glover has overseen the university's crisis management efforts, social media activities, video initiatives, community relations and advocacy communications. At Union College she oversees the Office of Communications, whose responsibilities include media and public relations, publications, the alumni magazine, the College's Web site and the Chronicle, a weekly internal newsletter.

She holds a bachelor's in applied social sciences and a master's in social sciences, both from Binghamton.

Howard Gordon

Executive Assistant to the President; Special Assistant for Social Equity, State University of New York at Oswego

Opening Plenary: On the Brink of Innovation

Saturday, 9:45 a.m., Seaport A/B

Howard Gordon has served as Executive Assistant to President Stanley and Special Assistant for Social Equity at the State University of New York (SUNY) at Oswego since 1996. Gordon manages all of the institution's legal matters and serves as liaison to SUNY Office of General Counsel and to SUNY Office of Employee Relations on contractual matters involving faculty and professional staff. He is also the college's interim Affirmative Action Officer. Prior to his current position, Gordon was Assistant Provost for Academic Affairs.

Gordon is the author of a collection of short stories, *The African in Me*; his other stories have been published in several anthologies. He holds a Bachelor's degree in History, a Master's in English Literature from SUNY Oswego, and is completing his Ph.D. in anthropology and sociology of education at Syracuse University.

Gordon lives in Syracuse, New York, with his wife, Eva. They have two sons.

Terry W. Hartle

Senior Vice President, ACE

Legislative Update

Concurrent Session III.3, Saturday, 3:45 p.m., Gaslamp C/D

Terry W. Hartle is one of America's most effective and experienced advocates for higher education. At ACE, where he has served for more than 20 years, he directs comprehensive efforts to engage federal policymakers on a broad range of issues including student aid, government regulation, scientific research and tax policy. His work involves representation before the U.S. Congress, administrative agencies and the federal courts. As an expert voice on behalf of colleges and universities, he is quoted widely in both the national and international media on higher education issues.

Given ACE's historic role in coordinating the government relations efforts of some 60 associations in the Washington-based higher education community, Hartle plays a central part in developing public policy positions that impact all colleges and universities. He also oversees the Council's external relations functions, as well as Higher Education for Development, which supports the global development goals of the United States Agency for International Development, primarily by coordinating the engagement of the higher education community to address development challenges.

Prior to joining the council in 1993, Hartle served for six years as education staff director for the Senate Committee on Labor and Human Resources, then chaired by Sen. Edward M. Kennedy. Prior to 1987, Hartle was director of social policy studies and resident fellow at the American Enterprise Institute, and a research scientist at the Educational Testing Service. Hartle has authored or co-authored numerous articles, books, and national studies and contributes regular book reviews to *The Christian Science Monitor*.

Hartle received a doctorate in public policy from The George Washington University, a master's in public administration from the Maxwell School at Syracuse University, and a bachelor's degree in history *summa cum laude* from Hiram College. He was awarded an honorary doctor of laws degree by Northeastern University. He has received the Hiram College Alumni Achievement Award, and has been inducted into the Hiram College Athletic Hall of Fame. He is a member of Phi Beta Kappa.

Virginia Schaefer Horvath
President, State University of New York Fredonia

Role of Liberal Arts in Today's World
Concurrent Session III.1, Saturday, 3:45 p.m., Balboa A/B

Dr. Virginia "Ginny" Horvath became the 13th President of the SUNY Fredonia on July 1, 2012. She was the Vice President for Academic Affairs at SUNY Fredonia for seven years, overseeing academic programs, Rockefeller Arts Center, Reed Library, information technology, graduate studies and research, Lifelong Learning, and a range of academic support services.

President Horvath, who also holds rank as a Professor of English, has academic specialties in Medieval literature, British literature, children's/young adult literature, English pedagogy, and poetry. Previously at Kent State University, where she was a recipient of the Distinguished Teaching Award, Horvath was Dean of Academic and Student Services for the Kent State University Regional Campuses, and Assistant to the President for Strategic Planning.

She has published, presented, and served as a consultant on a range of subjects, such as documenting faculty work, promotion and tenure policies, peer review, strategic planning, global education, service-learning, scholarship of engagement, leadership development, and syllabus/course design. She served on the AASCU Provosts Steering Committee, a national initiative for re-imagining undergraduate education in the United States.

Originally from Amherst, New York, Horvath is a graduate of the Buffalo Seminary and now serves on its Board of Trustees. She also serves on the Board of Trustees of the Lake Erie Regional Health System of New York.

She earned a BA in English from the State University of New York at Buffalo and an MA and PhD in English from Kent State University. She is married to Dr. Brooke K. Horvath, a professor of English at Kent State University. They have four grown daughters: Emily Davey, Caitlin Carroll, Susan Horvath, and Jordan Horvath.

Presenter Profiles

Chris Kimball, Ph.D.
*President and Chief Executive Officer,
California Lutheran University*

*The Role of the President's Office in University Advancement
Concurrent Session III.2, Saturday, 3:45 p.m., Gaslamp A/B*

An administrative and academic leader with more than 25 years' experience, Chris Kimball is president and chief executive officer of California Lutheran University in Thousand Oaks. Kimball became the University's seventh president in April 2008 after serving as Provost and Vice President for Academic Affairs for nearly two years. He is currently focused on leading the University through its second half-century, with a commitment to academic excellence, service, and real-world learning in support of the University's 2012-2017 Strategic Plan.

Kimball holds a doctorate and a master's degree in history from The University of Chicago. He completed his undergraduate work at McGill University in Canada. Prior to moving west, Kimball served in faculty and administration positions at Augsburg College and the University of Nebraska-Lincoln.

As Cal Lutheran's President, Kimball is Chair of the Board of the Directors of the Council of Independent Colleges and is a member of the Executive Committee of the Association of Independent California Colleges and Universities. Closer to home, he serves on the boards of a variety of nonprofit, educational and economic organizations, including the Los Robles Hospital and Medical Center and New West Symphony.

Dr. Reba-Anna Lee
*Associate Director, Academic Technology and
eLearning, Marist College*

*MOOCs That Matter and Training That Counts!
Concurrent Session IV.4, Sunday, 9:30 a.m., Old Town A/B*

Dr. Reba-Anna Lee is currently the Associate Director of Academic Technology and eLearning at Marist College. Her extensive background includes over 10 years of K-12 experience as well as 6 years of higher education administrative and teaching experience.

Dr. Lee's interests span from electronic portfolios to faculty technology. Dr. Lee is also interested in the research of online environments, training faculty, and innovative technology use in the classroom. She is currently a Master Reviewer for Quality Matters and has worked to institutionalize the program at her institution. She also oversees faculty training in different technologies supported by her College which range from Quality Matters workshops to using iPads for classroom teaching training.

Ijade Maxwell Rodrigues
Chief of Staff, York University

*First-Time Attendee/New Member Orientation
Friday, 4:30 p.m., Golden Hill A/B*

Ijade has served as Chief of Staff at York University, Canada's third largest university, since 2007. She plays a critical support role in strategic planning, decision-making, and execution of decisions, serving as a member of the President-Vice-President Committee and the University Executive Committee. In addition, she is responsible for identifying opportunities to focus on improving the University's sense of community and building York's reputation provincially, nationally and internationally. Further, Ijade is also responsible, in consultation with the office of the Communications and Public Affairs, for strategic communications from the President to both the internal and external community. Ijade holds a BSc, Honours in Biology, and is currently working on completing her Masters in Public Administration.

As Chief of Staff, Ijade has supported a number of executive searches for Vice-Presidents and assisted with their transition. In addition, Ijade provided oversight for the dissolution of the York University Foundation and the transition of those staff to allow for those advancement functions to be integrated within the university. Prior to 2007, she worked in a variety of roles in the Office of the President, York University, which include the responsibility for facilitating the Presidential transition in 2007.

Ijade currently serves on the NAPAHE Board of Directors and is the Chair of the NAPAHE Nominations Committee.

Linda Meehan
Chief of Staff, Thomas Edison State College

President and Presidential Assistant: Working and Leading Together
Closing Plenary, Sunday, 10:45 a.m., Seaport G/H

Linda Meehan was appointed Chief of Staff in the Office of the President at Thomas Edison State College in 2009. In this capacity, she responsible for a broad range of support for the office, including oversight of all operations of the President's Office and ensuring effective implementation of initiatives on behalf of the President. She regularly resolves and carries out decision-making on behalf of the President, controls and monitors the budgetary resources for the office, manages the President's schedule, and resolves student issues. She works with the executive leadership team of the College on high-level institutional matters to effectively manage personnel matters, facilities concerns, and fiscal affairs. She serves as a member of the President's Cabinet and is an advisor to the President on significant and sensitive issues.

Prior to her appointment as Chief of Staff, she served as the Assistant to the President from 2001 through 2009. Since 1983, she served in administrative positions within the Office of the President and provided administrative support to the director of communications.

She holds her BA in Psychology, and is currently working towards her Master of Science in Management degree at Thomas Edison State College.

She has been a member of NAPAHE since 2001, and served on the NAPAHE Conference Content Planning Committee in 2010-2011. In 2012, she was appointed to the advisory board for Thomas Edison State College's Women's Professional Network, which provides a forum for women throughout the college to join together for networking and professional development. She serves on the Thomas Edison State College Foundation Event Planning Committee and is involved with various community-based nonprofit organizations throughout New Jersey.

Charles R. Middleton, PhD
President, Roosevelt University

President and Presidential Assistant: Working and Leading Together
Closing Plenary, Sunday, 10:45 a.m., Seaport G/H

Charles R. "Chuck" Middleton brings a historian's perspective to his role as President of Roosevelt University. He understands how the past informs the future and the importance of questioning even the most strongly held opinions in order to defend, adapt and drive change.

Since assuming the Presidency in 2002, Dr. Middleton has led a dramatic transformation at the University. He moved to strengthen the curriculum by strategically expanding and refocusing programs based on Roosevelt's strengths and relevance to the marketplace with such pioneering programs as the Midwest's only three-year pharmacy doctorate. The University also has hired progressive college deans and appointed a record number of new full-time faculty members.

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Among Dr. Middleton's notable accomplishments has been the transition of Roosevelt from a primarily commuter school with part-time adult students to a more traditional-age, full-time university. The number of full-time equivalent students has grown 17 percent over the last decade, with approximately 12 percent living in University housing on the Chicago Campus, including at University Center, the nation's largest joint student residence hall, which opened in 2004.

A new, 32-story Vertical Campus opened on the Chicago Campus in March, 2012. This multipurpose green building – the nation's second-tallest academic facility – houses high-tech classrooms and labs, and student and administrative services. Student residences occupy the top 17 floors.

Under Dr. Middleton's leadership, for the first time, Roosevelt received investment grade credit ratings (from Fitch and Moody's), and endowments have grown dramatically. Credit hours taken by Roosevelt students have increased to the highest level in University history. Flat-rate tuition, instituted in 2005, has made it financially advantageous for students to take more courses each semester. Composite average ACT scores of incoming freshman have increased steadily over the past six years.

Dr. Middleton is proud and excited to bring intercollegiate athletics back to the University. Men's sports have returned after a 22-year absence, and women's sports have been introduced for the first time to campus.

A Fellow of Great Britain's Royal Historical Society, Dr. Middleton's academic expertise is in modern British history from the late 18th century to the early 19th century. He has taught more than 5,000 undergraduate and graduate students, written more than 80 scholarly and public policy papers, and authored the book *The Administration of British Foreign Policy, 1782–1846*.

Previously, Dr. Middleton was Vice Chancellor for Academic Affairs at the University System of Maryland, Provost and Vice President for Academic Affairs at Bowling Green State University and Dean of the College of Arts and Sciences at the University of Colorado at Boulder.

He earned an AB degree with honors in history from Florida State University and both an MA and PhD in history from Duke University.

Dr. Middleton's dedication to community engagement is evidenced by his many professional and civic commitments. He serves on the Board of Governors of the Franklin and Eleanor Roosevelt Institute in Hyde Park, New York, the Board of Directors of the Council for Adult and Experiential Learning, the Point Foundation Board of Governors, and the Chicago History Museum Community Advisory Council. He previously served on the Board of the Chicago 2016 Olympic Bid Committee, the Board of the Center on Halsted, serving as Vice Chair, and is a member of the Economic Club of Chicago, the Executives' Club of Chicago, and the Commercial Club of Chicago. He is Co-Chair of the LGBTQ Presidents in Higher Education and a Board Member of Parents and Friends of Lesbians and Gays and Services and Advocacy for Gay, Lesbian, Bi-Sexual and Transgendered Elders.

John Pecchia
***Vice President for Business Affairs/
Chief Financial Officer, Marist College***

*Understanding Institutional Finances
Concurrent Session II.3, Saturday, 2:15 p.m., Gaslamp C/D*

John Pecchia was appointed Vice President for Business Affairs/CFO in September 2010. John comes to Marist from D'Youville College in Buffalo, New York, where he served as Vice President for Financial Affairs and Treasurer. John is responsible for overseeing the Business Office, Purchasing, Budget and Finance, and the Bookstore. In addition, John is responsible for endowment and investment oversight,

long-range forecasting, audit and financial reporting, bond financing, treasury activities, as well as the preparation, communication, and maintenance of the College's annual operating and capital budgets.

Outside of his duties as CFO, John serves as a councilor on the Council for Chiropractic Education, the accreditation agency for programs and institutions offering the doctor of chiropractic degree. In addition, John has also taught accounting and finance to undergraduate students as an Assistant Professor.

Previously, John served as the Vice President for Financial Affairs/CFO at St. John Fisher College in Rochester, New York, and before that as Vice President for Business Affairs and Treasurer at the New York Chiropractic College in Seneca Falls, New York. John received a BS in Accounting with honors from the New York Institute of Technology, an MBA in Management and Leadership from the Rochester Institute of Technology, and an honorary Doctorate of Humane Letters from the American College of Chiropractors. He is also a certified public accountant.

Penny Perdue

***Executive Assistant to the President,
Governors State University***

New to the Job

Concurrent Session II.2, Saturday, 2:15 p.m., Gaslamp A/B

Penny Perdue currently serves as the Executive Assistant to the President at Governors State University. She is also the liaison to the Board of Trustees. Prior to joining the President's Office, she worked in GSU's Institutional Advancement Office and continues to work closely with that office in her current role. Penny is a GSU alumna, earning an MBA in 2009. She has a BS in Management from Northern Illinois University. She serves on the Board of NAPAHE.

Sydney Peterson

***Chief of Staff; Secretary to the Board of Trustees,
Utah State University***

New to the Job

Concurrent Session II.2, Saturday, 2:15 p.m., Gaslamp A/B

Sydney Peterson has served as Chief of Staff to the President and Secretary to the Board of Trustees at Utah State University since 2005. Prior to assuming this role, she served as Assistant Provost. She is as a key member of the Executive team, interacting with all university constituencies and overseeing the administrative functions of the President's Office and all matters relating to the University. She is the chair or member of several university-wide committees. Utah State University is Utah's land-grant institution and a Doctoral Research University, providing educational opportunities for more than 28,000 undergraduate and graduate students, including 14,000 served at regional campuses and by distance education throughout the state.

Sydney earned a master's degree in Family and Consumer Economics from Utah State University, and is also a graduate of the Utah Chamber of Commerce's Leadership Utah. In addition to her work at Utah State University, she is currently the Chair-Elect of NAPAHE. She has been the Chair of the County Library Board, the Interfaith Council, and USU Community Associates and been a member of the Cache Valley Regional Council.

George A. Pruitt

President, Thomas Edison State College

President and Presidential Assistant: Working and Leading Together

Closing Plenary, Sunday, 10:45 a.m., Seaport G/H

Dr. George A. Pruitt has been President of Thomas Edison State College since 1982. Prior to coming to the College, he served in executive leadership positions at Illinois State University, Towson State

Presenter Profiles

University, Morgan State University, Tennessee State University, and the Council for Adult and Experiential Learning. He is active in the formulation of educational policy nationally and within the State of New Jersey.

He has served as Chairman of the Board of Trustees of the Council for Adult and Experiential Learning; Member, Board of Directors, American Council on Education; Member, Board of Directors, American Association of State Colleges and Universities; Member, National Advisory Committee on Institutional Quality and Integrity, United States Department of Education; Member, Board of Directors, Sun National Bank; Member, Board of Directors, Trenton Savings Bank; Chairman, New Jersey Presidents' Council; Member, New Jersey State Planning Commission; Member, Board of Trustees, Rider University; Member and Chairman, Board of Trustees, The Union Institute & University; and Advisor, Kellogg National Fellowship Program, W.K. Kellogg Foundation.

Dr. Pruitt is Past Chairman and a Member of the MIDJersey Chamber of Commerce Board of Directors. He serves as Chairman, Board of Directors, Structured Employment Economic Development Corporation; Chairman, Board of Directors, Capital City Partnership, Inc.; Chairman, Middle States Commission on Higher Education; Member, Council for Higher Education Accreditation Board of Directors; and is a Member of the New Jersey Association of State Colleges and Universities.

He has consulted widely in business and government, as well as within the higher education community. He has served in an advisory capacity to four Secretaries of Education under three Presidents of both parties. He is the recipient of five honorary degrees, in addition to numerous awards, honors, and commendations. In a study of presidential leadership funded by the Exxon Education Foundation, Dr. Pruitt was identified as one of the most effective college presidents in the United States. He has an adult daughter, Shayla. He resides in Lawrenceville, New Jersey, with his wife, Pamela.

Theresa Singletary
Director of Operations,
University of Houston System

Managing, Supervising, and Leading Others in the President's Office – Where Do I Start?
Concurrent Session III.4 Saturday, 3:45 p.m., Old Town A/B

Theresa Singletary is Director of Operations in the Office of the Chancellor/President of the University of Houston System. The UH System is comprised of four universities – including the flagship University of Houston – with 66,000 students and a budget of \$1.5 billion dollars. In her position she oversees a variety of high-profile projects for the Chancellor/President, including acting as liaison with the Board of Regents, all Vice Chancellors/Vice Presidents (advancement and university marketing and branding, legal, governmental relations, student affairs, intercollegiate athletics, academic affairs, and admiration and finance), and others.

As the Chancellor/President's representative, she facilitates and/or spearheads special projects, meetings, university outreach, and many other activities of the Chancellor/President both internally and externally, including interaction with donors, elected officials, alumni, and many other constituencies.

Theresa was born and raised in Tampa, Florida. She has an undergraduate degree in Criminology from the University of South Florida and her Master's degree in Administration and Supervision in Higher Education from the University of Houston.

After working in the private sector for a number of years, she started her career in higher education at the University of South Florida as a receptionist in the Division of Graduate Studies. She then became Program Assistant, Administrative Assistant, and ultimately Executive Administrative Assistant to USF's Provost.

When then-Provost Renu Khator accepted the position of Chancellor and President in Houston in 2008, she brought Theresa with her as Executive Assistant. As her role and responsibilities evolved, Theresa was promoted to Director of Operations to the Chancellor/President in 2011 and she continues to serve in that capacity.

She is married to Dan Singletary, who leads the human resources operation in UH's Division of Intercollegiate Athletics. They are very proud of their daughter, Skyler, who currently commands the female color guard for Pearland High School's JROTC program and has been accepted at UH, where she will enter as a freshman in the Fall 2014.

Theresa is proud member of NAPAHE and currently serves as Secretary to the Board.

Christine J. Sobek
President, Waubensee Community College

On the Brink of Innovation
Opening Plenary, Saturday, 9:45 a.m., Seaport A/B
and Concurrent Session I.4, Saturday, 11:15 a.m., Old Town A/B

Dr. Christine J. Sobek became the fourth president of Waubensee Community College in 2001. She is responsible for the overall leadership of the college – which serves more than 31,000 students each year, employs approximately 1,100 faculty and staff, and offers educational programs and services at a network of four permanent campuses located across the 624-square-mile college district and through extensive online offerings.

Dr. Sobek has more than 35 years of community college administrative experience. Prior to her appointment as president, Dr. Sobek served in several administrative roles at Waubensee, including provost from 2000-2001; executive vice president for Educational Affairs from 1997-2000; assistant vice president for Instruction from 1993-1997; assistant vice president for Student Development from 1991-1993; and dean of Student Development from 1989-1991.

Dr. Sobek joined Waubensee in 1989 after 11 years of employment at the College of Lake County in Grayslake, Illinois. Her leadership roles at that college included executive assistant to the President; director of Personnel, Affirmative Action officer; and director of Placement.

In addition, Dr. Sobek's experience includes service as an adjunct faculty member at Trinity College from 1985-1989 and as an assistant director of Student Affairs at Lyman Briggs Residential College at Michigan State University.

Dr. Sobek earned a doctoral degree from Northern Illinois University, a master's degree from Michigan State University, and a bachelor's degree, with Highest Distinction, from Purdue University. She is a member of Phi Beta Kappa and an honorary member of Phi Theta Kappa International Honor Society.

Dr. Sobek's awards include the Outstanding Alumni Award from Northern Illinois University; the Shirley B. Gordon Award of Distinction from Phi Theta Kappa International Honor Society; an Influential Women in Business award sponsored by The Business Ledger; the Michigan State University College of Education Alumni Association Distinguished Alumni Award; a Quad County Urban League Lifetime Achievement Award; the National Council of Marketing and Public Relations District 3 Pacesetter of the Year Award; and was a national finalist for the American Association of Community Colleges Emerging Leadership award.

Locally, Dr. Sobek serves as a member of the Rush-Copley Medical Center Board of Directors, the Marmion Academy Board of Trustees, and the Geneva Lions Club. Statewide leadership roles include

Presenter Profiles

President of the Illinois Council of Community College Presidents; appointed member of the Illinois Pathways Advisory Council; and member of the Northern Illinois University Adult and Higher Education Advisory Council. National leadership roles include service on the American Council on Education Commission on Inclusion and the American Association of Community Colleges Sustainability Taskforce.

Kathy Sulentic
Assistant Director of Enforcement,
National Collegiate Athletics Association

The Competitive Edge: Understanding NCAA Compliance Issues
Concurrent Session IV.1, Sunday, 9:30 a.m., Balboa A/B

Kathy Sulentic currently serves as an assistant director of enforcement on the NCAA enforcement staff. Her primary responsibilities include conducting joint investigations with institutions on violations of NCAA legislation as well as providing subject matter expertise on Bylaw 14 and academic fraud issues. Prior to joining the NCAA, Kathy worked at both the University of Nebraska-Lincoln and the University of Colorado-Boulder in athletic academic advising. After graduating from law school, Kathy worked as an associate in the Boston office of Greenberg Traurig, an international law firm. She has a BA from the University of Northern Iowa, an MA from the University of Nebraska-Lincoln, and graduated Summa Cum Laude from Roger Williams University School of Law.

Eddie Summers
Chief of Staff, Union College

The Online Presidency
Concurrent Session II.1, Saturday, 2:15 p.m., Balboa A/B
Managing, Supervising, and Leading Others in the President's Office – Where Do I Start?
Concurrent Session III.4 Saturday, 3:45 p.m., Old Town A/B
and Using Institutional Research to Enhance Your Role as a Presidential Assistant
Concurrent Session IV.2, Sunday, 9:30 a.m., Gaslamp A/B

In his role as Chief of Staff, Dr. Summers manages the day to day operations of the President's Office, works on special projects assigned by President Ainlay, assists in building community and government relations, chiefly in charge of institutional policy, and has primary responsibility for the Board of Trustees. The Office of Institutional Services, Campus Diversity, and the Kelly Adirondack Center also reports directly to him. Dr. Summers has served as a chief strategist for Union's recent strategic plan and is co-chair of their Middle States Periodic Review Report team. He has also consulted and served on a number of national and international board strategic planning committees.

Prior to his appointment to Union College as President Ainlay's Chief of Staff in 2011, he had more than ten years' experience as an executive-level administrator supporting the work of a college president. He holds a BA from Marist College, where he majored in Political Science, as well as an Master's of Public Administration degree from Marist, and an MPhil and a PhD in Urban and Public Policy from Milano the New School for Management and Urban Policy, a division of The New School University. Prior to joining Union, Dr. Summers worked as an assistant to President Dennis Murray of Marist College. In addition to providing executive-level support to the president, he served as an adjunct professor of public administration and policy, adjunct professor of political science, director of Marist Africa Programs, and program director for the Presidential Referral Scholars. He led student groups to South Africa and Ghana, overseeing work with nongovernmental organizations.

Dr. Summers has been active in the Hudson River Valley area and the Capital Region, serving on a number of boards (e.g., President of the Board of Directors for the Catherine Street Community

Commerce, Quest, Living Resources Foundation Board, and Treasurer for the Board of Directors for the Eleanor Roosevelt Center at Val Kill). Dr. Summers has presented at many national and international conferences and is the author of a forthcoming book on urban politics and economic development.

Kai S. Swanson

Executive Assistant to the President, Augustana College

First-Time Attendee/New Member Orientation

Friday, 4:30 p.m., Golden Hill A/B

and The Presidential Assistant on the Hot Seat

Luncheon Plenary, Saturday, 12:30 p.m., Seaport A/B

As executive assistant to the president at Augustana College in Rock Island, Illinois, Kai Swanson provides support for government and community relations, strategic communications and administration. Since joining the college in 1986, Kai's roles have included news director for WVIK, Augustana's NPR-affiliate radio station, director of public relations for the college and editor of *Augustana* magazine. He became Augustana's first executive assistant to the president in 2005. During his career, Kai's "Other Duties As Assigned" have included organizing a Royal Visit by Sweden's King and Queen, pulling a public radio station off the shoals as its interim general manager, coordinating "Illinois' Nobel Prizes" in 2013 for the Lincoln Academy of Illinois, and making Debbie Boone blush...you know: the usual.

Brigham Timpson

***Vice President for Change Management,
Roosevelt University***

President and Presidential Assistant: Working and Leading Together

Closing Plenary, Sunday, 10:45 a.m., Seaport G/H

Brigham J. Timpson was recently appointed as Vice President for Change Management in the Office of the President at Roosevelt University. He is charged with establishing the new Office of Change Management as a source of successful implementation of new ideas and programs as they have emerged in the creation of the University's Institutional Strategic Plan, being an agency which helps the leadership of the University at all levels develop new ideas, seek and secure approval for their implementation, and then assures their successful launch. In this capacity, Mr. Timpson works in collaboration with the Provost's Office, Finance Office, Human Resources, and Information Technology to ensure that all institutional decision-making processes and policies are defined in writing and followed and that the University utilizes the technologies and human resources necessary to support and/or evaluate the development of annual improvement plans in all functional areas.

In addition to his expanded responsibilities as Vice President, Mr. Timpson also serves as Chief of Staff to the President. In this capacity, Mr. Timpson leads the operational and financial management of the Office of the President, providing senior-level management support to the President of the University. As Assistant Secretary to the Board of Trustees, he is charged with providing senior management support for the Board of Trustees and managing all the affairs of the Office of the Board of Trustees.

As the University's Compliance Officer, Mr. Timpson is charged with overseeing the University's Compliance Program, functioning as an independent and objective officer who reviews and evaluates compliance issues/concerns within the University. The position ensures the Board of Trustees, Senior Administration, Staff, Faculty, and Students are in compliance with the rules and regulations of all major regulatory agencies, and that University policies and procedures are being followed

Mr. Timpson has both a Bachelor and Master of Music Degree from the University of Utah, and completed his doctoral course work in Music Pedagogy and Performance at the University of Colorado, Boulder.

Presenter Profiles

Twila King Yoder

Assistant to the President and Corporate

Secretary to the Board, Eastern Mennonite University

The Presidential Assistant On the Hot Seat

Luncheon Plenary, Saturday, 12:30 p.m., Seaport A/B

Twila King Yoder has served as assistant to the president at Eastern Mennonite University, Harrisonburg, Virginia, since 1999. She holds a masters in church leadership degree from Eastern Mennonite Seminary with a concentration in pastoral care and counseling and a certificate in personal mediation skills from the Community Mediation Center. Twila also serves as corporate secretary to the Board of Trustees and supervises the administrative suite receptionist, as well as the Information Office. She is a member of President's Cabinet and Strategic Planning Council and provides support for the Constituent Conferences Committee (CCC) and the Faculty/Staff Conference planning committee. Twila also represents the president's office on a number of other committees and serves as liaison for the president to faculty, staff, students, retirees and publics of the university when needed. She is a long-time member and currently serves on the board of NAPAHE and has been accepted into the 2013-14 Senior Leadership Seminar with the Virginia Network of the Office of Women in Higher Education.

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The California State University System is the largest, most diverse system of higher education in the country, with 23 campuses, approximately 412,000 students and 43,000 faculty and staff. Since the system was created in 1961, it has awarded nearly 2.6 million degrees, and graduates 100,000 students annually. The CSU is renowned for the quality of its teaching and for the job-ready graduates it produces. The CSU is the state's greatest producer of bachelor's degrees and drives California's economy in the agriculture, information technology, business, hospitality, life sciences, health care, public administration, education, media and entertainment industries.

Cal State Monterey Bay provides more than 5,500 students an extraordinary opportunity to learn on a residential campus on the beautiful Monterey Peninsula. Our diverse student body receives personal attention in small classes while pursuing degrees in 23 undergraduate and 8 graduate majors. Founded in 1995 on the former site of Fort Ord by educators and community leaders, Cal State Monterey Bay faculty and staff build on that legacy as we explore innovative ways to meet the needs of a new generation of students while simultaneously powering the Monterey County economy.

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The City University of New York provides high-quality, accessible education for more than 269,000 degree-credit students and 247,000 adult, continuing and professional education students at 24 campuses across New York City. The University is an integrated system of senior and community colleges, graduate and professional schools, research centers, institutes and consortia. From certificate courses to Ph.D. programs, CUNY offers postsecondary learning to students of all backgrounds. It provides the city with graduates trained for high-demand positions in the sciences, technology, mathematics, teaching, nursing and other fields. As CUNY has grown, the University also has strengthened its mission as a premier research institution, building an array of modern facilities and expanding the ranks of its world-class faculty.

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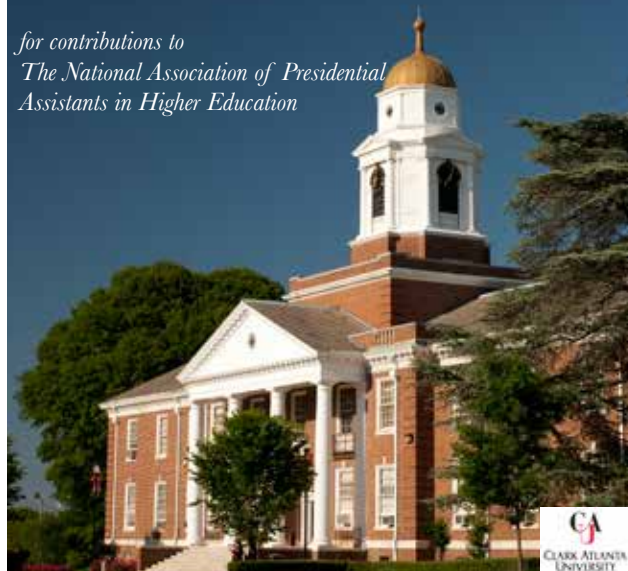

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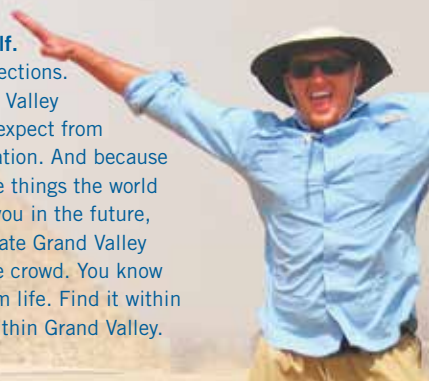
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