

VITAE

KAREN M. WHITNEY, Ph.D.

President Emerita

Clarion University

2018 - Present

An Advisor To Higher Education Executives, Leaders & Board Chairs

As a nationally recognized higher education executive with almost 40 years of experience in higher education, I am currently working with higher education executives, boards, and leaders through advising, consulting, and facilitating to achieve individual and institutional success. I am purposely working on a variety of projects across higher education that involve research, writing, and lecturing on topics related to successful higher education organizations and leadership. I am associated with several premiere higher education professional development/services firms including the AASCU-Penson Center For Professional Development, Academic Impressions and The Registry for College and University Presidents. Projects to date have been in the areas of shared governance, board development, redesigning organizational structures, presidential evaluation, executive/leadership coaching, leadership consulting, leadership advancement and interim executive leadership.

Professional Development

Educational Background

2003	The University of Texas at Austin Austin, Texas Dissertation: The Privatization of Public Higher Education.	Ph.D., Higher Educational Administration Area: Higher Education Finance
1990	University of Houston Houston, Texas	M.A. Public Administration Area: Public Finance & Budget
1982	University of Houston Houston, Texas	B.A. Psychology Area: Organizational Psychology

Professional/Continuing Educational Background

2019	Accredited Coach, Accredited Coaching Training Program, International Coaching Federation (coachfederation.org) (In Progress: Anticipated program completion 2020)
2018	Certified Executive Coach, Certified through the Center For Executive Coaching. (centerforexecutivecoaching.com)
2016	Fundraising For Presidents, 2 day seminar offered by Academic Impressions
2015	Advanced Leadership Development In Higher Education, 3 day seminar offered by Academic Impressions.
2015	Experienced Presidents Retreat, American Association of State Colleges & Universities (AASCU).
2014	Development For Deans and Academic Leaders, Seminar offered by the Council For The Advancement & Support of Education (CASE).
2010	New Presidents Academy, American Association of State Colleges & Universities.
2010	Fundraising School For Student Affairs Professionals at IUPUI , Offered the School in collaboration with the Lilly Family School of Philanthropy (September 27-29)
2010	Executive Seminar: Prevention of Response to and Recovery from Campus Emergencies; National Center Biomedical Research & Training (NCBRT), 2 day seminar for higher education executives.
2010	Emergency Management Institute, FEMA, National Institute Management System (NIMS) Completed the Introduction Course & the Higher Education Course. Retook in 2013 & 2015.
2005 - 2010	IDEAL – La Escuela de Espanol, Cuernavaca, Morelos, Mexico Continuing study of Spanish & Program Co-Director
2003	Lilly Family School of Philanthropy, IUPUI The Fund Raising School, Course: Principles & Techniques of Fund Raising

Previous Executive & Administrative Experience

2017 – 2018
Interim Chancellor
Pennsylvania State System of Higher Education (PASSHE)
Website: passhe.edu

Pennsylvania's State System of Higher Education established in 1983, includes 14 universities serving over 100,000 students, making it the largest provider of higher education in Pennsylvania. It also employs more than 12,000 faculty and staff, making it one of the largest employers in the Commonwealth with a \$2.3 billion annual operating budget.

As Chancellor served as the chief executive officer of the System with the following responsibilities:

- *Advised the Board on policy development and oversees policy implementation.*
- *Provided recommendations to the Board on State System's overall budget.*
- *Reviewed and recommended academic programs for the Board's approval.*
- *Conducted comprehensive planning for the role and scope of each university, instructional programs, research programs and public service programs in consultation with State System and university constituent groups.*
- *Negotiated collective bargaining agreements on behalf of, and subject to, the approval of the Board.*
- *Performed such other duties as the Board may designate.*
- *Served as an ex-officio member of the council of trustees of each university.*

Administered the State System under policies prescribed by the Board:

- *Employed central office staff appropriate for the efficient discharge of her/his duties.*
- *Administration of the central office, System-wide business procedures, and maintenance of university physical plants and security.*
- *Contracting/Procurement.*

Worked with the University Presidents:

- *Administered the recruitment and hiring of new presidents.*
- *Conducted performance evaluations for presidents that included an evaluation conducted by the council of trustees which included internal and external stakeholders.*
- *Led the presidents in ways to ensure the success of students and the universities.*
- *Worked with the presidents to leverage the strengths of each university to advance the system of universities to meet state, system and university priorities.*

Significant Accomplishments As Interim Chancellor:

Worked To Ensure the Success of Every Student and Every University-

Quickly and effectively acted upon a 2017 System Review Report to transform the collection of 14 universities into a highly intentional and effective system of universities.

Led a deep review of the System Review Report with System leadership, Presidents, and Board leading to a robust agenda of items to complete during the year.

Worked with the Board to establish the 3 System Priorities and a resolution of commitment to all 14 universities.

Worked with the Board and Executive Team to develop the “System Redesign” framework (PASSHE.EDU) to enact key recommendations of the report. The framework created for the System Redesign is intended to continue with the new Chancellor — it is very flexible and results oriented. The next Chancellor will be able to easily continue the existing efforts and add/shift efforts going forward within the change framework.

Working with each university to realize, know and embrace their distinctive role and scope.

Established an ambitious legislative agenda for 2018 informed by the System Review and the System Redesign.

Transformed System and University Governance & Leadership-

Established “Taskgroups” to review and recommended a set of policy, program and procedural changes designed to increase system effectiveness, university governance and leadership.

Established a Healthy Presidencies Initiative in order to increase the system’s overall ability to nationally recruit and retain highly qualified university presidents.

- Instituted nationally competitive salaries based on CUPA data for presidents.

- Established employment agreements for presidents.

- Launched a comprehensive executive leadership program.

- Successfully completed 4 presidential searches.

- Recruited and hired 2 interim presidents.

Established regular & meaningful communication with Presidents: Visited every campus including meetings with Presidents, established monthly face-to-face meetings with the Presidents, and talk with the presidents one-on-one via phone every 3-4 weeks.

Working with the System Board Leadership & Governance Committee to continue to work on other ways to ensure successful presidencies.

Established an initiative to ensure that the system and the universities will advance a best practice approach to sexual misconduct. The initiative includes a complete review and update of policies, programs and procedures including advanced professional development regarding the System Board's, University Council's and Presidents' role and responsibilities.

Increased levels of trust between the universities and the Office of The Chancellor.

Established relationships as a trusted advisor to presidents, board members and council members.

Increased the quantity and quality of engagement with the 14 University Councils of Trustees (total 154 members) through frequent communication both in person and via a variety of mediums.

Systemically Advanced Student Enrollment -

Strategically grow student enrollment throughout the system of universities. Set enrollment as the first item of discussion for all meetings with the presidents. Engaging the universities who are not meeting their strategic enrollment plan objectives to better meet enrollment targets.

Worked Constructively with 9 Labor Unions -

Advance toward the constructive completion of the next iteration of labor contracts on time and within budget.

Union Leadership Relationships: Met with state-wide leaders on my first day. Continue to meet and talk with union leaders to ensure a good working relationship.

Labor Contracting: Completed a 1 year APSCUF (Faculty Union) contract as planned, and ahead of schedule.

Future Contracts: Established a planning calendar for all future contracts in order to establish a desired process that appropriately includes the Presidents, Trustees, System Leadership, ensuring the Board's authority and delivers completed contracts on time and accomplishes desired outcomes.

Labor Contract Responsibility: Reviewing national best practices in order to consider a different approach to entering into and funding labor contracts in order to improve operational stability of every university.

Launched efforts to approach future contract negotiations using interest based bargaining.

Established an interest-based bargaining approach for the next iteration of faculty labor union contracts.

Built Relationships Across the Commonwealth To Advance The Universities' Distinctive Missions-

Across a broad set of constituencies, build/increase trusting relationships with role clarity and accountability.

University Relationships: Visited all 14 universities within the first 30 days. Plan another 14 university tour in the spring to advance our advocacy and redesign efforts. Talked with Presidents, other leadership, faculty, staff, students, alumni, civic and business leaders and the local press.

Legislative Relationships: Meeting with Senators and Representatives when they are in Harrisburg to discuss system priorities, university strengths, system redesign, mission, anticipated future proposed legislation and value to the Commonwealth.

Gubernatorial Relationships: Meet with the Governor and with members of the Governor's staff to ensure quality communication and alignment of mutual interests/goals.

Presented the System's budget to the legislature for 2018-2019 funding. The budget reflects a request (with Board approval) for a \$73.1M increase in state funds over the current year of \$526.2M. Most of the increase is to fund state/Board mandated increases related to wages and compensation.

Secured a \$15M increase in state funding. Largest single increase in five years.

Ensured A Successful Transition To The Next Chancellor-

As the Interim Chancellor worked in ways to ensure that all routine duties of the system successfully continue and at the same time laid the ground work for the next era of successful system leadership and system redesign.

Regular system operations have successfully continued noting the following:
No catastrophic events/scandal, no lost court cases, no lost significant grievances.
Cheyney University received continued accreditation till June 2019.
All other universities remained in good standing with Middle States.

2010 - 2017
President
Clarion University
Clarion, Pennsylvania

Clarion University, established in 1867, is a large masters comprehensive public university located in three sites in western Pennsylvania with an enrollment of over 5,200 students, 52,000 alumni and over 700 faculty and staff with an institutional budget of over \$100 million and an endowment of over \$35 million. Clarion University offers over 100 academic programs with a full range of credentials from Certificates, Associates, Bachelors, Masters and Doctoral Degrees in a variety of disciplines including business, health sciences, technology, information sciences and teacher preparation as well as in the arts, humanities and sciences.

Clarion University has the most professionally accredited programs of any university in the system. The university has earned a variety of rankings which reflect the strategic priorities and strengths of the university, student interests and workforce needs. Clarion has been ranked as having one of the Best Online MBA Programs (62nd) and Masters of Science in Nursing (21st) by U.S. News & World Report; Best "In State Online College" by AffordableCollegesOnline; Best Online Accounting Program (7th) by Bestcolleges; "Best Buy" rankings for the Master of Science in Library Science and the Master of Science in Rehabilitative Sciences by Geteducated; and a Military Friendly School Ranking by Victory Media.

As the university's chief executive officer, responsibilities include the administrative, educational, and fiscal operation of the university. Activities include leading a high performing leadership team that ensures the orderly operation of the university, developing/implementing instructional, research and public service programs, and establish the academic standards in accordance with the local university council of trustees, the system board of governors, and the regional accreditation agency expectations. Leadership further includes ensuring the fiscal stability of the organization by setting fees, establishing the expectations for the preparation and administration of the annual operating budget as well as ensuring the university meets expected system-wide key performance indicators. The leadership and the executive management of the university is achieved by working extensively within the university as well as across the system and the state to establish governmental, public and private partnerships that advance the success of the university.

In order to effectively execute the responsibilities of the position, the work has been strategically organized into 6 areas of effort: 1) Student success and enrollment; 2) Resource generation and stewardship; 3) Faculty, staff, trustee development and success; 4) Academic program distinctiveness and quality; 5) Equitable and diverse working/learning environments; and 6) Strong university leadership.

To achieve the mission, vision, values and strategic goals of the university, I work collaboratively across the university community, as well as with local, regional and state-wide stakeholders. As President within a system, I also work extensively with two gubernatorial appointed governing boards, the Clarion University Council of Trustees and the Pennsylvania State System of Higher Education Board of Governors.

Significant Accomplishments At Clarion University as President:

Major accomplishments are organized by the university's strategic goals as outlined in the Clarion University Strategic Directions Plan 2012-2020:

Student Success & Enrollment

Dramatically increased the number of students who reported engaging in high impact educational practices through introducing a first year seminar, student-alumni mentoring program (CUmentor Program), intrusive advising, undergraduate research, increased internships/field work, increased on-campus employment opportunities and expansion of residential learning communities.

Commissioned and supported a multi-year initiative to redesign the university's approach to student recruitment and retention in order to mitigate significant decreases in enrollment experienced by most public universities across the state. This initiative resulted in a complete redesign in recruitment, marketing, financial aid, advising, and orientation.

Increased student retention to graduation 5% in two years.

Continue to grow the percent of the enrollment of students from underrepresented populations.

Increased the ethic of care for students and a "student centered" perspective across the entire university through improved "one-stop" facilities (Becht Hall), strategic staffing, and on-going assessment of the effectiveness of efforts to achieve desired outcomes.

Led the university in ways that resulted in an increase in student enrollment in select fields of study during an unprecedented period of enrollment challenge.

Ensured the continued planning, development, design of a \$42 million inter-collegiate sport and recreation complex (Tippen Complex) designed to support intercollegiate sports, intramural sports, an aquatics program, informal sport activities and community directed activities. This complex will significantly advance competitiveness in select sports, increase pride in the campus, and continue a tradition of providing collegiate level facilities to the region.

Using a public-private partnership approach, developed a \$60 million, 700 bed new student housing with mixed use (retail and community) space benefitting students and complimenting the greater Clarion community (Suites On Main). This project has

significantly contributed to increased student recruitment and increased student resident satisfaction, in addition to positively contributing to Clarion's Main St. development.

Resource Generation & Stewardship

Established an innovative approach to the distribution of university funds through the use of a national model known as Responsibility Centered Management (RCM). This approach aligns budgetary authority to operational responsibilities allowing for more effective evidenced-based decision making. This approach has also increased the culture of entrepreneurialism and innovation with university operations.

Established a highly transparent and inclusive annual budget building process which fully engages employees and students.

Established a process to award funds received from system directed performance based funding to further advance the units that directly achieved the desired results.

Cultivated and expanded a variety of public-private partnerships between the university, the university's foundation, local, state, federal government, and the private and public sectors. Partnerships have resulted in such efforts as student housing, a university-community mass transit authority, the delivery of rural health services, bio-tech research, and community philanthropic efforts.

Advancing fundraising with a very strong and productive relationship with the foundation.

Celebrate and recognize private support in ways that builds a culture for philanthropy throughout the university.

Working to develop a complex and ambitious private-public partnership designed to responsibly commercialization riverfront university property.

Faculty & Staff Development & Success

Work regularly with seven unions both formally and informally in ways that advances the university's mission and in accord with all collective bargaining agreements.

Sponsor and support a variety of formal and informal events and programs designed to celebrate and appreciate the outstanding teaching, research, services and commitment of faculty and staff.

Annually review and approve faculty for tenure, promotion and sabbatical.

Established Professional Development Day as a day long university conference to advance the professional development interests and success of all employees (faculty & staff).

Academic Program Distinctiveness & Quality

Significantly raised the regional and national reputation of Clarion University as a quality publicly engaged university based upon periodic regional marketing studies.

Diversifying the academic program portfolio to better respond to the current and anticipated interests in high demand careers and job as expressed by students, their families, the community, business, industry and the state.

Introduced the first doctoral program, Doctorate in Nursing Practice.

Launched a new college, College of Health and Human Services.

Streamlined the process of creating, developing and launching new academic programs, resulting in the launching of 10 new academic programs within 5 years in the health professions, business, criminal justice and technology. Currently 5 new academic programs are planned to be launched by 2019.

Increased the number of courses that include volunteerism, community service, and service learning activities.

Conduct an annual outreach effort called "The Road Scholars Tour" where the Monday after Spring commencement the President, the Provost and a dean with key faculty go on a 3 day tour of 3 counties and engage civic, business and industry leaders on a topic of great importance designed to increase mutual awareness and lead to curricular and co-curricular advancements. Past tour topics have included: Health Professions, Business & Industry and Teacher Education.

Ensured Strong, Solid University Leadership, Trusteeship & Management

Ensure that the Trustees are engaged through out the life of the university through interacting with students, faculty, staff and alumni in meaningful ways.

Established practices to ensure a regular and effective communication with all employees and students through open forums, direct email, and an "open door" policy among other efforts.

Committed to a high level of transparency regarding decision making and other key processes, including posting my own annual performance review online with my response to the review.

Constructed a variety of ways to successfully promote effective problem identification and solution building through the use of the established system of shared governance, task-forces, commissions, and working groups to best foster and encourage positive change.

Established an annual one day university conference for all faculty and staff to advance university planning, assessment, and institutional improvement.

Commissioned a Taskforce to Advance the University's Commitment to Environmental Sustainability, expanding upon the universities continued academic, operational and community environmentally sustainable efforts.

Organize my time to consistently achieve a high degree of visibility and accessibility with students, faculty, staff, alumni and members of the surrounding communities. Annually lead, attend, host and/or sponsor over 550 events, programs or meetings.

Developed authentic and mutually beneficial working relationships with local, state and federal legislators to advance the mission and vision of a public university. Regularly meet with elected officials in their home offices and at the state capital in order to personally convey the value and importance of the university to the state.

Enacted and designed a successful comprehensive strategic planning process which resulted in a set of documents as Clarion University Strategic Directions 2012-2017: <http://www.clarion.edu/about-clarion/leadership/initiatives/pai/strategicdirections.html> Further developed institutional relationships with other institutions of higher learning including Butler County Community College, Allegheny Health Network, Penn State DuBois, Beaver County Community College, and the Community College of Allegheny County well as various regional technical institutions. In addition, I currently serve on the board member of the Rural Regional College, a new emerging community college located in rural northwest Pennsylvania.

Achieved a successful reorganization of the university through an extensive and involved process that resulted in streamlining administrative processes including reducing the number of departments and colleges to better align to the university's priorities.

Lead the executive team to implement the recommendations of the university's Middle States Self-Study and the Middle States Commission on Higher Education evaluators.

Established a data driven approach to determine the extent that every unit at the university contributes to student enrollment, student graduation, and meets the expectations established by system directed performance based funding.

Recruit and support a highly effective university leadership team of Vice Presidents, Deans, Directors and Department Chairs.

Created Equitable and Diverse Environments

Commissioned and actively supports the University's first Diversity Strategic Plan.

As President, convey a clear consistent commitment to the university's values of equity, diversity and inclusion through presidential speeches, writings, and direct action.

Fostering an affirming and inclusive campus climate through best practice policies and programed services.

Ensure that the university swiftly and thoroughly responds to all allegations of harassing/discriminating misconduct through a best practice approach of investigation, engagement and accountability.

Actively engages with a group of Presidential Commissions which are designed to advise the president in addition to possessing the budgetary and programmatic authority to advance the University's Diversity Strategic Plan.

Ensure that the university continues to increasingly recruit and retain a diverse student body.

Work strategically with faculty and staff groups in collaboration with the Provost and Vice Presidents to recruit and retain a diverse workforce.

Encourage research and scholarship reflecting an appreciation of cultural and social differences through targeted grants.

Encourage the development of curriculum and pedagogy that supports and encourages cultural and global competency through grants and professional development activities.

Increased the gender and racial diversity of individuals who hold positions of leadership.

Expanded The University's Engagement With Alumni & Society

Co-sponsored with local government the Blueprint Communities Initiative, a community-university economic develop effort designed to re-energize the business district of Clarion, PA.

Established a series of efforts designed to increase student and alumni pride in the university.

Increased the staff and program breadth of the Office of Alumni Engagement.

Regularly articulate Clarion University's vision of affordable access to quality higher education as a public good and community asset.

Regularly explore, support and enable strategic partnerships and collaborations with other higher education institutions, P-12 schools, private sector entities, governmental agencies, and communities to strengthen the mission of a university.

In collaboration with the University Foundation establish a community foundation dedicated to the advancement of the greater Clarion, Pennsylvania community.

The development of Tippin Complex as a regional venue for sport, arts, and entertainment.

Encouraged university faculty and staff to take an active role in the civic life of the community.

1999- 2010

Indiana University Purdue University Indianapolis (IUPUI)

IUPUI is a public research metropolitan university established in 1969 with a current enrollment of over 30,000 students and an institutional operating budget of over \$1.3 billion. IUPUI is ranked in the top 200 of "National Universities", ranked 7th as an "up and coming school" by U.S. News & World Report.

2007- 2010 Vice Chancellor For Student Life &
Dean of Students

1999 -2007 Vice Chancellor For Student Life & Diversity &
Dean of Students

From 1999-2007 served as Vice Chancellor For Student Life & Diversity & Dean of Students. In 2007 The University Established A Separate Division Dedicated To Advancing Diversity.

Significant Administrative Accomplishments At IUPUI As Vice Chancellor & Dean of Students:

As Vice Chancellor & Dean of Students I was directly responsible for 12 departments with a total annual operating budget of over \$12 million. The departments comprising the Division of Student Life included: Counseling & Psychological Services, Dean of Students, Housing & Residence Life, Student Health Services, Student Rights, Responsibilities & Conduct, Campus & Community Life, Campus Center, Recreational Sports & Intramurals, and Student Life & Global Engagement. Major Division initiatives include; 1) The strategic growth and development of services, programs and facilities resulting in increased student engagement; 2) The financing, design, construction and management of strategic student efforts such as student housing and student health and fitness; and 3) The development of a student centered culture throughout the campus. Worked collaboratively across the university community to advance the university's vision and mission with areas of responsibility including institutional strategic finance and planning, policy development, and budget oversight. Advanced a broad university culture of inclusion and social justice through university planning, assessment, policies, practices and programs in order to achieve strategic diversity outcomes.

As A Campus Executive:

Partnered and collaborated with community organizations and civic leaders in order to advance mutual interests. Mutual interests include, quality residential and retail needs, cultural/entertainment events, and support of vulnerable populations.

Established a culture of philanthropy with the Division by working closely with the system foundation; providing a support infrastructure; increasing professional development of leadership staff; and developing a private funding strategic plan designed to increase individual, corporate and foundation giving.

Worked collaboratively with the Alumni Association in order to ensure a seamless donor cultivation and development of students as they become alumni. Provided leadership for two capital campaigns. One campaign's goal is to fund programs and related to the student center and has raised over \$1.3 million in donor support. A second project, The Ball Gardens Project, is a campaign to fund the renovation and maintenance of a campus historic garden and has raising \$4.5 million.

Led the Division to complete two Division Strategic Plans. The first plan guided the efforts of the Division from 2001-2007 and the second plan guides the Division from 2007-2012.

Instituted a new management model in 2008 to increase leadership productivity and satisfaction based on the "Five Dysfunctions of A Team Model" by Patrick Lencioni.

Institutional Accreditation: I have regularly served as a Consultant-Evaluator for the North Central Association of the Higher Learning Commission. I have served on accreditation teams for schools in Arkansas, Michigan, Missouri and Ohio.

Regularly prepared policy recommendations and presented information to the Trustees of Indiana University.

Government Relations: Provide consultation and advice on state and federal legislation related to my areas of expertise.

As The Chief Diversity Officer:

Led the planning, development and expansion of the university's commitment to diversity through campus-wide programs and policies designed to improve the campus climate for diverse populations of students, faculty, and staff.

Co-Chaired with the Chancellor the Chancellor's Diversity Cabinet, a university wide steering group.

Coordinated specific projects and initiatives including the strategic planning and assessment of efforts related to diversity.

Lead the university and the system to adopt Domestic Partner Benefits for same-sex couples.

Coordinated and ensured the successful implementation of several university wide efforts including The Taylor Excellence In Diversity Award, the University's first website dedicated to Diversity (www.diversity.iupui.edu), as well as an annual University Conference on Diversity.

Implemented institutional planning, action, evaluation and improvement to achieved desired diversity outcomes.

Represented the university on matters of diversity, inclusion, and equity.

System liaison between the university and the Indiana University system.

Ensured that policies, procedures, practices, programs and services were in place to increase the retention and graduation of historically underrepresented students.

As The Chief Student Affairs Officer:

Provided leadership to improve the quality of student life on campus with an emphasis on student health and fitness thorough the enhancement of services, programs and facilities.

Served as a member of the leadership team that leads groups of students, faculty, staff, and community stakeholders on a cultural and language immersion program in Mexico.

Led a campus-wide effort to finance, design, construct and manage a \$56 million student center. This project significantly enhanced student community, student leadership, and student diversity through improved services and programs. The Center provides extensive retail services such as food service, banking, postal and bookstore services. The Center will also support student leadership through the expansion of the offices of student centered programs and services. The project is approximately 170,000 assignable square feet which opened Spring 2008.

Led the project to finance, design, construct and manage campus housing over three phases to meet the housing needs of up to 10% (3,000 bed spaces) of the student population. Phase I was a \$40 million, 770 bed apartment community that opened in 2003. Lead a Phase II project through project development.

Developed a Residential Learning Community Initiative that connects academic programs to residence life through a partnership of programs and policies that coordinates housing assignments, social, developmental and educational programs to targeted content areas.

Reorganized and expanded the Division through the use of focus groups, audits and program reviews.

Increased the visibility and effectiveness of student life programs that support specific populations such as students who are: women, gay/lesbian, African American, Hispanic American, disabled, first generation, and returning students.

Reorganized the Dean of Students responsibilities to increase effectiveness in meeting the increased demands of the growing student population while ensuring the students' rights to advocacy and due process.

Developed a scholastic dishonesty program that was designed to improve working relationships between faculty and the Office of the Dean of Students.

Developed a Student Advocate service designed to assist students in resolving conflicts and problems regarding on campus and off campus issues that challenge their success as students.

1987 - 1999

The University of Texas at San Antonio (UTSA)

UTSA is an Hispanic Serving Institution (HSI) university established in 1969 with a current enrollment of over 26,000 students located on three campuses throughout metropolitan San Antonio with a \$1.1 billion annual operating budget.

1997- 1999	Associate Vice President for Student Life
1990-1997	Assistant Vice President for Student Life
1987-1990	Director of Residence Life

Significant Administrative Accomplishments at UTSA As Associate Vice President For Student Life:

As Associate Vice President For Student Life I was directly responsible for the following departments/programs: Student Judicial Affairs, University Center, Student Activities, Student Housing, Multicultural Programs, Upward Bound, Counseling Services, Health Services, Disability Services, and Wellness & Recreation, totaling over 150 full and part time staff with operating budgets in excess of \$8 million. Other areas of responsibility included institutional strategic planning, policy development, and budget oversight in order to implement and coordinate a myriad of services and programs on two campuses in close collaboration with academic and business affairs.

Developed financing, and completed the design of two facilities that house child care, health care, and wellness and recreation programs serving UTSA students, faculty and staff. The project is over 90,000 square feet and \$14.1million. Project opened Spring 2003.

Coordinated the start up of all student affairs services and programs (including enrollment management and student life units) that were distributed to a second campus site located approximately 20 miles away from the main campus. Participated in the \$60 million design development and construction of all phases of the new campus involving 500,000 sq. feet of buildings and extensive site development. I working with a variety of municipal agencies –city planning, transportation, police, fire and metropolitan transit in order to ensure an effective opening of the campus. I worked closely with community organizations such as business associations, civic organizations, social service and church organizations.

Learning Centered Community Initiative – Member of the planning committee for the campus thematic study component of the Southern Association of Colleges (SACS) institutional accreditation.

Led the design, development, financing, and management of 660 unit on-campus apartments, housing approximately 1,500 students, faculty and staff within a three year period utilizing an innovative ground-lease partnership with a private housing partner. While under my leadership campus housing operated at 99% occupancy with a positive net cash flow to the university.

Reorganization and expansion of the University Center and Student Activities Departments.

University Center Facility expansion - led the effort in planning and development of a \$13.2 million, 97,000 sq. ft. expansion to the existing University Center opened Fall 1996.

Created the Office of New Student Programs, including the establishment of a mandatory Orientation program for first semester freshmen and a residential freshmen leadership camp.

Increased the visibility and effectiveness of student affairs programs that support specific populations such as students who are: women, gay/lesbian, African American, Mexican American, disabled, parents, and returning students.

Reorganized the Student Judicial System to increase effectiveness in meeting the increased demands of the growing student population while ensuring the student's right to advocacy and due process by establishing the Student Judicial Affairs Program.

Developed a new scholastic dishonesty program, which improved the working relationship between faculty and Student Judicial Affairs.

Reorganized the Student Service Fee allocation process to better comply with legislative guidelines and create a positive budget decision making process involving students, faculty and staff.

Established Student Housing Services to assist students with on and off campus housing needs including apartment, consumer and roommate referral information.

Authored planning report on campus signage and illumination.

Authored the 1991 and 1995 strategic planning reports for the Student Affairs Division.

1980 – 1987

The University of Houston (UH)

UH is a research university established in 1927 with an enrollment of approximately 42,000 located on multiple sites throughout metropolitan Houston, Texas with an annual operating budget of over \$1.49 billion. The U.S. News & World Report ranks UH No.194 in its National University Rankings and No. 103 among top public universities.

1984-1987	Area Coordinator, Department of Residence Life
1984	Assistant Area Coordinator, Department of Residence Life,
1983-1984	Hall Director, Department of Residence Life
1981-1983	Activity Advisor, Department of Residence Life
1980-1983	Assistant Night & Weekend Manager, University Center

Teaching Experience:

2006-2010	Indiana University School of Education Adjunct Assistant Professor Courses taught include: Legal Issues In Higher Education, Introduction to Higher Education Administration Finance & Budgeting in Higher Education
2001-2006	Indiana University School of Education Instructor
1990-1999	The University of Texas at San Antonio - Coordinate Graduate/Undergraduate Internships between Student Affairs Division and various academic units
1992-1996	The University of Texas at San Antonio Established and taught, EDP 1702 College Freshmen Success Seminar
1984-1986	University of Houston - Instructor, Resident Assistant Development Course

Scholarship & Writing:

Research and writing for both academic, popular and practitioner audiences on a variety of topics such as: Executive Leadership; Institutional Transformation; Public Higher Education Systems; Executive Decision-Making; The Role of Public Higher Education In American Society; Campus Development and Master Planning; Privatization of Services and Programs; Legal Issues in Higher Education; Crisis Preparation, Response & Recovery; Fundraising To Support Institutional Priorities; Student Development; Student Diversity; Women Leadership In Higher Education; LGBTQ Leadership In Higher Education; and Shared Governance.

Selected Peer, Professionally Reviewed & Invited Writings Include:

Whitney, K.M. (Under Development- 2020/2021). Three Threats To College Presidential Leadership.

Apple, P.L., & Whitney, K.M. (2020/2021 Under Contract). LGBTQ college presidential couples: Choosing the best presidency for both of you. In Raymond E. Crossman (Ed.), *LGBTQ leadership in higher education*. Baltimore, MD: Johns Hopkins Press.

Whitney, K.M. (2020, March). *Unfinished Business: What remains to be done with respect to women & leadership*. Essay in Cavanaugh, Christine. (ed.) Special Issue: Women's Leadership in Higher Education. Journal of Higher Education Management, American Association of University Administrators (AAUA).

Sanaghan, P., Titus, S., Whitney, K. (2019). From Presidential Transition to Integration: Strategies to Avoid Early Derailment. Academic Impressions. ISBN: 978-1-948658-13-3.p.217.

Whitney, Karen. (2019, September) *Ensuring The Success of Our Campus Presidents/ Chancellors Through Comprehensive Performance Reviews*. National Association of System Heads (NASH). NASH Newsletter. Retrieved from: <http://nashonline.org/wp-content/uploads/2019/09/NASH-Newsletter-September-2019.pdf>

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Apple, P. & Whitney, K. (2019, January). *The presidential spouse role: How a thoughtful policy can guide the way*. *Change: The Magazine for Higher Education*. 51(1).

Whitney, K.M. (2018) *A Moment To Go ALL IN On Elections*. Contributor. *Forbes Magazine*. Retrieved from: <https://www.forbes.com/sites/civcnation/2018/11/05/a-moment-to-go-all-in-on-elections/#7f6c69e372d1>

Angel, D., Jordan, S., Kiss, E., Kustra, R., Titus, S., & Whitney, K. (2016) *Presidential Dialogues: Making Difficult Decisions*. Academic Impressions. Retrieved from: www.academicimpressions.com/presidential-dialogues-making-difficult-decisions .

Rankin, S., Oliver S. & Whitney, K.M. (2016) *Queer-spectrum and Trans-spectrum People Out of the Shadows: The Institutional Imperative for Building Inclusive Campus Communities*. Chapter in Antony, James S. (ed.) Leadership Challenges Facing Senior Leaders in Higher Education. Yale Press.

Whitney K. & Croteau, J. (2014) *Interviewing Gay Candidates*. Inside Higher Education. Issue. September 8, 2014.

Henking, S., Gandre, J., Shelton, C., Hoyle M., Whitney, K., & Ragsdale, K. (2014) *Reflections From Prestigious LGBTQ Leaders in Higher Education*. Journal of Psychological Issues in Organizational Culture. Vol. 5. No. 1 pp.60-66. Wiley Periodicals.

Whitney, K.M. (2014) *Reflections Of Completing the Ph.D.* Chapter in Holmes, R. W. (ed.) Completing The Dissertation: Tips, Techniques and Real-life experiences from Ph.D. graduates. Authorhouse Press.

Whitney, K.M., Luparell, S. (2012) *Managing Student Incivility and Misconduct in the Learning Environment*. Chapter in Billings, D.M. & Halstead, J.A. (Eds.) *Teaching in Nursing: A Guide for Faculty 4th Edition*. Elsevier Saunders.

Whitney, K.M. (2011) *The Road to the Presidency: Competencies for the Senior Student Affairs Officer Who Will Be President*. Chapter in Dungy, G.J. & Ellis, S.E. (eds.) Exceptional Senior Student Affairs Administrators' Leadership. NASPA.

Laws, J., Newman, E., Olson, T., Whitney, K., (2010) *Leadership Reconsidered: Senior Student Affairs Officers As Entrepreneurial Leaders of the Future*. Leadership Exchange. NASPA, Vol. 8. Issue 3. pp.16-23.

Whitney, K.M. (2006) *Lost In Transition: Governing in a Time of Privatization*. Chapter in Tierney, W. (ed.) Governance and the Public Good. SUNY Press.

Whitney, K.M. (2006) *The Importance of Being Earnest: Creating Successful Fundraising Environments*, Leadership Exchange. NASPA, Vol. 4, Issue 2, Summer.

Whitney, K.M. (2006) *Metropolitan/Urban University Approach To Residential Learning Communities: Building Community One Building At A Time*. Metropolitan Universities Journal.

Chism, N. & Whitney K. (2005) *It Takes A Campus: Situating Professional Development Efforts Within A Campus Diversity Program*, A Chapter In Teaching Inclusively, New Forum Press.

Round Table Discussion and Paper presentation, Privatization of Public Higher Education, American Educational Research Association Annual Conference 2003.

Boley, P. & Whitney K. (2003) *Grade Disputes: Consideration for Nursing Faculty*. Journal of Nursing Education. Vol. 42. No. 5 pp.198-203.

Research Fellow, National Center For Educational Statistics and The Association For Institutional Research, Summer Research Institute, Washington, D.C. June 13-18, 2000.

Poster Presentation, Topic: Privatization of Public Higher Education, Association for the Study of Higher Education, Annual Conference, San Antonio, Tx. November 18-21, 1999.

Whitney, K., University/Private Partnerships in On-Campus Housing, Talking Stick, News Magazine for the Association of College and University Housing - International, Vol. 9, No. 4, 12/91.

Consulting & Invited Speaker:

2018 - Present AASCU-Penson Center For Professional Development, Associate. Working as a consultant and advisor to college presidents on various projects designed to advance institutional priorities. Projects have included: Strategic Planning; Shared Governance; Board Assessment & Development; Presidential Evaluation, Diversity & Inclusion.

2018 - Present The Registry For College & University Presidents, Member.

2019 Washington Higher Education Secretariat, Annual Retreat. Invited speaker: Executive Search: Opportunities, Challenges and Emerging Issues. Washington D.C. October 2019.

2018 Lumina Foundation Sponsored Convening: Quality Assurance and the Role of State Systems and SHEEOs. Invited contributor to advance a national discussion of how systems of higher

education can advance quality and increase degree attainment.

- 2018 Lumina Foundation Sponsored Conversation On: Higher Education Affordability. Invited contributor.
- 2017 - Present Academic Impressions: Content Expert, Consultant, Coach, Author — on topics related to higher education executive leadership, effective management, organizational change, planning and budgeting, organizational design & restructuring. Provide executive/leadership coaching to a variety of higher education leaders across many higher education sectors.
- 2017 National Association of Student Personnel Administrators, NASPA, "Exploring The College Presidency: Mini-institute; Program Panelist & Facilitator. San Antonio, Texas
- 2015 - 2017 Middle States Commission on Higher Education, Consultant - Evaluator including chairing campus evaluation teams for colleges and universities.
- 2016 ACE (American Council on Education) Fellows Program Closing Retreat: Leadership Gets Better Through Inclusion: Presidents' Panel.
- 2016 Pennsylvania Association of Councils of Trustees, Invited Speaker, Topic: The Role of Governance Regarding Racial Conflict & Student Activism.
- 2015 National Association of Student Personnel Administrators, NASPA, "Exploring The College Presidency: Mini-institute; Program Panelist & Facilitator. New Orleans, LA.
- 2014 Association of College Unions International (ACUI), National Conference Keynote Panelist: Campus Leaders Panel of University Presidents & Other Senior Administrators Discussing the future of college unions and student activities.
- 2012 National Association of Student Personnel Administrators, NASPA, Faculty, Manicur Symposium (A seminar to advance the leadership of women to become senior student affairs officers)
- 2006 - 2010 Assessment Institute, Pre-Institute Workshop: "Moving From One-Shot Wonders to a Coherent Campus Plan for Diversity: Using Assessment Results to Create A Campus Climate for Diversity"

- 2007 – 2010 Higher Learning Commission, North Central Association, Consultant-Evaluator for colleges and universities.
- 2010 James E. Scott Academy Think Tank Participant. NASPA.
- 2010 University of Illinois, facilitated staff professional development regarding assessment and how assessment informs practice.
- 2008 - 2009 Indiana University South Bend, Consulted on the development and growth of student campus housing.
- 2008 Adler School of Psychology, Chicago, Illinois, “Assessing and Advancing Diversity Efforts”
- 2006 NASPA, Faculty, 2006 Manicur Symposium
- 2006 Mosby, Faculty, Faculty Development Institute, Miami Florida
- 2005 University of St. Francis, Fort Wayne, Indiana, Faculty Development Day, Keynote Presenter: Making The Most of the College Classroom: A Student Development Perspective
- 2005 Professional Advisor’s Council; Keynote Presenter, Fall Seminar, Indiana University – South Bend.
- 2005 Mosby, Faculty, Faculty Development Institute, Las Vegas Nevada
- 2004 Mosby, Faculty, Faculty Development Institute: San Diego California
- 1995 Northern Kentucky University, Developed strategies to increase resident student population.
- 1993 Texas A&M University - Corpus Christi, Consulted on the development of privatized campus housing.

Professional Affiliations Throughout My Career

American Association of State Colleges and Universities (AASCU)

Member: 2010-2018

2016-2018: Board of Directors, Member

2017-2018: Chair, Committee on Teacher Education

2010-2012: Committee on Economic and Work Force Development

ACPA – College Student Educators International

2008- 2010: Coordinator for Senior Student Affairs Officers Symposium Series

American Council on Education (ACE)
 Association of College And University Housing Officers International:
 1994 Annual International Conference Host Co-Chair
 Association of Governing Boards (AGB)
 Association For Student Judicial Affairs
 Association For The Study of Higher Education
 Association For Institutional Research
 Association of Public And Land Grant Universities (Formerly NASULGC)
 Indiana Student Affairs Association
 2008-2009: President
 LGBTQ President's In Higher Education:
 Member: 2010 - 2018
 National Co-Chair: 2015 - 2018
 National Association of Diversity Officers in Higher Education: Founding Member
 National Association of Student Personnel Administrators
 National Association of System Heads (NASH) (2017-2018)
 National Association of Women in Education:
 Member Conference Committee, 1992 Annual Conference
 National Conference on Race & Ethnicity in Higher Education (NCORE)
 The Commission of President's, Pennsylvania State System of Higher Education:
 Member: 2010-2017
 Secretary/Treasurer: 2011-2013
 Chair: 2013-2017
 Pennsylvania State Athletic Conference
 Board of Directors: 2010-2017
 Executive Board: 2011-2017
 Southwest Association of College and University Housing Officers
 State Higher Education Executive Officers (SHEEO) (2017-2018)
 Texas Association of College and University Student Personnel Association:
 1989 Annual TACUSPA Conference Committee Member

Community Service

2014- 2017 Member, Board of Directors, Clarion Community Foundation
 2014- 2017 Member, Board of Directors, Rural Regional Community College of NW
 Pennsylvania
 2011- 2017 Member, Board of Directors, The Center for Rural Pennsylvania
 2010- 2017 Clarion University Foundation, Board Member, Ex-Officio, Non-Voting
 2008- 2010 Member, Board of Directors, Indianapolis Humane Society, Chair
 Strategic
 Planning Committee
 2004- 2010 Member, Indiana Ave. Cultural District, Steering Committee
 2004- 2010 Member, Former Chair, Former Secretary, Indianapolis Spirit & Place Civic
 Festival
 2002- 2011 Chair, Advisory Committee, Senior Fund (Formerly:Indianapolis
 Retirement Home Fund) of the Central Indiana Community Foundation
 2002- 2011 Member, Former Chair, Board of Directors, BOS Community Development

Corporation

- 2000- 2010 Member, Urban League, Indianapolis
- 2000- 2010 Member, Jewish Community Center of Indianapolis
- 2001 - 2002 Mentor, The Key Learning Community, Indianapolis Public Schools
- 1991 - 1999 Monte Vista Historical Association, Member & Volunteer
- 1995 - 1996 Esperanza Peace & Justice Center, Treasurer
- 1993 - 1996 Esperanza Peace & Justice Center, Chair Building Finance Committee
- 1991 - 1993 Esperanza Peace & Justice Center, Member
- 1990 - 1993 San Antonio Lesbian & Gay Assembly, Board Member & Chair
- 1988 - 1989 Phone Counselor, San Antonio Gay & Lesbian Crisis Help Line, San Antonio, Texas
- 1987 - 1989 Board Member, University of Houston Alumni Association, San Antonio Chapter
- 1983 - 1986 Phone Counselor & Trainer, Gay & Lesbian Switchboard, Houston, Texas

Honors

Pennsylvania State System of Higher Education

2018 President Emerita

Clarion University

2015 Golden Key Honor Society Induction Ceremony, Keynote Speaker

Indiana Student Affairs Association

2008 Service Award

American College Personnel Association

2006 Senior Practitioner Award

Indiana University Purdue University Indianapolis

2001 Undergraduate Student Assembly Award

2001 Golden Key Honor Society Annual Induction Ceremony, Keynote Speaker

The University of Texas at San Antonio:

1999 Omicron Delta Kappa

1993 Alpha Phi Omega

1993 Golden Key Honor Society

1988 Outstanding Professional Staff of the Year
University Life Award

The University of Houston:

1984 Greys Order, Leadership Honorary

1983 Outstanding Contributions to Campus Activities

1983 Residence Hall Service Award

1981 Outstanding Employee, University Center

University Service (Notable Accomplishments)

Pennsylvania State System of Higher Education (PASSHE)

2013 - 2017	Chair, PA State System Commission of Presidents
2014 - 2017	Presidential Liaison To the Board of Governors, Human Resource Committee
2016	Presidential Liaison To the Edinboro University Presidential Search
2012- 2014	Presidential Liaison To the Board of Governors, Audit Committee
2012	Presidential Liaison To the Edinboro University Presidential Search

Indiana University Purdue University Indianapolis

2010	NCA Accreditation Executive Planning Team (2012 Accreditation)
2009-2010	Campus Resource Planning Committee, Member
2009-2010	Faculty Club, Board Member
2007-2010	Diversity Management Group
2000-2010	Chancellor's Diversity Cabinet
2000-2010	Student Affairs Committee, Faculty Council
2001-2010	Enrollment Management Group
2008-2009	Campus NCAA Executive Planning Team
2002-2006	Diversity Awareness Resource Team, Member & Facilitator
2002	Campus Food Service Selection Committee

University of Texas at San Antonio

1993-1999	Advisor: Alpha Phi Omega
1994-1999	Chair: Wellness, Recreation, Health and Child Care Building Program Committee
1992-1999	Student Service Fee Advisory Committee
1991-1999	Member: Women's History Week
1991-1999	Member: University Design Review and Building Committee
1990-1999	Chair: UTSA Student Newspaper Advisory Board
1999-1999	Member: UTSA SACS Thematic Study Committee
1999	Member: UTSA Presidential Search Advisory Committee
1995-1997	Chair: University Center Building Expansion Planning Committee
1994-1996	Chair: Student Affairs Strategic Planning Committee
1992-1993	Member: UTSA Gay/Lesbian Pride Week Planning Committee
1992-1993	Chair: University Diversity Planning Committee
1991-1992	Chair: Orientation Steering Committee
1991-1992	Member: Faculty, College and Divisional Governance Committee
1992	Chair: 1992 University Homecoming Committee
1991	Chair: Student Affairs Strategic Planning Committee
1991	Chair: 1991 University Homecoming Committee
1990-1992	Chair: University Assembly Nominating Committee
1990-1991	Advisor, Student Government
1990-1991	Member: University Committee on Faculty Governance and

Communication

1990-1992	Member: University Assembly
1990	Member: Vice President for Student Affairs Search Committee
1989-1990	Member: UTSA Student Newspaper Advisory Committee
1988	Chair: Aids Awareness Committee
1987-1990	Member: Wellness Awareness Action Committee

University of Houston

1984	Member: Vice President for Student Affairs Search Committee
1983	Member: University of Houston Women's Network
1983	Chair: University Center Policy Board

Selected Presentations

I have presented the following topics to faculty, staff, students and the community:

Conflict Management

Leadership

Assessment, Planning, Budgeting Topics

Advocating For The Value of Public Higher Education

The Economic Impact of Public Universities To The State & Community

Variety of Multicultural/Diversity Topics

Reducing Risk of Campus Violence & Other Crisis Response Related Topics

College Hazing

Cults On Campus

Sexual Assault/ Date Rape

How to Manage the Angry Student

How to Deal With the Difficult Student

How to Respond To The Emotionally Unstable Student

State Funding of Public Higher Education

Legislative Issues Affecting Higher Education and Students

University Legal And Risk Management Issues

Resident and Community Assistant Training

Selected Local, Regional, & National Speaking Engagements & Presentations

2019	Academic Restructuring: Taking Action Quickly During Times of Change. Webinar presented through Academic Impressions. academicimpressions.com . Air date: October 25.
2019	A Signature Session: Yes You Can! A Scary Conversation Toward Building Diverse Leadership Capacity. Pacific Coast Association of Physical Plant Administrators Annual Meeting, Las Vegas
2018	State Higher Education Executive Officers (SHEEO); Panel Presentation on System Transformation and Accreditation.

- 2018 Council for Higher Education Accreditation (CHEA), Annual Conference, Panelist: State Issues and Accreditation, Washington, D.C.
- 2015 The 40th HERS (Higher Education Research Services) Institute at Bryn Mawr College, Presidents Panelist for advancing women's leadership.
- 2015 Panelist: Student Affairs Through the Eyes of A College President, ACPA National Conference.
- 2014 President Panel Discussing The Future of Higher Education & The Role of Senior Student Affairs Professionals, NASPA National Conference.
- 2012 Panelist: LGBTQ Leaders In Higher Education, Association of Governing Boards National Conference, Washington, D.C.
- 2010 NASPA Annual Conference Session: Fostering Civic Engagement Through The Collegiate Readership Program
- 2008 Indiana Student Affairs Association: Facilitated A Graduate Student Panel Presentation Regarding Legal Issues Associated with Guns on Campus
- 2007 NASPA Annual Conference, Session: Future Work: The Fair Labor Standards Act Impact on Our Profession
- 2006 Organization of American Historians Annual Conference, Washington D.C. "Campus History as Public History: Two Case Studies of how History Enhanced Campus Communities", April 2006.
- 2005 Coalition of Urban and Metropolitan Universities, Torrance California, "Metropolitan/Urban University Approach To Residential Learning Communities". October 2005
- 2005 National Association For Student Personnel Administrators, Tampa Florida, "The Federal Labor Standards Act Impact Upon The Profession". March 2005.
- 2003 American Council for Education: Educating All of One Nation, Atlanta, "Enhancing Access and Success: Models for Campus and Community Transformation". October 2003.
- 2003 American Association for Higher Education, Learning To Change Conference. Washington D.C., "Using Performance Indicators to Help Accomplish Mission-Critical Institutional Objectives", March 2003.
- 2002 University of South Carolina, Multicultural Affairs In Higher Education

- Conference, “Campus and Community Partnerships: Working together to create an inclusive environment.” San Antonio, Texas, October 2002.
- 2002 National Association of Student Personnel Administrators, Annual Conference. Boston, “Public Private Partnerships In Campus Housing”, March 2002.
- 1999 National Association of Student Personnel Administrators, Region II: Symposium on Student Development and Enrollment Management. San Juan, Puerto Rico, “Financing Public Higher Education in the 21st Century” July 1999.
- 1998 Kiwanis Club of San Antonio, “UTSA: A University For San Antonio”
- 1989 Association of College and University Housing Officers National Conference, Western Illinois University, "A Tale of Two Sectors: Private-Public Partnership in Developing and Managing a Student Housing Program"
- 1989 San Antonio Housing Officer's Resident Assistant Conference, Trinity University, “From RA to CEO: Marketing the Most of the RA Position”
- 1988 AIDS Colloquium, Southwest Texas State University, "Residence Hall Response to Residents with AIDS"
- 1985 Texas Residence Hall Association, University of Houston, "RHA as a Positive Change Agent"
- 1983-1994 Southwest Association of College and University Housing Officers, Presentations to the annual conference on the following topics: "Resident Advisor Training & Development: A Comprehensive Model"; “How To Build or Not To Build... What Are The Options”; “Private-Public Partnerships in On-Campus Apartment Housing”; “How To Effectively Create Change In A University Community”
- 1983-1986 Leadership Development Seminars, University of Houston, "Parliamentary Procedure, Creating Positive Change Within a University, and Building Your Team"