

# REPORT TO THE NORTHWEST COMMISSION ON COLLEGES AND UNIVERSITIES

*Policies, Regulations, and Financial*



*March 1, 2023*

Addendum B: CVs of Presidents and VPs

Supplement to PRFR Report



MAKE WAVES.

## Western Washington University PRFR Report Addendum B

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Sabah U. Randhawa, President  
Western Washington University

**Curriculum Vitae**

**EDUCATION**

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Ph.D., Industrial Engineering, Arizona State University, 1983

M.S., Industrial Engineering, Oregon State University, 1980

B.S., Chemical Engineering, University of Engineering & Technology, Pakistan, 1976

**ADMINISTRATIVE POSITIONS**

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Western Washington University, President, August 2016-Present

Oregon State University

Provost and Executive Vice President, June 2005-July 2016

Interim Provost and Executive Vice President, Jan-Aug 2003, Jul 2004-May 2005

Vice Provost for Academic Affairs and International Programs, Sep 2003-Jun 2004

Vice Provost for Academic Affairs, Jan 2001-Dec 2002

Interim Dean, College of Business, Jul 2001-Dec 2002

Associate Dean for Operations, College of Engineering, Jul 1999-Dec 2000

Department Head, Industrial & Manufacturing Engineering, Jan 1993-Jul 1999

Imperial Chemical Industries, Shift Engineer, Pakistan, Aug 1976-Aug 1978

**ACADEMIC EMPLOYMENT**

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Professor, Western Washington University, 2016-Present

WWU Report to NWCCU, Policies, Regulations and Financial Review: Addendum B

Professor, Oregon State University, 1995-2016

Associate Professor, Oregon State University, 1989-1995

Assistant Professor, Oregon State University, Sep 1987-1989

Assistant Professor, Arizona State University, January 1987-May 1987

Assistant Professor, Oregon State University, 1983-1986

## **PROFESSIONAL ACTIVITIES**

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Represent Western Washington University on Council of Presidents for State of Washington's Public 4-year Universities (Chair, 2018-19, 2020-21); Great Northwest Athletic Conference (GNAC)

American Association of State Colleges and Universities (AASCU) Council of State Representatives, 2019-Present, Task Force on University Partnerships, 2017-2018

Vice Chair, Northwest Commission on Colleges and Universities, 2009-2014

Co-Chair, Oregon University System Provosts' Council, 2006-2008

Engineering Accreditation Commission, 1999-2003

Program Evaluator (Manufacturing Engineering), ABET, 1996-1999

Member: American Society of Engineering Education, Institute of Industrial Engineers, Society of Manufacturing Engineers

## **PROFESSIONAL RECOGNITION**

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CASE VIII (Pacific Northwest and Western Canada) Leadership Award, 2023

Distinguished Service Award, Oregon State University, 2016

Austin-Paul Engineering Faculty Award for Teaching Excellence, 2000

IIE Outstanding Faculty Award, Oregon State University, 1983-84; 1985-86; 1987-88; 1988-89; 1991-92

IIE Outstanding Graduate Student Award, Arizona State University, 1982-1983

First in graduating class, B.S. program, 1976

Fellow, Institute of Industrial Engineers

Alpha Phi Mu

Phi Kappa Phi

WWU Report to NWCCU, Policies, Regulations and Financial Review: Addendum B

## **ADMINISTRATIVE EXPERIENCE**

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### **President, Western Washington University (2016-Present)**

Western Washington University (WWU) is ranked by U.S. News & World Report as the highest-ranking public master's-granting university in the Pacific Northwest and second in the Western region, spanning Texas to the Pacific Ocean. Kiplinger's ranks WWU among the top 100 public colleges and universities in the nation that offer the best quality and affordability. It is among the top ranked universities in the nation among medium-sized universities for Peace Corps participation and for the number of its graduates awarded Fulbright Fellowships, and 13th (top two percent nationally) among all masters-granting institutions, public or private, for the number of its undergraduates who went on to earn a research doctorate in the past decade. WWU is ranked 10<sup>th</sup> among all state public institutions in the country for debt per borrower, with a default rate of less than 2 percent. With an annual budget of over \$350 million and an enrollment of over 15,000 students, WWU awards over 3,900 degrees annually, with students graduating from over 175 degree programs. In addition to the main campus in Bellingham, WWU offers programs in several locations throughout the Puget Sound, including Everett, South Seattle, and Kitsap and Olympic Peninsulas, and operates the Shannon Point Marine Center in Anacortes and the Sea Discovery Center in Poulsbo.

### **Major Accomplishments:**

Summarized below are selected accomplishments over the past five years. I have led the university in creating a strategic plan driven by state's economic needs and broader social imperatives; broadened the university's reach and impact while ensuring its quality brand; built a strong, diverse leadership team, increased the revenue base by expanding enrollments and fundraising, integrated diversity-equity-inclusivity in the work of the campus, while making substantive, demonstrable progress in important areas, and successfully navigated the university through the two-year health pandemic.

### **Strategic Directions**

- Completed *Strategic Plan 2018-24* through a collaborative, university-wide process, the first for the university in over a decade, with a focus on three themes: advancing inclusive success, increasing Washington impact, and enhancing academic excellence. Its priorities are driven by an economic imperative from the State Legislature that by 2030, 70% of adults in the state have a post-secondary credential from the current 51%, and a moral imperative to increase student success while eliminating achievement gaps among student groups.

- Completed a companion resource plan to identify resource needs to advance universities aspirations; a strategic budget process is now providing alignment of strategic priorities and the budget allocation processes.
- Remapped enrollment management to ensure recruitment plans to be consistent with commitments to the state, including recruiting the two largest and most diverse incoming classes in 2018 and 2019 (approximately 3,100 first year and 1,150 transfer students), and a comparable class expected for 2022. Currently Students of Color are 28.1% of total students, an all-time high.
- Enabled the University to envision a more impactful presence beyond the main campus, particularly in Kitsap and Olympic Peninsulas (*Western on the Peninsulas*).
- Transitioned the Honors Program to the University Honors College with a 62% increase in the annual cohort to 245 students.
- Implemented a faculty diversity and hiring initiative, starting with a pilot in 2017-18 scaling to all tenure-track positions in 2019-20, and a new faculty mentoring program, starting in 2019-20, to increase retention programming for new faculty of color. Of faculty hired under the new initiative, approximately 40% identified as belonging to a racial or ethnic minority and about 60% as women. Currently Faculty of Color among tenure-track ranks is about 21%.
- WWU's Carnegie Community Engagement Classification from the Carnegie Foundation of the Advancement of Teaching was reaffirmed through 2026 and WWU secured the Innovation and Economic Prosperity (IEP) designation from the Association of Public and Land-grant Universities (APLU), the first non-APLU university to receive this honor.
- Successfully navigated the university through the COVID-19 pandemic.

#### Academic and Organizational Development

- Introduction of several new academic programs through targeted funding from the State Legislature, including Applied Doctorate in Education (which included a successful legislative approval process), Masters in Nursing, and undergraduate degree programs in Ethnic Studies; Energy Science and Technology; Marine, Coastal and Watershed Sciences; and Early Childhood Education (*Western on the Peninsulas*), Bilingual Education (South Seattle), and expansion of Electrical Engineering and other STEM-based and pre-health programs.
- Transition of several degree programs on the main campus and *Western on the Peninsulas* from self-support to state-funding making them more affordable and accessible.
- First-time accreditation of undergraduate engineering programs, a major step in expanding STEM programs.
- Significant expansion of evidence-based retention and student success activities.
- Cultivated relationship with Whatcom and Skagit Valley community colleges (main campus), Olympic and Peninsulas colleges (*Western on the Peninsulas*), and Everett Community College (WWU programs offered in Everett).
- Completed several important facilities projects: Carver Academic Facility, including cadaver-based anatomy and physiology labs, Interdisciplinary Science Building, Multi-Cultural Center, Disability Access Center and Veteran Services for Students, and a 400-bed Alma Clark Residence Hall. Currently, in design phase for an Advanced Technology Building for Electrical Engineering, Computer Science and Energy Science and Technology (region's first net-zero energy, carbon-neutral facility), and a Coast Salish-Style Longhouse. In year 3 of a comprehensive 6-year classroom renovation plan encompassing 125 classrooms over 17 buildings.
- First-time accreditation of Student Health Center from Accrediting Association for Ambulatory Health Care.

- Implemented Sustainability Action Plan and established Sustainability Engagement Institute. Presently conducting a heating system conversion feasibility study for conversion of WWU's steam heating system to a more energy efficient system.
- Transitioned WWU to a smoke-free campus.

### Accessibility-Diversity-Equity-Inclusion

A comprehensive list of activities is provided at <https://www.wwu.edu/diversity>, among them:

- Resources/Support: Hiring of several key positions, including Executive Director of the American Indian/Alaska Native and First Nations Relations and Tribal Liaison to the President, LGBTQ+ Director, Executive Director of Civil Rights and Title IX Compliance, Multicultural Student Services Director, and Chief Diversity Officer (in progress). New infrastructure includes the Coast-Salish Style Longhouse (in design-build stage), Multicultural Center, and Disability Access Center and Veterans Services for Students.
- Systems/Structures: Established the Office of Equity with complementary compliance and education functions, expanded Disability Access Center and the Office of Civil Rights and Title IX Compliance. Instituted several council and task forces including the Council on Equity, Inclusion and Social Justice, Commission on Gender Equity, Bias Response and Structural Equity Teams, and Task Force on Antisemiticism. Started the Provost's faculty diversity and hiring initiative. Assessed university's budget processes through an equity framework.
- Learning/Traditions: Created a Legacy Review Task Force to assess building and college names and, based on its recommendations, the Trustees de-named Huxley College of the Environment. Named the new residence facility after Alma Clark Glass, the first Black student at Western. Engaged leadership in Government-to-Government training through the Governor's Office of Indian Affairs and DEI leadership training. Started Hispanic Heritage Month and World Kindness Day and expanded MLK Day and Black History Month. Signed Okanagan Charter to embed health in all aspects of campus culture.

### External and Community Relations

I have continued to spend considerable time with external constituents, including legislative leaders, donors and friends of the University, tribal, city and local community leaders, and the Foundation and the Alumni Association Boards. Some highlights from this work are:

- Developed productive and high-functioning relationships with legislators, including key legislative leaders in both chambers, and the Governor's Office.
- Successfully advocated for WWU operating and capital priorities, the outcomes have included funding for several new degree programs, student support services, and new infrastructure projects in each of the three biennia.
- Worked productively with the Council of Presidents (public 4-year institutions) to develop and advocate for joint agenda on common priorities, including full funding of the Washington College Grant, and the passage of House Bill 2158 creating a dedicated funding source for post-secondary institutions.
- Institutionalizing a culture of philanthropy, including engagement of and expectations for the academic leadership team. Initiated public-private partnership in developing infrastructure projects, with Kaiser-Borsari Hall and the Coast Salish-style Longhouse.

- Key fundraising outcomes: Lead gift of \$10 million for Kaiser-Borsari Hall, PACCAR chaired endowed position, Sculpture Woods property on Lummi Island and accompanying sculpture collection, Artwork gift from Washington Arts Consortium \$12 million, and Student Success Initiative \$10 million.
- Cultivated relationships with the tribal leaders, particularly the Lummi Nation. The Coast Salish-style Longhouse project advanced with support of Lummi Nation leaders and strong endorsements from most of the tribal councils in western Washington and the Affiliated Tribes of Northwest Indians. Completed an MOU with Northwest Indian College in July 2020 to increase cooperation and collaboration between NWIC and WWU.
- Developed high-functioning relationships with leadership of City of Bellingham, Port of Bellingham, and Whatcom County, including partnering with the City and County on Race and Justice listening series, partnering with the Port on its district energy system and joint economic development opportunities in the region.
- Started “State of Western” in Bellingham and on the Peninsulas.

**Provost and Executive Vice President, Oregon State University (2005-2016)**

Oregon State University (OSU) is the state’s land grant university and is one of only two universities in the U.S. to have land-, sea-, space-, and sun-grant designations. OSU is also the only university in Oregon to have earned the Carnegie Foundation Advancement of Teaching top designation, awarded to institutions with “very high research activity” and Carnegie’s Foundation’s “community engagement classification.” With annual research revenue of about \$309 million, Oregon State’s impact reaches across the state and beyond and has a statewide economic footprint of over \$2.3 billion. In addition to the main campus in Corvallis, OSU operates 13 Agricultural Experiment Stations, county Extension operations in each of Oregon’s 36 counties, the Hatfield Marine Science Center in Newport, Oregon, a branch campus, OSU Cascades Campus, in Bend, Oregon, two teaching/research forests, and several experimental farms. OSU is the largest university in the state, with just over 30,000 students from across Oregon, all 50 states and more than 100 countries. Students can choose from more than 200 undergraduate and more than 80 graduate degree programs, including 38 degrees and certificates offered online.

The Provost and Executive Vice President serves as university’s Chief Academic Officer and Chief Operating Officer. Reporting to the provost are 11 Academic Colleges—Agricultural Sciences; Business; Earth, Ocean and Atmospheric Sciences; Education; Engineering; Forestry; Liberal Arts; Pharmacy; Public Health and Human Sciences; Science; and Veterinary Medicine. Direct reports also include Agricultural Experiment Station; Forest Research Laboratory; OSU-Cascades Branch Campus; Graduate School; University Honors College; Academic Affairs; Student Affairs; Undergraduate Studies; International Programs; Enrollment Management; Extended Campus; Information Services; and Outreach and Engagement, including the OSU Extension Service. The university’s annual operating budget, including tuition, state support, research and development, capital outlay and auxiliary enterprises is approximately \$1.1 billion; the Provost directly oversees the distribution and management of approximately 40-45% of the total annual budget.



The Provost serves as the Chief Executive Officer of OSU in the absence of the President. The Provost works closely with the Vice President for Finance and Administration, and is ultimately responsible for budget planning, fiscal accountability, and general policy development. The Provost is responsible for maintaining relationships with academic officers of other public universities, Oregon community colleges, and independent higher education institutions in Oregon and throughout the nation.

### Major Accomplishments:

During my tenure as Provost and Executive Vice President, OSU has made significant and transformational progress and is well positioned for sustained future growth.

### Strategic and Academic Leadership

- Led development of an aspirational strategic plan that has guided OSU's transformation, institutionalized strategic planning process and a culture of metrics-driven implementation.
- Hired and established an aligned, performance-based academic leadership team of academic deans and vice provosts who have driven the strategic plan execution and are responsible and accountable for the university's education, research, and outreach agenda and private fundraising activities.
- Developed and nurtured a strong culture of shared governance with faculty and students.
- Since 2010, OSU made significant investments to hire about 300 new tenure track faculty positions and to ensure competitive faculty salaries and address salary equity and compression issues. Implemented a number of programs for faculty retention and development, including the Provost's Dual Career Hiring Initiative; the Center for Teaching, Learning, and Assessment; Tenured Diversity Faculty Initiative to hire senior faculty to advance diversity; a Leadership Academy to further the development of current chairs/heads and foster next generation of academic leaders; and the LifeBalance OSU to promote balance between professional, academic and family life.
- Facilitated development and implementation of university's Diversity Action Plan.
- Established a university-wide division of Outreach and Engagement.
- OSU implemented virtual alignment of its 11 academic colleges into four academic divisions—Arts and Sciences, Earth Systems Science, Health Sciences, and Business and Engineering—to enhance interdisciplinary collaborations. Over a three-year period, 2008-2011, the university realigned its departments and units within colleges from 62 to 42, an almost 30% reduction of administrative units to redirect resources to its core teaching and research mission.
- OSU established an accredited College of Public Health in 2015, the first such accredited program in Oregon, and doctorate programs in Business and targeted areas within the College of Liberal Arts. Since 2008, the University established several new interdisciplinary graduate programs, including Comparative Health Sciences; Robotics; Public Policy; Women, Gender, and Sexuality Studies; and Environmental Arts and Humanities, while at the same time eliminating 26 low enrollment academic majors.
- OSU recognized as one of the top environmentally responsible colleges in the nation.
- Worked collaboratively to advance joint priorities and issues facing higher education in Oregon while OSU was part of the seven universities Oregon University System.

### Student Access and Success

- Student enrollment on the Corvallis campus has increased by about 54% to just over 30,000, with about 42% of first year students in fall 2015 being high achieving students from Oregon high schools.
- Students from underrepresented minority groups make up 22% of student population in fall 2015, an increase of almost 150% from 2005.
- International student enrollment increased significantly by 268% since 2005, making up 11.3% of total students in fall 2015. This was enabled by an innovative public-private partnership with INTO University Partnerships, the first such collaboration in the U.S.
- OSU's Extended Campus (online programs) is recognized as one of top 5 programs in public institutions in the U.S., with over a 400% increase in student enrollment since 2005, currently enrolling about 5,100 students in 38 degree and certificate programs.
- Capacity of University Honors College increased from 300 to approximately 1,200 students.
- Degree partnership programs were established with all 17 Oregon community colleges.
- The University established in 2008 the Bridge to Success Program that combines federal Pell grant funds, Oregon Opportunity Grants and private scholarships to fund some 3,000 Oregon undergraduates to attend OSU without paying tuition or fees.
- Since 2005, the total degrees awarded annually increased by almost 50% to 6,367 and degrees offered in engineering and computer science, designated shortage area in the state, increased by 67% to 1,214. The first-year persistence rate in 2014 was 84%, 4% higher than in 2005.
- Oregon State University's branch campus, OSU-Cascades, transitioned from a 2+2 (first two years at a community college) to a 4-year operation effective fall 2015 and enrollment of about 1,100, with its own campus facility scheduled to open in fall 2016.

### Research and Innovation

- The total R&D revenue increased by about \$100 million to \$309 million over a 10-year period, with increase in industry-sponsored research of 60% to \$40 million annually.
- The annual licensing revenue increased to about \$10 million, a 300% increase over past 5 years, and invention disclosures by 38% to about 75 per year over the same time period.
- In partnership with industry and other universities, and with support from the legislature, OSU established three statewide signature research centers in nanoscience and microtechnologies, built environment and sustainable technologies, and translational research and drug discovery.
- Created targeted interdisciplinary centers to advance strategic research and outreach priorities, including the Center for STEM Education and Center for Latin@ Studies and Engagement.

### Financial Stability and Fundraising

- Revenue base was significantly increased through a variety of strategies, including change in student mix, pricing targeted programs to market, expansion of online programs, growth in research revenue, and growth in private fundraising.
- OSU successfully completed its first \$1 billion campaign in December 2014 raising a total of \$1.14 billion and more than doubled its annual fundraising to \$110 million. Partnered with the OSU Foundation to establish campaign priorities and implement the Provost Faculty Match Program, which led to leveraging \$1.5 million in university funds with over \$33 million in endowed funding and 39 new endowed faculty positions over a 2-year period, and total endowed positions increased from 47 to 126 during the campaign. Served as an *ex officio* member of Campaign Steering Committee.
- OSU reengineered its business services by creating regional business centers, which resulted in

savings of 35 FTE as the university budget grew by \$108 million and enrollment by more than 4,000 students.

### **Vice Provost for Academic Affairs and International Programs, Oregon State University (2001-2004)**

The Office of the Vice Provost provided leadership for academic personnel management, academic programs, international programs, accreditation and assessment, institutional research, and library.

Units reporting to the Vice Provost include Academic Success and Engagement (included Academic Success Center, Center for Teaching and Learning, Center for Writing and Learning, Difference, Power, and Discrimination Program, Writing Intensive Curriculum Program), Academic Planning and Assessment, International Programs, University Libraries (including the OSU Press), ROTC Units, and Enrollment Management (now a direct report to the Provost). The office had oversight of budget of about \$9 million budget.

#### **Major Accomplishments:**

- Established the Academic Success Center for student mentoring and the Center for Teaching and Learning for faculty development.
- In collaboration with Student Affairs, initiated Transitional Learning Communities for students.
- Restructured international programs organization and streamlined services for international students and faculty.
- Facilitated development of post-tenure review guidelines for academic faculty and new performance evaluation instrument for professional faculty.
- Expanded Summer Session course offerings that led to a 20% increase in student headcount.
- Developed web-based catalog and schedule of classes, and on-line submission/approval of academic program proposals.
- Responsible for a wide range of academic and personnel policies and worked closely with the Faculty Senate and its committee structure in this regard.
- Served as liaison to the NWCCU for regional accreditation and to the Oregon University System for academic program coordination.

### **Interim Dean, College of Business, Oregon State University (2001-2002)**

The College of Business is one of 11 academic colleges at OSU. It is one of the largest colleges in terms of undergraduate student enrollment and in addition to Business majors, it is responsible for providing Business minors and business courses to other academic programs.

Served as the Interim Dean of Business for a period of 18 months, while concurrently serving as the Vice Provost for Academic Affairs. Responsibilities included management and administration of the College with about 2,500 students and 60 faculty and staff, and a budget of about \$6 million. Other responsibilities included alumni development and fund raising.

#### Major Accomplishments:

- Transformed college culture from centrally controlled, internally focused to one of decentralization of responsibilities and accountabilities with focus on three themes, enterprise development, business and campus alliances, and resource development.
- With the College of Engineering, initiated the Austin Entrepreneurship Program through a \$4.3 million private gift.
- Started OSU Business Roundtable, a quarterly forum for OSU alumni in Portland, helped initiate CFO Associates for alumni serving as chief financial officers, and expanded outreach program in business information technology.
- Developed annual awards program to recognize alumni, donors, and industry leaders.

#### **Associate Dean for Operations, College of Engineering (1999-2000)**

The College of engineering has the largest student enrollment in the university and has an annual research portfolio of about \$30 million.

The position is responsible for College's fiscal, physical, and information infrastructure, and personnel management. Other responsibilities included oversight of professional accreditation process and management of industry internship program with over 60 industries.

#### Major Accomplishments:

- Provided oversight to College of Engineering's Top-25 Strategic Plan implementation and facilitated development of business plan to support college's strategic plan.
- Facilitated development of infrastructure proposals that led to \$3.5 million funding for enhancing IT operations from the Hewlett-Packard Company and Intel Corporation.
- Provided regular oversight to college's budget and personnel processes.

#### **Department Head, Industrial and Manufacturing Engineering (1993-1999)**

The Department of Industrial and Manufacturing offers B.S. programs in Industrial Engineering and Manufacturing Engineering, and M.S., and Ph.D. programs in Industrial Engineering. The Department annually graduates about 45 undergraduate and 15 graduate students, with a budget of approximately \$1.5 million.

Position responsibilities included establishing department-level goals, creating and managing budgets, developing curriculum programs, recruiting students, and developing alumni and industry relations.

#### Major Accomplishments:

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- Over the 5-year period the department increased undergraduate enrollments by 16%, graduate enrollments by 24%, and sponsored research by 53%.
- Developed one of the best computing facilities in the College and one of the best computer-integrated manufacturing facility among manufacturing programs nationally.
- Initiated college-level interdisciplinary program in micro-energy and chemical systems that has now evolved into a very successful multi-institutional Oregon Nanoscience and Microtechnologies Institute.
- The department led the college in developing and implementing outcome-based assessment of programs required by Engineering Accreditation Commission.
- Established department's first Industry Advisory Board, as well as department's student advisory board and student ambassador program for recruiting high school students.
- In collaboration with Portland State University, the department implemented a distance education, masters-level program in Manufacturing Engineering for working professionals.
- During my tenure as department head, I continued an active teaching, research and publication program, including publication of a text in engineering economics.
- As a faculty member in Industrial and Manufacturing Engineering, I am proud to have received numerous teaching awards from the department and the college. I have had a collaborative, interdisciplinary research agenda, published over 50 articles in technical referred journals, and mentored 35 Masters and Ph.D. students.

## **PROFESIONAL PUBLICATIONS**

### **Recent Publications and Presentations**

*U.S. Health Promoting University President's Panel on Centering Equity While Moving Through Wellness to Wellbeing*, U.S. Health Promoting Campuses Network Summit, Birmingham, Alabama, February 16, 17, 2023.

*Making Partnerships Work: Principles, Guidelines and Advice for Public University Leaders*, American Association of State College and Universities, AASCU Task Force on University Partnerships, 2017.

*How can Public University Leaders Build the "Partnership University?"*, 2017 American Association of State College and Universities, AASCU Task Force on University Partnerships Annual Meeting, La Jolla, California, October 21-25, 2017.

*Strategic Business Partnerships in Higher Education, Panel presentation*, American Council on Education, 97<sup>th</sup> Annual Meeting, Washington, D.C., March 14-17, 2015

*Cultural Diversity and Excellence in Engineering Education*, World Congress on Engineering Leaders, Doha, Qatar, January 7-9, 2013

*Reimagining the Role of Industrial Engineers*, Keynote Address, Institute of Industrial Engineers Conference and Expo, Reno, Nevada, May 22, 2011

## **Books**

Riggs, J.L., D.D. Bedworth and S.U. Randhawa, *Ingenieria Economica*, Alfaomega Grupo Editor, Mexico, 2002.

Riggs, J.L., D.D. Bedworth, S.U. Randhawa, and A.M. Khan, *Engineering Economics*, Canadian Edition, McGraw-Hill Book Co., 1997.

Riggs, J.L., D.D. Bedworth and S.U. Randhawa, *Engineering Economics*, McGraw-Hill Book Co., 1996.

## **Book Chapters**

Randhawa, S.U. and S. Burhanuddin, "Concurrent product/process development," in *Integrated Product, Process and Enterprise Design*, B. Wang, Ed., Chapman and Hall, New York, NY, 1998.

West, T.M. and S.U. Randhawa, "Capacity planning in a flexible manufacturing environment," in *Justification Methods for Computer Integrated Manufacturing Systems*, H.R. Parsaei, T.L. Ward, and W. Karwowski, Eds., Elsevier Science Publishers, 1990.

## **Technical Journals**

### **Refereed**

Neammanee, P. and S.U. Randhawa, "An integrated methodology for board assignment and component allocation in printed circuit board industry," *International Journal of Production Research*, 41, 5, 919-937, 2003.

Li, Y.-A. and S. Randhawa, "Component to multi-track feeder assignment and board sequencing in printed circuit board assembly," *Journal of Electronics Manufacturing*, 11, 1, 51-68, 2002.

Jeong, B.H. and S.U. Randhawa, "A multi-attribute dispatching rule for automated guided vehicle systems," *International Journal of Production Research*, 39, 13, 2817-2832, 2001.

Randhawa, S., T. Beaumariage and J. Funck, "Using simulation to create manufacturing control expert knowledge in sawmills," *Journal of Design and Manufacturing*, 1, 3, 193-206, 2001.

Saleh, B., M. Hacker, and S. Randhawa, "Factors in capital decisions involving advanced manufacturing technologies," *International Journal of Operations & Production Management*, 21, 10, 1265-1288, 2001.

- Kuo, C.-H., K. Douglas, and S.U. Randhawa, "Evaluation of performance measurements in distribution centers," *Journal of Engineering Valuation and Cost Analysis*, 3, 6, 389-401, 2000.
- Xu, Z., K. Carlson, R. Kurschner, Y.-A. Li, and S.U. Randhawa, "An integrated methodology for surface mount PCB configuration," *Journal of Electronics Manufacturing*, 8, 3/4, 225-234, 1999.
- Saleh, B., S.U. Randhawa, and M. Hacker, "A decision support framework for evaluating manufacturing alternatives," *International Journal of Flexible Automation and Integrated Manufacturing*, 6, 3/4, 311-327, 1998.
- Wu, C.-S., S.U. Randhawa, and S. Burhanuddin, "An integration architecture for flexible manufacturing cells," *International Journal of Advanced Manufacturing Technology*, 14, 4, 286-297, 1998.
- Xu, Z. and S.U. Randhawa, "Evaluation of scheduling strategies for a dynamic job-shop in a tool-shared, flexible manufacturing environment," *Production Planning and Control*, 9, 1, 74-86, 1998.
- Randhawa, S.U., S.G. Miller, C.A. Bell, and P.E. Montagne, "A Study of commercial vehicle safety alliance's out-of-service criteria," *Accident Analysis and Prevention*, 30, 1, 61-67, 1998.
- Randhawa, S.U. and C.-H. Kuo, "Evaluating scheduling heuristics for non-identical parallel processors," *International Journal of Production Research*, 35, 4, 969-981, 1997.
- Nudtasomboon, N. and S.U. Randhawa, "Resource-constrained project scheduling with renewable and non-renewable resources and time-resource tradeoffs," *Computers & Industrial Engineering*, 32, 1, 227-242, 1997.
- Randhawa, S.U. and K.D. Douglas, "A comparison of multi-attribute decision techniques," *The Journal of Engineering Valuation and Cost Analysis*, 1, 2, 125-138, 1997.
- Anderson, J.D., C.C. Brunner, and S.U. Randhawa, "Design and implementation of a fuzzy logic controller for woods part recovery in rough mills," *International Journal of Flexible Automation and Integrated Manufacturing*, 4, 3-4, 255-271, 1996.
- Bell, C.A., S.U. Randhawa, and Z.K. Xu, "Impact of high-pressure tires and single-tired axles in Oregon," *Transportation Research Record*, No. 1540, 132-141, 1996.
- Randhawa, S.U., E.D. Olsen, and D.H. Lysne, "A decision analysis approach to forest resource management," *International Journal of Industrial Engineering*, 3, 2, 95-101, 1996.
- Randhawa, S.U. and Y. Zeng, "Job Shop Scheduling: An experimental investigation of the performance of alternative scheduling rules," *Production Planning and Control*, 7, 1, 47-56, 1996.
- Randhawa, S.U. and T.M. Scott, "Model generation for simulation analysis: An application to timber harvesting," *Computers & Industrial Engineering*, 30, 1, 51-60, 1996.

- Burhanuddin, S., S.U. Randhawa, and C. Wu, "Design and implementation of a concurrent engineering modeling environment," *Engineering Design and Automation*, 1, 2, 93-104, 1995.
- Randhawa, S.U. and T.A. Smith, "An experimental investigation of scheduling non-identical parallel processors with sequence dependent setup times," *International Journal of Production Research*, 33, 1, 59-69, 1995.
- Randhawa, S.U. and R.N. Shroff, "Simulation-based design evaluation of unit load automated storage/retrieval systems," *Computers & Industrial Engineering*, 28, 1, 71-79, 1995.
- Randhawa, S.U. and E.T. Bjarnason, "A decision aid for coordinating fishing and fish processing," *European Journal of Operational Research*, 81, 1, 1995.
- Randhawa, S.U. and B. Saleh, "An application of Schriber's truncation rule to simulation output of queuing systems," *Transactions of the SCS*, 11, 4, 273-288, 1994.
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#### **Other Journal Publications**

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Randhawa, S.U., C. Juwono, and S. Burhanuddin, "Scheduling in multistage flow shop systems: An application in food processing industry," *Industrial Management and Data Systems*, 94, 5, 19-24, 1994.

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- Xu, Z., K. Carlson, R. Kurschner, S.U. Randhawa, and C. Xu, "A cost-benefit analysis for fixed feeder bay determination on surface mount machines," *Second International Conference on Engineering Design and Automation*, August 9-12, 1998, Maui, HI.
- Xu, Z., K. Carlson, R. Kurschner, and S.U. Randhawa, "An integrated methodology for surface mount PCB configuration," *23rd International Conference on Computers & Industrial Engineering*, March 29-April 1, 1998, Chicago, IL, 53-56.
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- West, T.M., S.U. Randhawa, and S.D. Brings, "The role of product design in the evaluation of new manufacturing technologies," 1989 International Industrial Engineering Conference, May 14-17, 1989, Toronto, Ontario, Canada, 159-163.
- West, T.M., S.U. Randhawa, and N.L. Mills, "Economic modeling and sensitivity analysis of alternative power plant decisions," 11th Annual Conference on Computers and Industrial Engineering, March 15-17, 1989, Orlando, FL, 550-554.
- Randhawa, S.U., G. Zhang, C.C. Brunner, and J.W. Funck, "S<sup>3</sup> - A microcomputer-based simulation model for sawmill design and evaluation," ISMM International Conference: Computer Applications in Design, Simulation and Analysis, February 22-24, 1989, Reno, NV, 290-293.
- McDowell, E.D. and S.U. Randhawa, "Surface Mount Technology (SMT) placement: Capacity planning using simulation," 4th International Electronics Assembly Conference, January 1989, San Jose, CA.
- West, T.M. and S.U. Randhawa, "Multicriteria evaluation of manufacturing systems," 3rd International Conference on CAD/CAM, Robotics and Factories of the Future, August 1988, Detroit, MI, in (Ed.) P. Prasad, CAD/CAM Robotics and Factories of the Future, Vol. 2, 271-276.
- West, T.M., S.U. Randhawa, and N.L. Mills, "Site selection to minimize fuel handling and transportation costs," International Industrial Engineering Conference, May 22-23, 1988, Orlando, FL, 533-536.
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- Randhawa, S.U., "Simulation of a wafer fabrication facility using network modeling," SME ULTRATECH Conferences & Expositions, September 22-25, 1986, Long Beach, CA, 2, 125-135.
- Randhawa, S.U., E.D. McDowell, and R.B. Grinde, "A simulation model for analyzing switching rules in MIL-STD.105D," 1986 Summer Computer Simulation Conference, July 28-30, 1986, Reno, NV, 661-664.

- Randhawa, S.U. and T.M. West, "A multi-attribute methodology for the evaluation of automated assembly systems," *1986 International Industrial Engineering Conference*, May 11-15, 1986, Dallas, TX, 526-533.
- Jonatansson, E. and S.U. Randhawa, "A simulation-based decision model for a fish processing facility," *8th Annual Conference on Computers & Industrial Engineering*, March 19-21, 1986, Orlando, FL, 406-410.
- Randhawa, S.U., "A simulation model for estimating statistical parameters for normal to reduced sampling in MIL.STD.105D," *1985 Summer Computer Simulation Conference*, July 22-24, 1985, Chicago, IL, 637-640.

### **Reports and Others**

- Bell, C.A., S.U. Randhawa, S.G. Miller, and P.E. Montagne, "A review of Out-of-Service criteria for motor vehicles," Transportation Research Institute, Reports 96/4-96/9, September 1996.
- Bell, C.A., S.U. Randhawa, P. Ryus, and Z. Xu, "Development of an integrated system for evaluation of Oregon's truck data, Phase 2: Evaluation of Data," TransNow Regional Center, August 1994.
- Bell, C.A., S.U. Randhawa, P. Ryus, and Z. Xu, "Development of an integrated system for evaluation of Oregon's truck data, Phase 1: Database Development and Preliminary Evaluation of Data," TransNow Regional Center, 48 pp., 1993.
- Bell, C.A. and S.U. Randhawa, "Truck tire issues: Evaluation of impact of high-pressure tires and single-tired axle in Oregon," Oregon Department of Transportation, 104 pp., November 1992.
- Sessions, J. and S.U. Randhawa, "Using pattern generation for operational forest planning," USDA Forest Service, Pacific Northwest Research Station, April 1992.
- Randhawa, S.U., "Justification of automated systems: A decision system approach," *IIE Engineering Economics Newsletter*, XXIII, 2, Winter 1989.
- West, T.M. and S.U. Randhawa, "Combined cycle biomass energy research project: Site location analysis," *Report to U.S. Department of Agriculture*, June 1988.
- Randhawa, S.U., "WAVESOLDER ASSISTANT: An expert system to aid troubleshooting of the wave soldering process," *Report to Tektronix, Inc.*, June 1985.

### **Presentations**

- Bell, C.A., S.U. Randhawa, and Z. Xu, "Impact of high pressure and single-tired axles in Oregon," *Transportation Research Board Annual Meeting*, January 1996.
- Randhawa, S.U. P.J. Ryus, C.A. Bell, Z. Xu, and K. Evert, "Development of uses for Oregon's truck database," *Transportation Research Board Annual Meeting*, January 1995.

- Randhawa, S.U., S. Burhanuddin, and T.M. West, "Integrated manufacturing design and analysis," *ORSA/TIMS National Meeting*, October 1993.
- West, T.M., S.U. Randhawa, and A. Amundson, "Product service facility design and analysis," *ORSA/TIMS National Meeting*, October 1993.
- Randhawa, S.U. and E.D. McDowell, "Process simulation," *IIE Portland Chapter Meeting*, February 1989.
- Mills, N.L., S.U. Randhawa, and T.M. West, "A multi-phase approach to the problem of siting convention facilities," *ORSA/TIMS National Meeting (Urban Problems Track)*, October 1988.
- West, T.M., S.U. Randhawa, and J.N. Kim, "A decision support system to evaluate potential power plant locations," *ORSA/TIMS National Meeting*, October 1988.
- Randhawa, S.U., E.D. McDowell, and R. Nielson, "Case studies in computer simulation," *IIE Portland Chapter Meeting*, January 1988.
- McDowell, E.D., S.U. Randhawa, and R.B. Grinde, "Effectiveness of limit numbers in controlling random switching in ANSI Z1.4," *ORSA/TIMS National Meeting*, April 1986.
- Randhawa, S.U., "A decision support system to aid multi-attribute decision making," *ORSA/TIMS National Meeting*, May 1985.
- Randhawa, S.U. and S. Faruqi, "Application of expert systems in the electronics industry," *ORSA/TIMS National Meeting*, May 1985.
- Faruqi, S. and S.U. Randhawa, "Expert systems: An approach to improved productivity in the electronics industry," *1985 International Electronics Assembly Conference*, October 7-9, 1985, Santa Clara, CA.
- Randhawa, S.U. and D.O. Knight, "A decision tool for analytical model selection in an engineering work station environment," *ORSA/TIMS Joint National Meeting*, November 1984.



## Brad L . Johnson, Provost and Vice President

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### Education

Ph.D. Physics, August 1991; University of Colorado, Boulder.

M.S.B.S. Physics, August 1987; University of Colorado, Colorado Springs.

B.S. Physics, May 1985; Cum Laude with distinction in physics, University of Colorado, Colorado Springs.

### Professional Work Experience (Summary)

- August 2022-present: Provost and Executive Vice President, Western Washington University
- May 2017-July 2022: Dean, College of Science and Engineering, Western Washington University
- December 2014-May 2017: Associate Dean, College of Science and Engineering, Western Washington University
- June 2002-April 2015: Chair, Department of Physics and Astronomy, Western Washington University
- September 2003-present: Professor, Department of Physics and Astronomy, Western Washington University
- September 2000-September 2003: Associate Professor, Department of Physics and Astronomy, Western Washington University
- September 1997-September 2000: Assistant Professor, Department of Physics and Astronomy, Western Washington University
- August 1996-August 1997: Assistant Professor, Department of Physics, University of New Mexico
- March 1994-June 1996: Adjunct Professor, Western Washington University

- August 1991-August 1995: NSERC Post-Doctoral Fellow, Simon Fraser University
- August 1988-August 1989, June 1990-August 1991: Research Assistant, University of Colorado.
- August 1988-May 1989: Instructor of Physics, University of Colorado.
- September 1987-August 1988: Optical Engineer, Optotech, Inc.
- May 1985-January 1987: Physicist, Optical Storage International.

### **Broad Summary of Leadership and Service Activities at WWU**

#### Planning, Operations, and Budget

- General responsibility for all administrative functions for the Academic Affairs Division, including planning and coordination of operations, budget authority, and supervisory responsibility
- Organize and run regular Dean's Council meetings; engagement and communication with college Deans, including strategic and tactical planning, and communications.
- Led College strategic plan development, rollout, and implementation; included collaborations with the Policy
  - Planning and Budget Council, an ad hoc Strategic Plan Committee, external partners, faculty, and staff
- Developed and implemented annual College strategic thinking and initiative process and timeline, which encompasses engagement of faculty and staff in initiative development and vetting; has resulted in key successful Decision Package funding every Biennia since 2015
- Responsible for the College budget operations, including approvals, modelling, and planning.
- Lead role in Interdisciplinary Science Building inception, development, and planning
- Lead role in Kaiser Borsari Hall inception, development, and planning
- Experience with multiple roles in accreditation, including University and professional program levels, report drafting, site visits, and outcomes/assessment oversight
- Member of several WWU Budget Review and Planning groups, and regularly consult with Budget and Financial Planning on budget structure and communication
- Member and proposal drafting responsibilities, Capital Budget Request Team
- Member, Governor's Capital Budget Scoring Team

- Experience working with the WWU governmental affairs team, including proposals and other communication with the state and federal governments
- Co-lead, Strategic Metrics Research working Group
- Co-Chair, Lab and Chemical Safety Committee

### **Faculty Affairs**

- Principal role in all faculty evaluation processes; probationary faculty, tenure and promotion, post tenure review, professional leave; includes interpretation and application of the WWU-UFWW CBA, upkeep and collaborative improvement of the unit evaluation plans, direction and advising for personnel committee.
- Multi-level experience working with the UFWW on faculty needs and outcomes; includes collaboration around interpretation and implementation of the CBA, mediation, investigation, and disciplinary actions
- Multi-level experience with a wide range of policy applications, notably, Dual Career Assistance and Opportunity Hire procedures
- Mediation of a range of student issues with faculty and chairs, and engagement with student government.
- Member of the Administration Bargaining Team
- Developed systematic collaborative advising roles with all college Shared Governance Bodies.
- Collaborated on broad changes to search processes, aimed at increasing diversity of pools and hires.
- Member of the Advancing Excellence and Equity in Science leadership team; advising and collaborative role for professional development around ADEI and inclusive pedagogy.

### **Accessibility, Diversity, Equity, and Inclusion**

- Developed integrated structure to coordinate broad ADEI efforts college-wide
- Collaboratively created the CSE Community Ambassador program
- Collaborated with students, faculty, and chairs to create Student Ambassador program
- Created the Inclusion and Outreach Specialist position in CSE
- Worked with faculty governance groups and other stakeholders on the creation and charge for the CSE DEI Committee
- Directed funding and other resourcing to support the STEM ISMs workshops and training for CSE faculty and
  - staff
- Developed leadership integration of a multi-level culture and climate plan, data assessment plan, and ADEI strategic plan.
- Serve on the Institute for Disabilities Studies steering group

### **Advancement and External Relations**

- Worked collaboratively with the CSE Director of Development on an average of \$2 Million per year in programmatic fund raising over the past five years.
- Co-Lead role in Capital campaign, Kaiser Borsari Hall
- Co-Lead role, negotiation and proposal development resulting in the PACCAR Professor gift (\$1 Million)
- Lead role in expanding Boeing relations, including contacts from engineering partners to vice presidential partners
- Work collaboratively with the Corporate and Foundations team, as well as the CSE Director of Development on collaborations with a range of corporate and industrial partners, resulting in numerous student and faculty opportunities
- Attended workshops on development for deans and partners, through CASE and other consulting partners.
- Member, Waterfront Development team, role: development of partner relationships
- Lead role, expansion of UW relations and programmatic connections, including Engineering, Computer Science, and Earth Science.
- Collaboratively developed philanthropic base for 16 summer research stipends and broad strategic approach to private funding for research program development
- Work collaboratively with the CSE Director of Development to manage College Advancement Board (including engagement pillars and activities) □ Executive Board Member, Technology Alliance Group NW, Whatcom STEM.

#### **Other Leadership and Service Activities (WWU, prior to role as Dean)**

- Member, Search Committee for Founding Dean, WWU College of Sciences and Technology.
- Two-term Member, WWU Faculty Senate, 1999-2003
- Communications Facility Executive Steering Committee, 2000-2004.
- Member, President's Compact and Contracts Working Group, 2004-2005.
- Co-author, Advanced Materials Science and Engineering Center Decision Package (\$1.2 Million) 2006.
- Founding Member, Advanced Materials Science and Engineering Center Executive Steering Committee, 2006 □
- Co-author, Advanced Materials Science and Engineering Center policies and by-laws.
- Chair, inaugural Advanced Materials Science and Engineering Center search committee.
- Founder, Organizer, and Chair, CST Public lecture series 'Science and the UniverCity.'
- Member, Spark Museum of Radio and Electricity Education Board. 2006-2009
- Founding Member and vice-chair, University Planning and Resources Council, 2009-2014.
- Co-chair, drafting team, WWU Mission, Vision and Strategic Plan, 2010.
- Member, Provost's ad hoc budget advisory group 2009-2010.
- Chair, Scientific and Technical Services Immediate Needs Task Force, 2010.

- Co-author, Engineering@Western decision package, \$5.1 Million, 2011-2012.
- Chair, Department of Computer Science Chair search committee, 2012.
- Co-chair, WWU Department Chair Workshops, 2013-2015.
- Developed Community and Technical College DTA to AS-T replacements for transfer matriculation, 2015.
- Author, Physics/Astronomy policies and procedures, 2003.
- Author, Physics Major Guides and recruitment plan for admissions, 2004.
- Author, Department Self-Study accreditation document, 2006.
- Author, "Standard Two" Accreditation report, 2006-2007.
- Author, Department Mission and Learning Objectives, 2008.
- Author, Department Outcomes and Assessment Plan, v1. 2008.
- Author, Physics Five Year Plan, 2008-2013.
- Coordination and oversight, Department curriculum revision, 2009.
- Coordination and oversight, enrollment management plan, 2012-2013
- Author, Planetarium Re-purposing, Mission, and Development Plan, 2013-2014
- Coordination and oversight, Planetarium projector donation, purchase, and set-up 2013-2014.
- Organized and led the Bellingham School District/WWU Planetarium Partnership, 2015.
- Authored the AY 2014-2015 College Annual Report, including data collection and reduction.
- Devised the College Scholars enrollment management program, 2015.
- Working with the Dean on long-term capital plan for the college.

## Refereed Publications

- 1) B.L. Johnson, J. Weiler, R.E. Camley, "Bulk and Surface Plasmons and Localization Effects in Finite Superlattices"; Phys. Rev. B 32, 6544-6553 (1985).
- 2) B.L. Johnson and R.E. Camley, "Collective Excitations in Random-Layered Superlattices", Solid State Comm. 59, 595-599 (1986).
- 3) B.L. Johnson and R. E Camley, "Non-reciprocal Propagation and Localization of Plasmons by a Magnetic Field in Finite Semiconductor n-i-p-i Superlattices", Phys. Rev. B 38, 3311-3317 (1988).
- 4) R.L. Stamps, B.L. Johnson, and R.E. Camley, "Non-reciprocal Reflection from Semi-Infinite Antiferromagnets" Phys. Rev. B 43, 3626-3636 (1991).
- 5) B.L. Johnson and R.E. Camley, "Bulk and Surface Polaritons in Semi-Infinite Superlattices in a Magnetic Field: Dispersion Relations, Optical Reflection, and Attenuated Total Reflection" Phys. Rev. B 43, 6554-6568 (1991).

- 6) B.L. Johnson and R.E. Camley, "Nonreciprocal Propagation of Surface Waves in Quasi-Periodic Superlattices" *Phys. Rev. B* 44, 1225-1231 (1991).
- 7) B.L. Johnson and R.E. Camley, "Theory of Giant Magnetoresistance Effects in Fe/Cr Multilayers: Spin Dependent Scattering from Impurities" *Phys. Rev. B* 44, 9997-10002 (1991).
- 8) B.L. Johnson, R.E. Camley, and D.R. Tilley, "Theory of Far-Infrared Reflectivity and Surface Polaritons of Two-Component Plasmas" *Phys. Rev. B* 44, 8837-8842 (1991).
- 9) B.L. Johnson and R.E. Camley, "The Effect of Spin-Dependent Scattering from Impurities on Giant Magnetoresistance and Thermal Conductivity in Fe/Cr Multilayers", *MRS proceedings* 231, 261-265 (1992)
- 10) B.L. Johnson and G. Kirczenow, "Quantum Dot Arrays: A New Picture of the Quantum Hall Effect in Two-Dimensional Crystals" *Phys. Rev. Lett.* 69, 672-675 (1992).
- 11) B.L. Johnson, C. Barnes, and G. Kirczenow, "Theory of the Hall Effect in Two-Dimensional Quantum Dot Arrays" *Phys. Rev. B* 46, 15302-15308 (1992).
- 12) C. Barnes, B.L. Johnson, and G. Kirczenow, "Quantum Railroads: Introducing Directionality to Anderson Localization" *Phys. Rev. Lett.* 70, 1159-1162 (1993).
- 13) R. Akis, C. Barnes, B.L. Johnson, and G. Kirczenow, "Computer Simulations and Edge State Analysis of the Hall Effect in Two-Dimensional Quantum Dot Arrays Connected to Phase Randomizing Reservoirs" *Phys. Rev. B.* 47, 16382-16390 (1993).
- 14) G. Kirczenow, B.L. Johnson, C. Barnes and R. Akis, "Novel Quantum Hall Phenomena in Arrays of Quantum Dots" *J. Nanostructured Mat.* 3, 125-128 (1993).
- 15) B.L. Johnson and G. Kirczenow, "Electrons in Quantum Dots: A Comparison of Interaction Energies" *Phys. Rev. B.* 47, 10563-10566 (1993).
- 16) B.L. Johnson and S.A. Langer, "Magnetic Field Confinement Effects in a Classical Two-dimensional Interacting Electron Gas," *Phys. Rev. B* 49, 7511-7514 (1994).
- 17) C. Barnes, B.L. Johnson, and G. Kirczenow, "Introducing Directionality to Anderson Localization: The Transport Properties of Quantum Railroads," *Can. J. Phys.* 72, 559-568 (1994).
- 18) B.L. Johnson and G. Kirczenow, "Can Distributed Currents be Measured?" *Phys. Lett. A* 193, 409-413 (1994).

- 19) B.L.Johnson, A.Sachrajda, G.Kirczenow, Y.Feng, R.Taylor, L.Henning, J.Wang, P.Zawadzki, P.Coleridge, "Quantum Hall Effect and Inter-edge State Tunneling Within a Barrier" Phys. Rev. B. 51, 7650-7654 (1995)
- 20) J.Bechoefer, V.Ego, S.Manneville and B.L.Johnson,"An Experimental Study of the Onset of Parametrically Pumped Surface Waves in Viscous Fluids" J. Fluid Mech. 288, 325-336 (1995)
- 21) B.L.Johnson and G.Kirczenow, "Electronic Correlations in the Excited States of the Hubbard Model on a Tetrahedron" Phys. Rev. B. 51, 13074-13078 (1995)
- 22) G. Kirczenow and B.L.Johnson, "Composite Fermions, Edge Currents, and the Fractional Quantum Hall Effect," Phys. Rev. B 51, 17579-17590 (1995)
- 23) G. Kirczenow and B.L. Johnson, "Composite Fermion Theory in the Fractional Quantum Hall Effect," Surf. Science 361/362, 13-16 (1996).
- 24) B.L. Johnson and G. Kirczenow,"A Model for the Optical Excitations of Molecules: Interactions and Electronpairing Effects" Phys. Rev. A 54, 241-249 (1996)
- 25) J.Bechoefer and B.L.Johnson, "A Simple Model for Faraday Waves," Amer. J. of Phys. 64, 1482-1488 (1996)
- 26) B.L.Johnson and G.Kirczenow, "Composite Fermions and the Quantum Hall Effect," Rep. Prog. Phys. 60, 889-939 (1997)
- 27) A.S.Sachrajda, C.Gould, G.Kirczenow, B.L.Johnson, Y.Feng, P.Kelly,and A.Delage, "The Two-antidot System in the Ballistic Regime," Physica E 1, 248-251 (1997)
- 28) G. Kirczenow, B.L.Johnson, P.Kelley, C.Gould, A.Sachrajda, Y.Feng, and A.Delage, "Resonance Patterns of an Anti-dot Cluster: From Classical to Quantum Ballistics," Phys. Rev. B 56, 7503-7507 (1997)
- 29) J.S.Moon, J.A.Simmons, J.L.Reno, B.L.Johnson, "Multi-Terminal Capacitance Tensor Elements of Composite Fermions and Anomalous Capacitance Peaks at Even Denominator Fillings," Phys. Rev. Lett. 79, 4457-4460 (1997)
- 30) G Kirczenow and B.L.Johnson, "Composite Fermion Approach to Edge-state Transport;" a chapter of the book 'Composite Fermions: A Unified View of the Quantum Hall Regime,' ed. O. Heinonen, World Scientific (London) 1998, pp 307-348

- 31) B.L.Johnson and G. Kirczenow, "Systematic Study of Persistent Current in Small Systems: Geometry and Interactions" *Can. J. Phys.* 76, 173-177 (1998)
- 32) B.L.Johnson, "Inertial Forces and the Hall effect," *Amer. J. Phys.* 68, 649-653 (2000)
- 33) B.L.Johnson and G.Kirczenow, "Enhanced Dynamical Symmetries and Quantum Degeneracies in Mesoscopic Quantum Dots: Role of the Symmetries of Closed Classical Orbits," *Europhys. Lett.* 51, 367-373 (2000).
- 34) B.L.Johnson and G.Kirczenow, "Origin of Degeneracies and Self-Similar Structure in the spectrum of Quantum Dots," *Physica E* 6, 474-478 (2000)
- 35) J.S.Moon, J.A.Simmons, B.L.Johnson, and J.L.Reno, "Edge-state Propagation Direction in the Fractional Quantum Hall Regime: Multi-terminal Magnetocapacitance Experiment," *Physica E* 6, 95-99 (2000)
- 36) B.L.Johnson and J.A.Hayes, "Relaxation of two-dimensional interacting charged particles under magnetic confinement," *Phys. Rev. B* 63, 235312-1 (2001)
- 37) M.A.Gilmore and B.L.Johnson, "The Role of Layer-Thickness Deviation in Dispersion and Structure of Plasmons in Finite Superlattices," *Europhys. J. B* 23, 297-305 (2001)
- 38) B.L.Johnson, "Understanding the Laughlin Wavefunction for the Fractional Quantum Hall Effect," *Amer. J. Phys.* 70, 401-405 (2002)
- 39) B.L.Johnson, P.B.Kohl and D.M.Retzlaff, "Numerical Eigenstates for a Two Antidot Channel Under a Magnetic Field," *Phys. Rev. B* 66, 153311(1-4) (2002)
- 40) M.A.Gilmore and B.L.Johnson, "Forbidden Guided-Wave Plasmon-Polaritons in Coupled Thin Films," *J. Appl. Phys.* 93, 4497 (2003)
- 41) S.T. Rittenhouse and B.L.Johnson, "Physical Interpretation of Orthogonal Hilbert-Space Transformations in Tightbinding Systems with Nonorthogonal Bases," *Phys. Rev. B* 71, 035118 (2005)
- 42) B.L.Johnson and H-H Shiao, "Guided Magneto-Plasmon Polaritons in Thin Films: Non-reciprocal Propagation and Forbidden Modes," *J. Phys. Cond. Mat.* 20, 335217 (2008)
- 43) S.McDowall, B.L.Johnson and D.L.Patrick, "Simulations of Luminescent Solar Concentrators: Effects of Polarization and Fluorophore Alignment," *J. Appl. Phys.* 108, 053508 (2010)



- 44) D.W.Shaw, K. Bufkin, A. Baronov, B.L.Johnson, and D.L. Patrick, “Organic-vapor-liquid-solid Deposition with and Impinging Gas Jet,” J. Appl. Phys. 111, 074907 (2012)
- 45) A.Baronov, K. Bufkin, D. W. Shaw, C. Lund, B.L. Johnson, and D.L. Patrick, “A Simple Model of Burst Nucleation,” Phys. Chem. Chem. Phys. 17, 20846 (2015)
- 46) S. T. Rittenhouse, A. Wray, and B. L. Johnson, “Hyperspherical Approach to a Three-boson Problem in Two Dimensions with a Magnetic Field,” Phys. Rev. A 93, 012511 (2016)
- 47) R. C. Owen, K. S. Murphy, K. G. Hoke, T. J. Morgan, B. L. Johnson, and J. M. Leger, “Detection of Guided-wave Plasmon Polariton Modes in a High-index Dielectric MIM Structure,” J. Appl. Phys. 122, 123101 (2017)
- 48) C. Schaaf, M. Jenkins, R. Morehouse, D. Stanfield, S. McDowall, B. L. Johnson, and D. L. Patrick, “Predictive Modeling of Nanoscale Domain Morphology in Solution-processed Organic Thin Films,” Phys. Rev. Materials 1, 043404 (2017)
- 49) D. L. Patrick, C. Schaaf, R. Morehouse and B. L. Johnson “Multi-Scale Modeling of Early-Stage Morphology in Solution-Processed Polycrystalline Thin Films,” Phys. Chem. Chem. Phys. 21, 9538 (2019)
- 50) B.L.Johnson, B.R. Hillman, and D.L.Patrick, “Gaussian Island Size Distribution Functions for the Growth of Submonolayer clusters,” under review, Phys. Rev. E.
- 51) A. Wray and B.L.Johnson, “Plasmon Superfocussing: Illustrating Conformal Mapping Techniques via an Important Contemporary Problem,” in preparation, Amer. J. Phys.
- 52) B.L.Johnson and D.L.Patrick, “Thermal Cycling and Quenching at Intermediate Temperatures: an Ising Study,” in preparation, Phys. Rev. Lett.

### Invited Talks

- 1993 International Workshop on Quantum Dots, National Research Council, Ottawa, Ontario, June 1993.
  - Title: “Quantum Railroads, Anderson Localization, and the Quantum Hall Effect.”
- Canadian Association of Physicists Annual Meeting, Vancouver, British Columbia, June 1993. Title: “Evidence for Electronic Pairing in C 60.”
- APS March Meeting, Pittsburgh PA. Title: “Quantum Dot Arrays”
- Canadian Association of Physicists Annual Meeting, Quebec City, Quebec, June 1995.

- Title: "Quantum Railroads." Awards reception talk--outstanding paper for 1994, CJP.
- Nobel Prize Colloquium, Washington State University, Pullman, WA, January, 1999
  - Title: "The Fractional Quantum Hall effect."
- EP2DS-13 Meeting, Ottawa, Ontario. Title: "Fractal Spectra and Degeneracies in Quantum Dots."
- APS March Meeting, Los Angeles, CA. Title: "Transmission in Molecular Wires."
- CST Science and the UniverCity Series, Bellingham, WA, November 2006
  - Title: 'Nanotechnology: What's so Big about Small?'
- Invited colloquium, University of Oregon, Eugene, Oregon, February 2008
- Title: 'Ising Models: New Tricks from an Old Dog,'
- CST Science and the UniverCity Series, Bellingham Wa, November 2009.
- Title: "A Solace of Quantum: The Science Behind Nanotechnology and Supercolliders."

### **Research Grants and Awards**

- NSERC Post-Doctoral Fellowship, 1991-1994.
- Outstanding Research Paper for 1994, "Quantum Railroads," NRC Canada.
- WWU Summer Research Grants, 1998, 2000, 2004, 2010.
- PI, Research Corporation Cottrell Grant, "Large-Scale Numerical Studies of Interacting Charged Particles," \$46,000, 1999-2001.
- PI, Research Corporation Cottrell Grant, "Renewal, Large-Scale Numerical Studies of Interacting Charged Particles," \$44,000, 2001-2003.
- Co-PI NSF RUI, "Organic Vapor-Liquid-Solid Deposition," \$422,000, 2008-2011.
- Co-PI NSF SOLAR: "Tandem Waveguide Solar Luminescent Concentrators," \$970,000, 2010-2013 □ Co-PI NSF RUI, "Organic Vapor-Liquid-Solid Deposition," \$330,000, 2012-2015.
- Co-PI NSF RUI, "Organic Molecular Crystal Growth in Complex Solvent Environments," \$320,000, 2015-2018

## **Summary of Teaching Experience**

- Have prepped and taught every course in the Physics curriculum except upper-division labs/electronics courses.
- Developed numerous specialty courses, including Fourier Optics, Modern Optics, and Quantum Field Theory.
- Developed specialty GUR courses in Energy Science, Lasers and Holography, and Particle Physics.
- Have written significant course materials for core theory courses, including problem sets and other assessments.

## **Professional References Available on Request**

## Melynda Huskey, Vice President, Enrollment and Student Services

Division of Enrollment and Student Services  
Western Washington University  
Bellingham WA 98225  
360-650-3839  
Melynda.huskey@wwu.edu

3903 Pueblo Heights  
Mount Vernon WA 98273  
208-301-4775  
melynda.huskey@gmail.com

### Education

Ohio State University  
Ph.D. in English, 1989.  
University of Idaho  
B.A. in English, 1984, *cum laude*.

### Academic and Administrative Positions

Vice President (July 2017-present)  
Division of Enrollment and Student Services (300 employees, \$69M)  
Western Washington University  
Lead and direct all operations of the Division  
Enrollment (Admissions, Financial Aid, Registrar, New Student Programs)  
Student Services (Student Life, Student Engagement, Student Success Initiatives)  
Counseling, Health, and Wellness Services  
Auxiliaries (University Residences, Viking Union, Student Bookstore,  
Campus Recreation)  
Intercollegiate Athletics  
Deputy Title IX Coordinator  
Served as Incident Commander for institutional COVID response

Interim Vice President (January 2015 to March 2017)  
WWU Report to NWCCU, Policies, Regulations and Financial Review: Addendum B

Division of Student Affairs

Washington State University

Lead and direct all operations of the Division (700 employees, \$84M)

Auxiliary Services (Student Union, Housing, Dining, Student Recreation, IT Services)

Access, Opportunity, and Excellence (Federal Retention Programs, Multi-cultural Student Services)

Student Services (as outlined below)

Health and Wellness Services (Student Health Center, Counseling and Testing Services)

Dean of Students & Associate Vice President (January 2014 to June 2017)

Division of Student Affairs

Washington State University

Lead and direct provision of student services

Serve as Dean of Students, senior student services officer

Lead Student Services offices, including:

Access Center for Students with Disabilities

Center for Civic Engagement

Center for Fraternity and Sorority Life

Dean of Students' Office

Gender Identity/Expression and Sexual Orientation Resource Center

Residence Life

Student Involvement

Student Media

Student Standards and Accountability

Women's Resource Center

Lead and convene Student Care Team

Serve as Deputy Title IX Coordinator for Student Affairs

Dean of Students and Assistant Vice President (August 2011 to January 2014)

WWU Report to NWCCU, Policies, Regulations and Financial Review: Addendum B

Office of Student Affairs and Enrollment, Washington State University

Serve as Dean of Students

Lead Student Services offices, including:

Access Center for Students with Disabilities

Center for Civic Engagement

Center for Fraternity and Sorority Life

Dean of Students' Office

Gender Identity/Expression and Sexual Orientation Resource Center

Residence Life

Student Involvement

Student Media

Student Standards and Accountability

Women's Resource Center

Lead and convene Student Care Team

Serve as Deputy Title IX Coordinator for Student Affairs

Assistant Vice President for Student Services (August 2010 to August 2011)

Office of Student Affairs and Enrollment, Washington State University

Supervise Student Services offices, including

Disability Resource Center

Gender Identity/Expression and Sexual Orientation Resource Center

Women's Resource Center

Dean of Students' Office

Center for Fraternity and Sorority Life

Residence Life

Assistant Vice President for Assessment and Research (May 2005-August 2010)

Division of Student Affairs, Equity and Diversity

Washington State University

Lead institution-wide assessment and research in equity and diversity issues, including climate assessment, Equity Scorecard, Student Affairs Learning Outcomes, Divisional Self-Study, and Strategic Plan.

Direct strategic planning and professional development planning for the division.

Write divisional accreditation reports.

Develop policy briefings for the Vice President.

Serve as liaison to the Washington Higher Education Consulting Board for the Division.

Represent WSU on the Interuniversity Senior Student Affairs Officers Committee for the Council of Presidents (Chair, 2008-2009).

Supervise the Children's Center and Child Care Resource and Referral Center.

Supervise the Gender Identity/Expression and Sexual Orientation Resource Center.

Conflict Resolution and Organizational Effectiveness Specialist (2001-2005)

Office of Human Relations and Diversity/Office of Equity and Diversity

Washington State University

Perform organizational development assessments and interventions, mediations, and conflict resolution consulting and education for departments, units, and employees university-wide.

Provide coaching and consulting services for administrators.

Develop and assess diversity programs, lead the Diversity Education Initiative.

Design, maintain, and assess institution-wide Bias Incident Reporting process.

Lead campus climate assessments.

Provide support for senior administration in written and verbal communications about diversity, conflict, and human relations issues on campus.

Director (1997-2005)

Gay, Lesbian, Bisexual, and Allies Program

Washington State University

Educate, support, and advocate for gay, lesbian, bisexual, transgendered faculty, staff, and students and their allies.

Consult with departments and units to create equal access, opportunity, and inclusion at every level of the institution.

WWU Report to NWCCU, Policies, Regulations and Financial Review: Addendum B

Provide educational and training opportunities to improve the campus-wide climate by focusing attention on glbt issues in the classroom and the workplace.  
Develop policies on glbt issues which recognize the intersections of multiple identities (disability, gender, race/ethnicity, religion) for campus use.  
Teach academic courses.  
Supervise Student Programming and Development Coordinator.

#### Director (1994-1997)

#### Independent Study in Idaho University of Idaho

Direct statewide consortium of five colleges and universities for independent study/distance education.

Direct registration, distribution, and transcript functions.

Provide complete distance-education high-school curriculum in compliance with state graduation requirements.

Develop new technologies, programs, and collaborations statewide.

Conduct strategic planning and budgeting for self-supporting unit.

Supervise five staff.

#### Assistant Professor of English (1989-1993)

Department of English, North Carolina State University

Tenure-track position with research, teaching, and service requirements.

### **Publications and Professional Papers**

#### *Journal Articles:*

"Navigating Difference: Development and Implementation of a Successful Cultural Competency Training for Extension and Outreach Professionals," *Journal of Extension* [online] 52: 1 (February 2014) Article 1FEA2. Available at: <http://www.joe.org/joe/2014february/a2.php>

"Queering the Picture Book," *The Lion and the Unicorn* 26 (January 2002), 66-77.

"'Twin Peaks': Rewriting the Sensation Novel." *Literature/Film Quarterly*, 21: 4 (1993), 248-254.

"No Name: Embodying the Sensation Heroine." *Victorian Newsletter*, Fall 1992, 5-13.

"Pee-Wee Herman and the Postmodern Picaresque." */postmodern culture/*, January 1992 (on-line).

#### *Other Articles and Book Chapters:*

WWU Report to NWCCU, Policies, Regulations and Financial Review: Addendum B



“Alice Mitchell’s Murder Trial,” *GLBT History*, New York: Salem Press, 2005.

“Gay and Lesbian Literature,” *Encyclopedia of American Children’s and Young Adult Literature*. Ed. Connie Ann Kirk. Westport, CT: Greenwood Press, 2005.

“Gay and Lesbian Folklore,” *The Fitzroy-Dearborn Reader’s Guide to Gay and Lesbian Literature*. New York: Fitzroy-Dearborn, 2000.

“‘Twin Peaks’: Rewriting the Sensation Novel.” in *Wrapped in Plastic: The Essential Writings on ‘Twin Peaks,’* Wayne State University Press, 1998.

### **Teaching**

Adjunct Professor, Women’s Studies and English

Washington State University, 1997-2005.

Adjunct Professor, English

University of Idaho, 1995-1997.

Assistant Professor, English

North Carolina State University, 1989 to 1993.

Courses Designed/Taught at WSU:

Theoretical Issues in Gay and Lesbian Studies/Queer Theory

Disability and Literature

Think Tank: Equity and Diversity Issues in Higher Education (Honors Seminar)

Navigating Difference: A Skills-Based Curriculum in Intercultural Competence (with Mary Katherine Deen and Louise Parker)

Young Adult Literature

### **Special Training and Certification**

Neurobiology of Trauma, 2016

NASPA Institute for New Vice Presidents for Student Affairs, Alexandria, Virginia, 2015

Title IX Implementation Technical Assistance Institute, Washington, DC, 2014

ICS Incident Command certified, 2012

WWU Report to NWCCU, Policies, Regulations and Financial Review: Addendum B

Designing Dispute Resolution Systems in the Workplace, Straus Institute for Dispute Resolution, Pepperdine University, 2008.

Intercultural Development Inventory, certified administrator, 2006

Strategic Planning for Campus Diversity, Summer Intercultural Communication Institute, 2005

Third-Party Facilitation in Intercultural Conflict, Summer Intercultural Communication Institute, 2005

Intercultural Conflict Style inventory, certified administrator, 2004

Intercultural Development Inventory, certified administrator, 2003

Certified Mediator, 2002

# Jacqueline Hughes, Chief Diversity Officer and Executive Director of the Office of Equity

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## EDUCATION

- Ph.D.** Educational Psychology, Arizona State University, 1996
- M.S.** Counseling, Northern Illinois University, 1992
- B.A.** Psychology, Allegheny College, 1990

## CURRENT ROLE AT WESTERN WASHINGTON UNIVERSITY

First Chief Diversity Officer and Executive Director of the Office of Equity. Oversees the newly created Office of Equity, which brings together two complementary functions—compliance, and community education and development—and provides broad oversight to policies and initiatives that promote a learning and work environment where accessibility, diversity, equity, and inclusion (ADEI) are valued and integrated in institutional planning and operations.

## ADMINISTRATIVE POSITIONS 2013-2016

*Experience and accomplishments most relevant to this position are listed first*

**Associate Provost for Academic Personnel, 2013-16. California State University, San Bernardino**

- Provided administrative leadership and management for all aspects of academic personnel/faculty affairs
- Collaborated with the Provost, Deans, VPs, and AVPs, to resolve and/or get ahead of faculty affairs issues in colleges and divisions
- Managed the Office of Labor Relations and supervised the office director
- Administered policies in the University Faculty Administrative Manual
- Served as campus liaison to the California State University System Chancellor's Office
- Served as the administrative liaison on the Faculty Affairs Committee of the campus Senate
- Facilitated new faculty orientation for all new hires
- Partnered with the Division of Human Resources and the Title IX Office on complex investigations, grievances, and complaints from students, faculty, and staff. •

Managed the faculty recruitment and hiring process for five colleges

***Key Accomplishments:*** Cultivated and maintained a productive partnership with the campus Senate. Collaborated on the successful revision and implementation of policies and procedures on faculty hire, retention, and evaluation. Assisted colleges and department in creating a culture of equity, inclusion and belonging. Scaled up mentor support for new and continuing faculty.

**Deputy Officer, Discrimination, Harassment, and Retaliation (DHR), 2013-16.**

*California State University, San Bernardino*

- Ensured awareness and compliance with DHR policies and procedures.
- Collected and analyzed data on DHR complaints to identify patterns of negative behaviors
- Collaborated with campus leadership to create a more fair, just, and equitable place to work and learn
- Improved faculty awareness of CSU Executive Orders on Violence Against Women Act, Title IX, as well as laws prohibiting discrimination, harassment, and retaliation
- Formulated recommendations to solve complex and sensitive DHR issues and behavioral problems

*Key Accomplishments:* Used data analytics to describe, understand, and to diagnose historical trends in discrimination, harassment, and retaliation (DHR) and to formulate corrective action. Developed proactive measures to build awareness and appropriate response to DHR issues. Facilitated department self-study to improve climate.

**Co-Chief Diversity Officer, 2014-16. California State University, San Bernardino**

- Ensured that matters of DEI are integrated in campus policies, procedures, and practices
- Collaborated with campus leaders to implement the University's DEI initiatives.
- Assessed and evaluated the effectiveness of DEI programs and initiatives.
- Advised the President and Provost on matters related to diversity, equity, inclusion, and (DEI). Provided data informed recommendations to aid decision-making
- Collaborated with the Division of Student Affairs to address student DEI concern
- Collaborated with several student and staff affinity groups to promote the principles of DEI
- Facilitated difficult conversations around DEI issues with campus administrators
- Reviewed and revised campus policies through an equity lens
- Integrated DEI programs and initiatives from several divisions into a coherent offering of programs

*Key Accomplishments:* Use data analytics to identify and describe historical trends in faculty recruitment, retention, grievances, and climate issues. Formulated action plans to address these issues. Implemented various campus DEI initiatives: faculty recruitment and retention of members from underrepresented backgrounds, developed and implemented DEI educational awareness/training programs.

**FACULTY LEADERSHIP POSITIONS 2001- present**

**Senator and Chair, Educational Policy and Resources Committee–Faculty Senate, 2020present**

- Led the revision and development of academic policies (e.g., program review, program self-study, student academic grievances, academic advising, etc.)

- Reviewed and recommended approval of proposals for the establishment of new departments, schools, centers, and institutes in the University
- Oversight of the annual and periodic evaluation of centers and institutes,
- Addressed pressing issues confronting faculty and administration (e.g., administrative evaluation process, faculty evaluation, conflict of interest, navigating the political challenges of university operations, etc.)
- Ensured that new and existing policies aligned with elements of DEI
- Reviewed the university's budget and offered recommendation to the President (member of the University Budget Advisory Committee).

**Director of Faculty Support and Development 2020 - present**, College of Education, *California State University, San Bernardino*

- Facilitated professional development programs for new and non-tenured faculty (e.g., mentoring, faculty research communities, etc.)
- Established faculty research groups and learning communities
- Supported research and teaching on diversity, equity, inclusion, and justice
- Collaborated with the dean, associate dean, and department chairs to build our capacity to transform who we are and what we do

Key Accomplish to date: Cultivated a culture of collaboration and support for new and continuing faculty. Implemented best practices to support new faculty.

**Fieldwork Coordinator, 2018-2020**, *Department of Teacher Education & Foundations, California State University, San Bernardino*

- Collaborated with department chair and academic program coordinators to improve clinical experience and strengthen university-district partnerships
- Created opportunities for students to expand their cultural competencies and understanding of DEI issues
- Developed professional development and training workshops on teaching English Language Learners, literacy, diversity, equity, inclusion, etc.) for university supervisors and K-12 teachers
- Collaborated with stakeholders to strengthen and develop new k-12 partnerships to enhance teacher effectiveness

Facilitate internal and external communications with k-12 and community partners.

Key Accomplishments: Revised the field-placement process. Developed and implemented professional development workshops and online professional learning communities with university faculty, students, and k-12 teachers.

**Chair, Department of Teacher Education, 2008-2013**, *California State University, Bakersfield*

- Managed a department with five programs: an undergraduate program in Child and Adolescent Family Studies; two teacher credential programs—Single-Subject Teacher Credential Program, Multiple-Subjects Teacher Credential Program; two master's programs—Early Childhood Education, and Reading and Literacy

- Led the curriculum development process and ensured alignment with state and national accreditation standards (CCTC and NCATE)
- Supervised three support staff and five program directors/coordinators
- Managed the department's budget
- Evaluated tenure-track faculty, full, and part-time lecturers
- Developed professional development workshops for teachers on English Language Learners, teacher effectiveness, literacy, etc.
- Chaired the department's Retention, Tenure, and Promotion committee

*Key Accomplishments:* Successfully realigned the curriculum for the Multiple-Subjects and the Single-Subject Teacher Credential Programs. Successfully managed program assessment and review processes: used the data collected to improve program quality; implemented professional development activities for faculty; successfully prepared several state and national accreditation documents.

**Director, Single Subject Teacher Credential Program, 2001-04, 2007, California State University, Bakersfield**

- Managed the Single-Subject teacher credential program. Facilitated a comprehensive curriculum revision and alignment with state and national standards
- Developed and managed the course schedule
- Wrote and presented state and national accreditation reports
- Supervised and mentored administrative support staff
- Evaluated full-time and part-time lecturers and clinical field supervisors
- Conducted program reviews and assessments
- Mentored teacher candidates from underrepresented groups
- Facilitated the development of an online single subject teacher credential program (Extended University).

*Key Accomplishments:* Successfully guided the program through state accreditation. Mentored several students from underrepresented backgrounds. Designed professional development seminars for pre-service and in-service teachers who worked predominantly with students from underrepresented backgrounds.

**Director, Alternative Teacher (Intern) Certification Program, 2001-06, California State University, Bakersfield**

- Managed the Single-Subject; Multiple Subjects; and Special Education teacher credential intern programs
- Identified best practices to improve pre-and in-service teachers' competencies and skills
- Wrote state and national accreditation documents and reports
- Managed program budget
- Revised faculty recruitment and retention policies and procedures
- Conducted professional development workshops for intern teachers and professional coaches
- Facilitated new student teacher orientation (150+ attendees)

*Key Accomplishments:* Redesigned the intern program to better meet the needs of intern teacher candidates. Wrote grants to recruit and support the development of intern teachers and mentor teachers.

**Chapter President, California Faculty Association, 2007-09, California State University, Bakersfield**

- Worked successfully with the campus President, Provost, and Associate Vice President for Faculty Affairs (AVPAF) to cultivate/maintain a positive and productive faculty and administration relationship
- Worked with the AVPAF to resolve grievances and labor issues, and to improve campus climate
- Conducted campus wide union meetings
- Represented the campus chapter on state-wide union committees and activities *Key Accomplishments:* Helped to cultivate and maintain a healthy and productive relationship with campus leadership.

**Chapter Vice President, California Faculty Association, 2007, California State University, Bakersfield**

- Conducted campus wide union meetings and union activities
- Collaborated in the development of state-wide initiative (e.g., diversity council, etc.)
- Responded to and resolved faculty grievances and complaints
- Investigated incidents of contract violation

### **Faculty and Instructional Appointments**

**Professor, 2017-present.** Department of Teacher Education & Foundations, California State University, San Bernardino.

**Professor, 2010-13.** Department of Teacher Education, California State University, Bakersfield

**Associate Professor, 2005-10.** Department of Teacher Education, California State University, Bakersfield

**Assistant Professor, 2001-05.** Department of Teacher Education, California State University, Bakersfield

**Assistant Professor, 1998-01.** Educational Leadership & Policy Studies, and Educational Psychology & Counseling, California State University, Northridge

**Faculty Associate/Lecturer, 1996-98.** Arizona State University, Tempe Arizona

***Arizona State University, 1996 - 98, Faculty Associate:***

*Department: Teacher Education Professional Core, 1996-98*

Taught courses and developed classroom and field-based activities to enhance diversity awareness in pre-service teachers.

*Department: Family Resources/Human Development, 1997*

Redesigned and taught undergraduate and graduate courses on Ethnic Families and Cultural Diversity, and Human Development.

*Department: Women Studies, 1996*

Developed and taught a graduate course on *Women in the African Diaspora*.

**Courses Taught**

Social and Philosophical Foundations of Education	School and Society
Education in American Society	Multicultural Counseling
Student Teaching Supervision	Multicultural Education
Ethnic Families/Cultural Diversity	Women in the African Diaspora
Educational Psychology and Assessment	Education and Human Development
Adolescent Development and Learning	
Educational Institutions as Cultural and Social Systems (Doctoral level course)	

**GRANTS, CREATIVE, AND COLLABORATIVE PROJECTS**

***California State University, San Bernardino, 2018 - present***

**Grant Facilitator and Collaborator:**

National Science Foundation Advance Adaptations Track grant. Institutional focus Diversity and Equity in Promotion, Tenure, and Hiring (DEPTH) in STEM fields. My role included: identify and implement best practices to increase the selection and retention of faculty from underrepresented backgrounds; aid in the revision of department level faculty evaluation polices; promote the use of best practices to foster equitable faculty evaluation decisions.

**Co-authored Grants:**

Co-Principal investigator, Sanford Inspire, 2019. Professional development and partnership grant to improve the educational experiences of K-12 students and teachers. Funded: \$212,000.

Co-Principal Investigator, 2018. New Generation of Educators Initiative grant to revise courses on English Learner literacy, offered professional development support to teachers, teacher candidates, and faculty to enhance English Learners (EL) educational development. Funded: \$15,000.



*Mentor and Facilitator: Faculty Development:*

Facilitator and Mentor, University Faculty Mentoring Network, 2014-2016.

Facilitator, Faculty Professional Development, Teaching Resource Center (TRC), 2013-2016.

**California State University, Bakersfield 2001 – 2013**

*Co-wrote, served as principal investigator, manager, and/or facilitator of the following state, national, and federal grants on teacher recruitment, support, and development.*

Co-Principal Investigator, National Science Foundation, Robert Noyce Teaching Fellowship Grant, (\$1,753,417), 2012/13. *Focus:* the recruitment and training of teachers in STEM.

Director, Alternative Teacher Certification Intern Grant, partnership with Kern County Superintendent of Schools. *Focus:* classroom support and mentorship for intern completing their teaching credential. (\$800,000/year), 2001-2012.

Collaborator, Title II Teacher Quality Enhancement Grant, Tulare Office of Education, (\$300,000). Professional development and support for in service teachers who serve students from underrepresented backgrounds.

Collaborator, A Face Like Mine: Recruiting Minority Teachers. CSU, Bakersfield, and Tulare County Office of Education professional development partnership (\$886,000). *Focus:* Recruit and develop teachers from underrepresented backgrounds.

Principal Investigator/collaborator, Aging and Development Grant, Bakersfield Senior Center, (\$128,270). *Focus:* Implement a variety of best practices to enhance the physical, social, and emotional well-being of senior citizens.

COLLABORATIVE PROJECTS AND PARTNERSHIPS

***California State University, Bakersfield, 2001- 04***

International Teacher Preparation Partnership - School of Education, CSU, Bakersfield and Institute of Education, Arizona and Sonora, Mexico. 2001-04. *Focus:* International teacher exchange and training program.

Collaborator, California Senate Bill (SB) 2042 Early Adopter Teacher Credentialing Planning Grant, (\$30,000) 2003/04. *Focus:* Curriculum revision and program transformation.

***California State University, Northridge, 1999-2000***

*University-High School Partnership-Transforming Teacher Education:* Created and implemented the first of its kind university-k-12 partnership to improve teacher candidates' learning and professional development. As faculty, I taught two periods of Algebra-I three days a week while my university teacher credential students observed and videotaped my teaching. Videos were analyzed used as a learning tool in my classes.

#### CONSULTANCY

***Program Evaluator/Researcher, Division of Research, and Evaluation, Los Angeles Unified School District, 2000-01***

Assessed and evaluated k-4 standard-based programs in several elementary schools in Los Angeles Unified School District. Conducted qualitative research including classroom observations, interviews, etc.). Analyzed, and coded data on student learning outcomes.

***Motorola Semi-Conductor Unit, Phoenix, Arizona, 1994-1998***

Conducted diversity training workshops; facilitated team building and unit cohesion workshops. Collected and analyzed data for unit/division restructuring.

#### PROFESSIONAL TRAINING AND CERTIFICATION

*California State University, San Bernardino, 2013-2016*

Conducting Effective Internal Investigations-Hirschfeld, Kraener, LLP (Certified Investigator, 2013).

Title IX Certification, California State University, Chancellor Office, (2014).

Violence Against Women Act – Campus Sexual Violence Elimination (VAWA/Campus SaVE Act) (2014). System wide training to enhance awareness of and response to violence against women.

Training: Prevention of Sexual Harassment, California State University, Chancellor Office, 2013.

Leadership and Management training for new department chairs, California State University, Chancellor's Office, 2008.

*State training and certification, California State University, Bakersfield*

California Board of Institutional Review (BIR) Certified– 2011. Institutional and program review and assessment.

California Commission on Teacher Credential, Teacher Performance Assessment (TPA) training, (2008).

WWU Report to NWCCU, Policies, Regulations and Financial Review: Addendum B

California State University system training and certification, California State University, San Bernardino

California State University, Chancellor's Office, 2013 and 2014. Participated with several department chairs in this annual system-wide workshop on leadership development.

University-wide training, California State University, Bakersfield

Program Assessment and Accountability training for academic leaders in charge of program assessment. (2009, 2010).

National Leadership Training:

Graduate, National Education Association (NEA), Emerging Leaders Academy (2004). A year-long leadership program to develop faculty leaders.

SELECT PUBLICATIONS

De La Torre, W., Montano, T., & Hughes, J. (Eds.). (2016). Transforming Practices in Urban Education: *This is what Democracy looks like* (2nd, ed.). Dubuque, Iowa: Kendall/Hunt.

Hughes, J. A. (2016). The challenge of responding to the call for change in Teacher Education. In W., De La Torre, T. Montano & J. Hughes (Eds.), *Transforming Practices in Urban Education: This is what Democracy looks like*, pp. 279-290. Dubuque, Iowa: Kendall/Hunt.

De La Torre, W., Montano, T., & Hughes, J. (Eds.). (2014). Transforming Practices in Urban Education: *This is what Democracy looks like*. Dubuque, Iowa: Kendall/Hunt.

Hughes, J. A. (2014). The challenge of responding to the call for change in Teacher Education. In W., De La Torre, T. Montano & J. Hughes (Eds.), *Transforming Practices in Urban Education: This is what Democracy looks like*, pp. 279-290. Dubuque, Iowa: Kendall/Hunt.

Hughes, J. A. (2010). What teacher preparation programs can do to better prepare Teachers to meet the challenge of educating students living in poverty. *Action in Teacher Education*, 32(1), 54-64.

Hughes, J. A. (2009). An instructional model for preparing teachers for fieldwork. *International Journal of Teaching and Learning in Higher Education*, 21(2), 252-257.

Hughes, J. A. (2006). Bridging the theory-practice Divide: A creative approach to effective teacher preparation. *Journal of Scholarship of Teaching and Learning*, 6(1), 110-117.

Hughes, J. (2005). Program Development: A legitimate form of scholarly activity. *Critical Issues in Teacher Education*, 11, 36-38.

Hughes, J. (2004). Preparing teachers for urban and diverse classrooms: A critical pedagogical perspective. *Critical Issues in Teacher Education*, 12, 23-31.

Borrego, I., Hughes, J., & Santos, S. (2002). Project Alianza: Second Cultural Exchange. *Projecto Alianza: Segundo Encuentro de Cultura Viva*. Horizontes.

Thurman, A. & Hughes, J. (1993). Trio Programs: A Proposal for Accrediting Programs Designed to Increase Under-Represented Groups in Higher Education. In R. E. Stake (Series Ed.) & S. Hood & H. T. Frierson, Jr. (Vol. Eds.), *Beyond the Dream: Meaningful Program Evaluation and Assessment to Achieve Equal Opportunity at Predominately White Universities* (2nd Ed. pp. 121-139). Greenwich, CT: JAI Press.

#### **SELECT CONFERENCE PRESENTATIONS**

Hughes, J. (2009). What Teacher Education Programs can do to better Educate Children Living in Poverty. International Conference on Education (Honolulu, Hawaii, January 47, 2009).

Hughes, J. (2007). Challenging the Misconceptions of Poverty: A Sociological Perspective. Center for Poverty and Teacher Education, California State University, Monterey Bay.

Alhquist, R., Quintanar, R., Hughes, J., Montano, T. & Lea, V. (2005). Too Many Children Left Behind: Why Ruby Payne is contributing to the Reproduction of Current Educational Inequities and Widening the Achievement Gap. Third Annual International Conference on Teacher Education and Social Justice (Honolulu, Hawaii, October 14-16, 2005).

Hughes, J. (2000). *Learning to Teach*. Paper presentation. Strengthening teacher preparation enhancing university and school partnerships. California State University, Northridge Faculty Retreat.

Hughes, J. (1999). Critical Pedagogy and Reflection: Transforming Teacher Preparation. Paper presentation. California State University, Northridge.

Hughes, J. (1997). Supporting the Leadership Endeavors of Arizona Minority Students. State Leadership Development Conference. Arizona State University.

Hughes, J. (1997). Hugh O'Brian Youth Foundation Leadership Seminar. Panelist, Arizona State University

Hughes, J. (1995). An examination of teacher education admission procedures at Arizona State University College of Education. Association for Teacher Education (ATE), Multicultural Education Roundtable Discussion.

## **UNIVERSITY LEVEL COMMITTEES AND COUNCILS**

### **California State University, San Bernardino, 2013-present**

#### Executive Level Committees

University Administrative Council

Academic Affairs Council: Provost leadership and strategic planning team

Cabinet: Executive leadership and strategic planning team, Office of the President

WASC Strategic Planning Steering Committee

Provost Leadership council

Academic Affairs Management Group

Member, Threat Assessment Team

#### University Level Committees

Executive Committee of the Senate

Faculty Senate – Senator and Chair, Educational Policy and Resources Committee

University Budget Advisory Committee

University Diversity Council

University Diversity Committee

Administrative liaison to the Faculty Senate and the Faculty Union

### **California State University, Bakersfield, 2001-2013**

#### University Level Committees

Strategic Planning Work Group: Faculty Excellence and Diversity

WWU Report to NWCCU, Policies, Regulations and Financial Review: Addendum B

Taskforce: Faculty Retention, Tenure, and Promotion University

Faculty Senator, Academic Senate

University work group: National Council for the Accreditation of Teacher Education (NCATE)

Academic Support and Student Services Committee

University Academic Programs Committee

Liberal Studies Programs Advisory Committee

Dean's Advisory Council

University Department Chairs Leadership Council

Faculty for Social Justice Committee

Gender, Race, and Ethnicity Academic Committee

School of Social Science and Education Transition Taskforce

Department faculty evaluation and recruitment committees

Chair, Faculty Retention, Tenure, and Promotion Committee

Chair, Faculty Post-promotion, Tenure Committee

Chair, Faculty Search/recruitment Committee

Institutional partnerships, consortium, and advisory councils

Teacher Education Advisory Committee

Bakersfield City School District Teacher Education Consortium

Kern County Superintendent of Schools, Beginning Teacher Support and Assessment (BTSA) Program

Liaison to State-wide Committees

Chair, Subcommittee on Credential and Induction, Credentials, and Professional  
WWU Report to NWCCU, Policies, Regulations and Financial Review: Addendum B

Development Committee, California Teacher Association State Council

California Faculty Association Liaison to the California Commission on Teacher Credentialing

**California State University, Northridge, 1998-2001**

Faculty Senator, Academic Senate, CSU, Northridge

PROFESSIONAL AFFILIATIONS & MEMBERSHIPS

National Association of Diversity Officers in Higher Education, member

American Educational Research Association, member

California Council on Teacher Education, member

Arizona Chapter of the National Association of Multicultural Educators (1996)

**AWARDS AND HONORS**

Dean's Faculty Leadership/Achievement Award, CSU, Bakersfield, 2003

The Hugh O'Brian Youth Foundation (1997)

Recipient, Arizona State University Presidential Award for Team Excellence (1995).

Kim O’Neill, Vice President, University Advancement

29819 16<sup>th</sup> Ave. NW  
Stanwood, WA 98292

(425) 359-2411

[Kim.O’Neill@wwu.edu](mailto:Kim.O’Neill@wwu.edu)

*Proven success in donor relationships, exceeding fundraising goals and creating a team to deliver results*

Creative  
Results Oriented

Strategic  
Passionate

Focused  
Collaborative

PROFESSIONAL EXPERIENCE

Western Washington University  
*Vice President, University Advancement*  
*CEO, WWU Foundation*

*July, 2021 – Present*

- Lead a team of 44 FTE in a comprehensive advancement approach to engaging alumni and friends to secure philanthropic investments.
- Lead both the WWU Alumni Association and the WWU Foundation, both separate 501c3 organizations with volunteer boards
- Secure \$17+ million in private support annually.

Texas Tech University

*Associate Vice President, Advancement* ..... *September, 2019 – June, 2021*

- Mentor development professionals in securing high-level gifts and relationship management with donors and staff
- Effectively communicate strategic initiatives from the Vice President of Advancement to assigned colleges and units
- Work closely with leadership of Institutional Advancement, Deans and fundraising professionals on shared goals, providing focus on major gifts that deliver impact to Texas Tech University
  - Enhanced annual planning process to include robust solicitation plan for FY20
  - Defined substantial contact for the donor engagement process
  - Developed visit planning and donor strategy worksheets

University of Idaho

*Associate Vice President of Development, Advancement*..... *May, 2017 – August, 2019*

- Lead a team of 25 fundraisers with a goal of \$48 million this fiscal year. This includes a decentralized model of gift officers across campus and throughout the state, corporate and foundation relations, and annual giving.
- Led and/or participated in fundraising success for three of the highest fundraising years
  - FY19 - \$55 million
  - FY18 - \$42.6 million
  - FY17 - \$38.7 million
- Establish ‘Guiding Principles for Development Officers’ outlining best practices and a donor centric approach based on donor analytics and transformational fundraising projects. This included new metrics to measure strategic movement through the donor engagement process, reduced portfolio size and established an emphasis on top 20 prospects.
- Established a career ladder for development officers and hired 13 frontline fundraisers



- Enhanced annual planning process that leads to donor pipeline and collaboration across units
- Provide regular professional development to advancement and development officers
- Increased communication among the development team across campus
- Piloted a class of students shadowing development officers
- Led two successful university-wide giving day campaigns ○ FY19 - \$439,308 and 1,795 donors
- FY18 - \$483,207 and 1,359 donors

*Assistant Dean of Advancement, College of Agricultural and Life Sciences ..... July, 2014 – May, 2017*

- Lead a team of 15 staff to meet advancement goals in the College of Agricultural and Life Sciences
- Established the first college advancement internship program by providing opportunities for nine students, funded through a \$3.3 million endowment
- Lead Development Initiatives – In concert with the Dean, prioritize goals, lead major gift strategies, oversee annual giving, stewardship, communications and marketing along with University of Idaho Extension publications ○ Led the first crowdfunding initiative for the University of Idaho – “CALs Match Day” ○ FY15 - 38 Major gifts totaling \$4.5 million, total giving of \$6.5 million, and increased faculty/staff giving 134% ○ Created first Snap Chat account (over 1,200 followers) and increased Face Book followers from 1,200 to over 2,500 in two years

*Assistant Dean of Development, College of Agricultural and Life Sciences ..... October, 2011 – July, 2014*

- Inspiring Futures Campaign: College Goal of \$40,000,000– Raised \$55,000,000 achieved in July, 2013
- Identify, cultivate, solicit and steward major gifts prospects/donors. Manage a portfolio of 150 prospects qualified at the \$25,000 – \$1,000,000 level. Annually, deliver 35 discovery and 140 current donor face-to-face visits, while working with other University departments to develop collaborative proposals and strategies to maximize gift potential to the University of Idaho.
- Manage College of Agricultural and Life Sciences Development Team of four positions ○ Established the Gifts of Grain program and solicited first three endowed professorships in the college ○ 2013: Raised \$2,614,475 when goal was \$1,000,000 ○ 2012: Raised \$2,606,551 when goal was \$1,000,000

*Director of Development, College of Natural Resources..... July, 2010 – October, 2011*

- *Create opportunities for gifts* - Identify, cultivate, solicit and steward major gift prospects/donors. Manage a portfolio of 180 prospects qualified at the \$10,000 – \$1,000,000 level. Annually, deliver 140 face-to-face visits, while working with other University departments to develop collaborative proposals and strategies to maximize gift potential to the University of Idaho.
  - 2011: Exceeded dollar goals raising \$550,000 for one college with responsibilities for both Colleges of Natural Resources and Agricultural and Life Sciences from June, 2011 through October, 2011.
  - Overall giving to the college increased by 26.4%

*Development Coordinator, College of Agricultural and Life Sciences..... May, 2008 – July, 2010*

- *Create opportunities for gifts* – Identify, cultivate and solicit donors for annual gifts and those up to \$25,000
- Exceeded goals with several gifts over \$25,000, including one at \$400,000 gift, which later resulted in a \$3,200,000 for the University of Idaho in 2012.
- *Provide support to the Director of Development* - Lead fundraiser for the Niccolls Building Renovation project and supervised the administrative assistant.

*Student Recruitment Coordinator, College of Agricultural and Life Sciences ..... June, 2005 – May, 2008*

- *Recruitment and Retention* - Establish, direct, initiate, monitor and evaluate recruitment goals for the college
- *Scholarships* – Direct the CALS Scholarship Selection committee and work with development in establishing new scholarships, renewing annual scholarships from agencies
- *Employee and Volunteer Management* - Provide leadership, oversight and management of administrative staff, work study, the Ambassadors, CALS Student Affairs Council, and Peer Advisors program - Facilitate professional development for staff and students

Colton School District

*Agriculture Teacher and Career and Technical Education Director.....June, 2003 – June, 2005*

Washington FFA Association

*State Convention Coordinator .....May, 2000 – May, 2003*

Stanwood School District

*Substitute Teacher.....January, 2003 – June, 2003*

Enumclaw School District

*Student Teacher and Substitute Teacher.....September, 2002 – December, 2002*

#### EDUCATION

Washington State University

University of Idaho *Bachelors of Science in Agriculture, 2002 Masters of Science in Agriculture Education, Started*

#### PROFESSIONAL DEVELOPMENT

DATE

Plus Delta

*Discipline of Frontline Fundraising*

*April, 2019*

Advancement Resources

*Navigation Points and Insight into Philanthropy*

*January, 2019*

*International Academy for Advancement Leadership*

*November, 2018*

*Art and Science of Donor Development*

*November, 2018*

*Coaching! An Intense Workshop for Development Leaders*

*August, 2018*

COMMUNITY LEADERSHIP

DATE

Latah County Fair Board.....	2014 – 2019
Moscow Chamber of Commerce Board of Directors .....	2016 – 2019
Leadership Moscow Steering Committee .....	2016 – 2019
Moscow Farmers Market Commission .....	2016 – 2018
Junior Miss Program (Distinguished Young Women) .....	2016 – 2018
Colton-Uniontown Junior Miss Chair, 2007-2008 – Revived program, which had been obsolete for over 15 years Pullman Distinguished Young Women Judge, 2012 Moscow Distinguished Young Women Coach, 2013	

PROFESSIONAL

ORGANIZATIONS *Leadership Texas, 2020 Class – March, 2019 - Present*  
*National Agricultural Alumni and Development Association (NAADA), 2005 - Present*  
*Leadership Idaho Agriculture, 2006 - Present*  
*Council for Advancement and Support of Education, 2008 - Present*  
*Association for Communication Excellence, 2014-2016*  
*Idaho Vocational Agriculture Teachers Association, 2005-2007*  
*Pullman FFA Alumni, 2005-2007*

HONORS AND AWARDS

*Idaho Grain Industry Service Award - 2017*  
*National Agricultural Alumni and Development Association (NAADA) Ray Miller Professional Achievement  
Award - 2016 Idaho Business Review Top 50 Women of the Year - 2015*  
*Idaho State FFA Honorary Alumni Degree – 2008*  
*University of Idaho Hometown Spirit Faculty Award -2007*  
*National Honor Role-Most Inspirational Teacher Award- 2004*  
*Washington Association of Agriculture Educators-District Rookie of the Year-  
2004 National Society of Collegiate Scholars, 2000-2002*

## Joyce Lopes, Vice President, Business and Financial Affairs

### SKILLS AND ABILITIES

- ❖ Excellent leadership skills, strategic planner, team player
- ❖ Proficient knowledge of finance, budget, and government/non-profit accounting
- ❖ Proven financial systems analyst; instrumental in the design of various accounting software applications
- ❖ Established collaborative problem-solving skills
- ❖ Strong written and verbal communications skills
- ❖ Excellent organizational skills and accomplished listening skills
- ❖ Proven relationship builder and resource to colleagues

### EXPERIENCE

#### **Vice President of Business and Financial Affairs 2021-present Western Washington University (Bellingham, WA)**

- Oversee human resources, strategic management and budgeting, finance and accounting, student financial services, transportation services, facilities development and operations, risk management, safety services, emergency preparedness and business continuity, policy management, law enforcement
- Assists the University in developing short and long-range strategic plans, strategic budgets and multi-year financial plans
- Co-chair of the University Budget Committee focused on aligning University resources with strategic priorities; oversight of \$200 million budget
- Provides fiscal direction and reports financial, facility, and operational activity to the Board of Trustees and the Board's
- Finance, Audit and Enterprise Risk Management (FARM) Committee
- Responsible to ensure fiscal oversight in compliance with state and federal regulations
- Oversight for implementing sustainable practices
- Oversight for development of workforce and student housing projects

#### **Vice President of Administrative Affairs 2017-2021 Sonoma State University (Rohnert Park, CA)**

- Oversaw human resources, budgeting, finance and accounting, student financial services, facilities management, Title IX, risk management, athletics, safety services, law enforcement, bookstore, culinary services, property management, and entrepreneurial services
- Assisted campus in developing short and long-range strategic plans, strategic budgets and multi-year financial plans
- Provided recommendations to align University resources with strategic priorities; oversight of \$200 million budget
- Ensured fiscal oversight for SSU organizations' compliance with CSU system, state and federal regulations
- Received 2018 North Bay CFO Award for recognition of positive impact in the local economy and community
- Oversight for implementing sustainable practices
- Oversight for development of workforce and student housing projects

#### **Vice President of Administrative Affairs 2012-2017 Humboldt State University (Arcata, CA)**

- Oversaw procurement, budgeting, accounting, payroll, accounts payable, student financial services, facilities management, risk management, safety services, law enforcement, bookstore, and food service
- Assisted the president in developing short and long-range strategic, budget and financial plans

- Provided recommendations to align University resources with strategic priorities; oversight of \$200 million budget
- Ensured fiscal oversight for HSU organizations compliance with CSU system, state and federal regulations
- Developed and recommended broad and/or specific policies, regulations, and operating procedures
- Analyzed data to prepare clear and concise reports necessary for efficient and effective management and operations

**Chief Business Officer/Assistant Superintendent 2010-2012  
Western Placer Unified School District (Lincoln, CA)**

- Oversaw business and finance for the district including accounting, payroll, attendance record keeping, risk management, security, safety, child nutrition and transportation. Oversaw facilities and maintenance for district sites including modernization and construction utilizing state funds and insurance proceeds
- Oversight of \$65 million budget meeting all state requirements for K-12 compliance
- Provided fiscal direction and reported financial, facility, and operational activity to the Board of Trustees
- Assisted Board of Trustees and Superintendent developing District's short and long-range strategic and financial plans
- District negotiator with employee bargaining units
- Communicated complex technical and financial information clearly and effectively to diverse audiences

**Director of Finance 2004-2009  
Sierra Joint Community College District (Rocklin, CA)**

- Oversaw the functions of finance and accounting, budget, payroll, risk management, purchasing, asset inventory management, contract administration and auxiliary operations
- Responsible for \$95 million budget
- Oversight of all district audits; six years with clean audit opinions
- District negotiator with employee bargaining units for items related to compensation
- Team lead for new enterprise software implementation; implemented project on time and on budget

**Director of Grants and Contracts Administration 2002-2004  
California State University, Sacramento Foundation (Sacramento, CA)**

- Oversaw the administration and management of \$60 million in grant and contract funding for CSUS
- Reported quarterly to the Board of Directors of the Foundation
- Point person for the A-133 annual audit; received clean audits opinions each year
- Responsible for indirect cost negotiations
- Liaison for federal and state agencies providing funding

**Vice President of Finance and Administration 2000-2002  
Sierra Nevada College (Incline Village, NV)**

- Oversaw the functions of human resources, business, finance, budget, bookstore, food service, facilities and maintenance, financial aid, and information technology
- Instrumental in the preparation and presentation of the institutional strategic plan
- Reported quarterly to the Board of Trustees regarding the College's financial status
- Point person for the build out of a \$150 million campus master plan
- Evaluated, purchased, and managed the implementation of \$2 million integrated administrative software system

**Controller 1991-1999  
Colorado College (Colorado Springs, CO)**

- Oversaw accounts payable and receivable, cashiering, payroll, student accounts, grants/contracts, purchasing
- Responsible for the oversight and investment of \$350 million endowment
- Managed reconciliation and preparation of the College's financial statements for the Board of Trustee meetings
- Instrumental in the preparation and closing of \$13 million and \$30 million bond issues
- Responsible for software design, implementation, and enhancements for all business office software

**Assistant Controller 1987-1991**

WWU Report to NWCCU, Policies, Regulations and Financial Review: Addendum B

**Shawnee State University (Portsmouth, OH)**

- Responsible for the recruitment, training, and supervision of payroll, accounts payable, and accounting personnel
- Administered and audited the annual financial budget of \$20 million
- Reconciled the general ledger, closed the books, and supervised preparation of monthly departmental statements
- Prepared quarterly and annual financial statements
- Implemented new accounting, payroll, and accounts receivable software

**Assistant to the Director of Fiscal Affairs 1985-1986  
University of Maryland (Heidelberg, Germany)****Accounting Assistant 1983-1985  
University of Maryland (Munich, Germany)**

## EDUCATION

**Master of Business Administration**, University of Colorado, Colorado Springs  
**Bachelor of Arts in Business and Management**, University of Maryland European Division  
**Associate Degree in Business Management**, University of Maryland, Munich, Germany

## TRAINING

Certified Public Accountant Certificate (1990)  
WACUBO Business Management Institute (1996)  
Granlibaken SCCP (Sierra College Collaborative Process) Training (2005)  
CASBO Chief Business Official Certification Institute (2011)  
Interest Based Bargaining and Collaboration Consultant with the Bodine Group (2011)  
Leadership California - [www.leadershipcalifornia.org](http://www.leadershipcalifornia.org) (2015/16)

## PROFESSIONAL SERVICE

NACUBO-Baker Tilly Regional Publics Project  
WACUBO Equity, Diversity, and Inclusion Committee - Member  
CSU Chief Administrators and Business Officers Council - Chair  
CSU Enterprise Information and Systems Advisory Committee – Member  
CSU Police Chiefs Committee – CABO Liaison  
Schools Insurance Group JPA – Executive Committee Member  
Schools Project for Utility Rate Reduction JPA – Board Member

## COMMUNITY SERVICE

Sonoma County Housing Council – Board Member (2018-present)  
Rebuild Northbay – Board Member (2018-2019)  
Zero Waste Humboldt – Board Member (2015-2017)  
Eureka California NAACP – Member (2014-2017)  
Colorado Springs Fine Arts Center Foundation - Board Member and Officer (1995-1996)  
Pikes Peak Mental Health Center Foundation - Board Member (1994-1996)  
Pikes Peak United Way - Board Member (1993-1996)  
Girl Scouts of America – Troop Leader (2003-2009)

Donna L. Gibbs, Vice President, University Relations and Marketing  
Western Washington University

MOBILE: 415-500-1076  
EMAIL: [donna.gibbs60@gmail.com](mailto:donna.gibbs60@gmail.com)

## CORE COMPETENCIES

- Highly experienced marketing communications professional with proven, comprehensive strategic planning and integrated marketing implementation skills including SEO, SEM, and other strategies across the modern marketing spectrum. Background also includes launching products, continuously improving customer experience, devising social media campaigns, handling crisis communications issues and supporting and expanding international channels for some of the world's best-known brands including Apple, Mattel, Nike and Microsoft, and repeatedly achieving revenue and profitability goals for fast-moving emerging companies.
- Diverse skill set including thorough knowledge of brand development and deep experience with authentic storytelling techniques that advance institutional diversity, equity and social justice initiatives.
- Adept at piloting new technologies and measuring impact and results.
- Substantial executive management experience including navigating difficult issues, confidently advising senior leadership and collaborating with colleagues in decentralized institutions.
- Thirty years' experience designing online and offline communications programs that address higher education, corporate, product marketing, consumer marketing, media relations, investor relations and public policy goals.

## PROFESSIONAL EXPERIENCE

**AUG 2017 – PRESENT**

**Western Washington University  
Bellingham, WA**

*Vice President for University Relations & Marketing*

- **Leads Division of University Relations and Marketing.**
  - **University Communications and Marketing**
  - **Web Communication Technologies**
  - **Small Business Development Center**
  - **Washington Campus Compact**
  - **Front Door to Discovery Program**
  - **Western's community relations program.**
- **Member of WWU President's Cabinet**
  - **Strategic leadership on critical issues of university budget and priority setting**

**SEPT 2013 – AUG 2017**

**Pacific Lutheran University  
Tacoma, WA**

*Vice President, Marketing & Communications*

- Serve as a senior leader on the President's Council responsible for setting policy, overseeing institutional governance and advising the president and divisional colleagues on key strategic communications and issues management scenarios.
- Responsible for leading the effort to modernize marketing and contribute to an overall digital transformation of a 127-year-old institution, including the design and development of an award-winning, mobile-enabled website and new digital magazine; establishing and driving a strategy to integrate content and strategic social media

engagement into the student journey; and driving segmented and targeted customer acquisition efforts.

- Manage and mentor a team of 24 and steer a budget of \$3.4 million. Help grow the team's confidence and skill in data-driven decision making and improve the partnership that the marketing team has with other divisions and departments so that the marketing team has a birds-eye view of the institution and a clear prioritization scheme.
- Revise recruitment strategies to meet changing student demographics, resulting in a near 70% increase in the first-time undergraduate inquiry pool from approximately 14,900 in 2013 to more than 25,300 in 2017 YTD, and increases in average net revenue per full-time, first year student from \$15,816 in 2014 to \$19,410 in 2017 YTD.
  
- Support fundraising programs that strengthen the endowment, support student access and ensure academic excellence.
- Highlight the work of PLU students, faculty members and alumni and frame these accomplishments in the context of PLU's pathways to academic distinction: global education, faculty-mentored research, and purposeful learning.
- Responsible for evaluating the return on investment of auxiliary revenue areas including the university's NPR-affiliated radio station, KPLU, and the bookstore operations. Managed the sale of KPLU to a community group for a record-setting price of \$8 million, contributing substantially to the university's endowment and saving more than \$1.5 million per year in expenses. Downsized the bookstore, including a move to cost effective digital textbook sales, creating positive cash flow and reversing a cumulative \$10 million loss over the previous eight years.

#### **JAN 2013 – SEPT 2013**

**Bluetext LLC**

**San Francisco, CA**

##### ***Managing Director***

- Bluetext is a Washington, D.C.-based digital marketing and strategic communications firm designing innovative online marketing campaigns for some of the most recognized brands in technology, including Adobe, Samsung, Intel, ITT, Raytheon, Cisco, Google, McAfee, NetApp, General Dynamics and VMware.
- Responsible for establishing western U.S. operations based in San Francisco, driving new business development efforts and leading strategic client engagements.

#### **JUNE 2012 – DEC 2012**

**Independent Consultant**

**San Francisco, CA**

- Provide marketing communications, brand strategy and business development services to early and late-stage technology companies, non-profits and global agencies.

#### **SEP 2008-MAR 2012**

**ISS iMedia Systems SLU**

**Sliema, MALTA and Barcelona, SPAIN**

##### ***Chief Marketing Officer***

- Responsible for assembling and managing a world-class marketing and product management team, and defining and managing the product roadmaps for the company's entire product portfolio for Internet, mobile and TV.
- Monetized traffic and existing customers through retention and loyalty programs and new products and services. Researched, developed and launched new vertical market products and services, including incremental revenue opportunities with mobile content communities and mobile video on a global basis.
- Contributed to record growth in fiscal 2009 in the company's core Internet business with total revenue of US



\$47.29 million, up 48% from US \$31.95 million for the comparable 12-month period in 2008. Generated US \$6.13 million in gross profits, and gross margin of 39.49%.

- Developed marketing programs that supported the sales function including on-site campaigns and traffic purchase campaigns for both static and live media and produced KPI reports that measured the effectiveness of each of these promotional efforts and tools. Also managed and mentored the creative studio responsible for online and offline design, art direction and copywriting.

**JAN 2007-SEP 2008**

**Racepoint Group, Inc.**

**San Francisco, CA**

***Executive Vice President***

- Rejoined the founders of The Weber Group and Weber Shandwick Worldwide to establish the west coast operations of a global integrated marketing communications firm with special expertise in digital and social media campaigns. Led the office to an annualized revenue run rate of \$3.1 million in 2007, from start-up revenue of \$300,000. Grew professional staff from seven to 21 employees during tenure.
- Managed successful client engagements and strategic communications campaigns for innovative social media, mobile and blogging platform companies including Digg, BlogHer and Allvoices, as well as established Internet brands including LookSmart and eHarmony.

**JUL 2004-JUL 2006**

**PlanetOut Inc.**

**San Francisco, CA**

***Senior Vice President, Consumer Marketing & Commerce***

- As a senior officer responsible for managing the global subscription services and ecommerce P&L, responsibilities included planning and directing all marketing and product development activities to enhance premium subscriber acquisition and retention.
- Provided leadership that led to a successful IPO in October, 2004.
- Established professional corporate communications and investor relations functions and was subsequently promoted to lead all consumer marketing efforts for the company's community sites.
- Managed on-site marketing promotions, search engine marketing and optimization and brand advertising efforts to increase free member to paid subscriber conversion. Managed a staff of 10 with responsibility for product management, marketing and creative services, customer care and corporate communications.
- Contributed to strong subscriber growth, including a 23 percent increase in paid subscribers for full year 2005 compared to 2004, and a 25 percent increase in subscription services revenue in 2005 compared to the year-ago period. Also contributed to a record low subscriber churn rate of 7.9 percent in 2005, from 10.1 percent in 2004.

**JAN 2002-JUL 2004**

**Independent Consultant**

**Portland, OR**

- Conducted marketing communications, brand strategy and management consulting services for Fortune 1000 businesses in the technology, consumer services, food & beverage and destination & hospitality categories, including Vtech Telecommunications, Inc., PlanetOut, Inc., ODS Health Companies, Aspen Investment Group and Grill Concepts, Inc. Managed approximately \$250,000 in annual fee-based revenue as a sole proprietor.

**AUG 1998-AUG 2001**

WWU Report to NWCCU, Policies, Regulations and Financial Review: Addendum B

**Weber Shandwick Worldwide, Inc.**  
**San Francisco, CA**

*Executive Vice President, Western Region*

- Managed six western U.S. offices in Palo Alto, San Francisco, Austin, Denver, Seattle and Portland comprising nearly 100 professional staff and \$21 million in annual revenue. Established offices in Seattle and Portland.
- Expanded revenues by more than 75 percent during tenure by securing key enterprise accounts including Adobe Systems, Enron Broadband Services and Gateway Computer.
- Served on an integrated team tasked with managing the merger of The Weber Group and Shandwick Public Relations to create the world's largest communications consulting firm.

**JAN 1997-AUG 1998**

**Insync Communications, Inc.**  
**Portland, OR**

*Vice President and Managing Partner*

- Served as managing partner of this \$14 million regional high tech marketing communications firm, managing several divisions of the Microsoft account.
- Helped orchestrate acquisition of the firm by Microsoft's lead communications agency, Waggener-Edstrom.

**NOV 1994-JAN 1997**

**NIKE, Inc.**  
**Portland, OR**

*Vice President and Director, Corporate Communications*

- As a member of the senior management team for the world's leading sports and fitness brand, responsibilities included serving as chief communications strategist and spokesperson on a wide range of issues, including regulatory concerns, production sourcing and labor practices, mergers & acquisitions and financial performance.
- Acted as communications counsel and spokesperson for NIKE Founder and Chairman Philip Knight.
- Created and executed a more transparent and accountable approach to subcontracted factory oversight in developing countries that led to improvements throughout the apparel and footwear industry. Conducted progress update presentations with the board of directors, and undertook negotiations with the U.S. Department of Labor to join the Clinton Administration Apparel Industry Task Force.
- Led a global team of nearly 40 communications professionals at the company's worldwide headquarters, regional headquarters and in key country offices.

**JUN 1990-NOV 1994**

**Mattel, Inc.**  
**Los Angeles, CA**

*Director, Public Relations*

- Directed the efforts of a marketing communications staff and external agencies devoted to proactive communications programs for core brands, including Barbie, Fisher-Price and Disney licensed products, of the world's largest toy company.
- Led company communications on licensing agreements, acquisitions, new product introductions and financial performance. Also provided counsel and served as chief spokesperson on sensitive issues including environmental impact and production sourcing.
- Served as a member of an integrated brand marketing team devoted to reaching the billion-dollar milestone for Barbie worldwide sales, achieved in 1993-94.

**ADDITIONAL EXPERIENCE**

JUN 1989-JUN 1990. Apple Computer, Inc., Manager, Public Relations

FEB 1985-JUN 1989. Ketchum Communications, Inc., Vice President and Account Supervisor

JUN 1982-FEB 1985. DDB Needham Advertising, Inc., Account Executive

**EDUCATION:** Michigan State University, Bachelor of Communication Arts & Sciences

**NON-PROFIT EXPERIENCE:** 2008-PRESENT. Volunteer, consultant and donor, Meals on Wheels of San Francisco and Associated Ministries of Tacoma, WA.