

HIGHER EDUCATION ADMINISTRATION:

Feb 2004 – present

**Washington Higher Education Coordinating Board
Executive Director**

- Provide policy and planning direction for higher education and recommend budget priorities to the Legislature and the Governor
- Initiate and sustain a statewide strategic plan for higher education.
- Serve as a member of the Governor's Executive Cabinet
- Chair the board of the Washington Higher Education Facilities Authority
- Supervise a staff of approximately 83 professionals spanning the full range of higher education policy, program and grant administration.
- Direct the administration of student financial assistance, including scholarship and grant programs.
- Chair the Committee on Advanced College Tuition Payment for one of the nation's premier prepaid tuition programs (GET).
- Oversee academic planning, policy and procedures. This includes program approval and review, institutional and degree authorization as well as reviewing institutional role and mission statements.

1999 – Jan 2004

**New Jersey Commission on Higher Education
Executive Director**

- Responsible for statewide higher education planning, policy and advocacy, including a specific mandate to conduct research and develop a comprehensive higher education master plan.
- Supervise a professional staff of twenty-five, including five administrative unit directors.
- Formulate and submit a coordinated higher education budget request to the Governor and State Legislature. This request generates increases in funding that allow institutions to provide quality academic degree programs that are both accessible and affordable.
- Collaborate with the New Jersey Council of Presidents and institutional governing boards and sector organizations to

implement and sustain the trilateral governance structure for statewide higher education.

- **Oversee state and federal grant programs, including:**
 - **The Educational Opportunity Fund (EOF), a standing \$34 million state-funded student access and retention program.**
 - **GEAR-UP, a five-year \$10 million federally funded program.**
 - **College Bound, a \$2.9 million state pre-collegiate program.**
 - **Program for the Education of Language Minority Students, a \$600,000 annual state appropriation.**
 - **\$15 million in High-Tech Workforce Excellence Grants program.**
 - **A \$450,000 Minority Faculty Advancement Program.**
 - **A \$10 million Teacher Preparation Initiative.**
 - **NJ Transfer, a \$2 million statewide articulation and student transfer system.**
 - **Higher Education for Special Needs Students, a \$1.1 million annually state-funded program.**
- **Oversee institutional licensure to deliver degree-granting programs and credit bearing courses in New Jersey as well as authorization of institutional mission changes, accession to university status and doctoral degree granting authority.**
- **Manage research and policy analysis for the Commission, which entails administration of the Student Unit Record Enrollment (SURE) System and IPEDS.**
- **Maintain liaison and cooperative working relations with the Higher Education Student Assistance Authority, the state administrative agency for student financial assistance.**

1992 - 1999

**Colorado Commission on Higher Education
Senior Academic Officer**

- **As a member of the senior executive staff:**
 - **Participate in the deliberations of the management team, the policy and planning group for the agency.**
 - **Supervise the unit with a professional staff of five that analyzes governing board and institutional requests for new program approval, reviews existing academic programs at public institutions of higher education and authorizes all degree granting institutions in the state.**
 - **Convenes regular monthly meetings of the Academic Council, a body composed of the chief academic officers of the governing boards, and worked with the statewide faculty advisory council.**

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- **Official duties and responsibilities include:**
 - oversight of grants administration
 - postsecondary accreditation
 - student transfer policy
 - institutional accountability
 - the statewide extended studies program
 - off-campus state-funded programs
 - quality assessment of undergraduate, graduate and professional education
 - strategic planning for:
 - teacher education
 - cultural diversity
 - international education
 - environmental sciences.
 - A leading role in the development, monitoring and implementation of the Master Plan for Higher Education (1993-1998).

1985 - 1992

University of Wisconsin System

- **Special Assistant to the President (1988-1992)**
- **Senior Academic Planner (1987-88)**
- **Academic Planner (1985-87)**

- **As a member of the UW System leadership management team, participated in the:**
 - **Development of the Design for Diversity for the UW System. This statewide plan to enhance diversity among students, faculty and staff was a special presidential initiative and included every institution in the twenty-six campus UW System.**
 - **Implementation of Planning the Future, the Board of Regents strategy for the UW System into the 1990's. Assisted with the Regents resolutions concerning assessment and minority affairs.**
 - **Completion of the merger of the UW System. Drafted the role statement for Minority/Disadvantaged Coordinators that led to increased authority for minority affairs directors on campuses.**

- **Official Duties and Responsibilities:**
 - **Participation in the formulation of policies and the development of state budget requests for the twenty-six campus university system.**
 - **Administration of UW System minority/disadvantaged student programs, funding for which totaled \$11.6**

million in 1990-91.

- Annual evaluation of campus based minority/disadvantaged student programs; approximately 135 minority/disadvantaged student programs each year.
- Establishment of the Uniform Minority Information System (UMIS) as a program evaluation instrument.
- Conducted annual evaluation workshops for program personnel.
- Provided leadership for the institutions that comprised the UW System in the recruitment and retention of minority faculty and academic staff.
- Achieved 90 percent of the faculty-hiring goal during the first four years of the Design for Diversity.
- Principal administrator for some UW System minority student financial aid programs. Worked with the Office of Budget Planning and the Office of Academic Affairs to allocate funds for the:
 - Advanced Opportunity Program
 - Lawton Undergraduate Minority Retention Grant
 - Minority Teacher Forgivable Loan
 - Minority Doctoral Support Program
 - Pilot Minority Tuition Award

(System financial aid allocations increased by approximately \$1.5 million under the Design for Diversity. Programs served 5,500 students annually.)

- Establishment of the Wisconsin Minority Teacher Forgivable Loan Program. Approximately 50 awards of \$1,000 per student were made each year.
- Established and supervised the UW System Minority Information Center (MIC), located in Milwaukee, with a five member staff. The MIC implemented:
 - VOICE (Volunteer Outreach in College Education), a 500 person statewide educational volunteer network.
 - DO COLLEGE, a \$60,000 multi-media educational advertising campaign.
 - PREP FOR SUCCESS, a newspaper for K-12 minority students in the State of Wisconsin.
- Initiated and sponsored educational conferences and symposia on matters of particular importance to the African American, Hispanic, Asian American and American Indian communities. Examples included:
 - "Hispanics and Higher Education in the University of Wisconsin System."
 - "Joy of Teaching," a statewide conference for students, teachers, teacher aides, paraprofessionals, faculty, and administrative staff.

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- "Minority Faculty/Staff Conference" - a biannual UW System conference for approximately 300 faculty and academic staff members.
- Sponsored statewide conferences on African American, Hispanic, American Indian and Asian American history and culture.
- Co-sponsored annual multicultural youth conferences with the Department of Public Instruction, the Vocational, Technical, and Adult Education System, and the Department of Industry, Labor, and Human Resources.
- Administered the Joint History Project, a collaborative effort between UW System, the Department of Public Instruction, and the State Historical Society.
- Chaired the Standing Research Committee of the UW System, the Department of Public Instruction, and the Vocational Technical and Adult Education System.
- Chaired the UW System Academic Staff Advisory Committee.
- Chaired the UW System Employee Assistance Program Committee.

FACULTY SERVICE:

- 1985-1992 University of Wisconsin-Madison
African Studies Program
Guest lecturer and course instructor.
- 1980-1985 Howard University
Department of Political Science
Assistant Professor, Comparative Politics, International Relations, and African Studies.
Member of the Graduate Faculty. Advisor for Ph.D., M.A., and undergraduate students. Chairperson for M.A. Seminar (Non-Thesis) Option Papers. Advisor for doctoral dissertations. Faculty Advisor for National Model OAU (1981-1982).
Committee Assignments: Political Science Colloquium Lecture Series, Graduate Program Committee (1983), Graduate Research Day Symposium (1984), and Public Affairs Faculty.
- 1976 Private tutor in Arabic.

HIGHER EDUCATION CONSULTING AND RELATED EXPERIENCE:

- 1990-1995 UNCF/MELLON Program. Served as a member of the Advisory Committee for two programs funded by the Mellon Foundation and administered by UNCF to encourage undergraduate students and instructional staff from historically Black colleges

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and universities to pursue doctoral degrees and faculty careers. Provide financial support and assistance to faculty and staff at these same institutions to obtain their Ph.D.'s.

Lilly Endowment. Reviewed institutional proposals for funding under the endowment's Campus Diversity program.

1990 - 1992

Minnesota State University System. Reviewed the system and campus plans for cultural diversity. Developed recommendations for improving accountability and evaluation of the programs. Conducted site visits and meetings with campus and system officials.

The Milwaukee Guarantee Working Group. Milwaukee Mayor's task force to increase rates of participation in higher education for minority and disadvantaged students through scholarships, mentoring and academic support. Co-Chair, Subcommittee on Finance and Support.

The Milwaukee College Bound Program. Chaired the Advisory Committee for this General Electric Foundation program to double the number of graduates entering college from North Division High School.

Member of the Governor's Commission on Minority Participation in Vocational, Technical and Adult Education. Chaired the Subcommittee on African Americans.

Colorado Commission on Higher Education. Worked with faculty, staff and administrators on the development of plans for the promotion of cultural diversity in higher education institutions.

VTAE Minority Commission Advisory Council. Member of this body which was established as a result of the Wisconsin Governor's Commission on Minority Participation in the Vocational, Technical, and Adult Education System.

University of Louisville. Reviewed the President's new diversity initiatives for the campus. Made presentations to the faculty and Student Affairs Staff. Worked with the President's cabinet to assess the current situation and outlook for the future.

1989

American Association of Schools and Colleges of Veterinary Medicine. Presented new ideas for the review of minority student recruitment initiatives.

The Greater Milwaukee Education Trust. Member of the planning committee for The Milwaukee Promise, a scholarship plan for minority students in the city of Milwaukee.

INTERNATIONAL POLITICS AND ECONOMIC DEVELOPMENT CONSULTING:

- 1984 National Democratic Institute for International Affairs.
Designed foreign exchange program for African students to study in the U.S. Also designed a legislative assistantship program for Africans to work as interns with members of the U.S. Congress. Proposed a network between the institute and African colleges and universities.
- 1983-1984 TransAfrica
Washington, D.C.
Editor of TransAfrica News, the quarterly membership newsletter; National Support Committee Coordinator, responsible for establishing and sustaining local support committees throughout the country; Legislative Liaison, lobbyist for national, state and local legislation pertaining to Africa; Co-Chairman of the Southern Africa Working Group.
- 1983 - 1984 Frost and Sullivan. Wrote political background studies on Sudan and provided economic assessments.
- 1981 A. L. Nellum and Associates.
Washington, D.C.
Consultant in the preparation of a proposal for the implementation of the USAID Rural Primary Health Care Project for Sudan.
Participated in roundtable discussions and contributed oral and written analyses on the politics and national economy of Sudan.
- 1979-1980 Development Alternatives, Inc.
Washington, D.C.
Provided oral and written political analyses of the Southern Sudan.
Served as a consultant for the USAID Southern Regional Manpower Development Project in Sudan. Briefed project team members on the Southern Region before their departure for the field. Furnished on-site contacts for project team members.
Written work reviewed the historical and contemporary politics of Southern Sudan.
- 1979 Medical Service Consultants, Inc.
Arlington, Virginia
Served as Health Economist on a USAID Project Design Team for the Rural Primary Health Care Project in Sudan. Provided financial and budgetary analysis. Obtained and evaluated the Three Year Pre-Investment Program of Sudan. Macro-economic

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analysis of the Sudanese national economy. Two months on-site field research in Sudan.

1976

Shell Oil Company
Houston, Texas

Consultant on pre-investment studies for selected African nations. Contributed political analysis as well as macro and micro level assessments of African economies.

MEMBERSHIPS:

State Higher Education Executive Officers (Treasurer)

Western Interstate Commission for Higher Education (Executive Committee)

American Council on Education

College Board

National Association for the Advancement of Colored People (Life Member)

OneWorld Now! Board of Directors

PRESENTATIONS AND PAPERS PRESENTED:

- Panelist, Advisory Committee on Student Financial Assistance, "Access Denied: Restoring the Nation's Commitment to Equal Educational Opportunity," February 2001, Washington, D.C.
- "Our Challenge: Chaos or Community," Martin Luther King Birthday Observance, January 2000, Madison, Wisconsin.
- Keynote Speaker, Hispanic Association for Higher Education in New Jersey, February, 2000.
- Keynote Speaker, Awards Luncheon for the Educational Opportunity Program of Seton Hall University, April, 2000.
- Commencement Speaker: Richard Stockton State College (2000); Bergen Community College (2000); Salem Community College (2001); Cumberland County College (2001).
- "Managing Diversity with Creativity," AASCU Academic Leadership Academy, January 1992.
- "Effective Planning for Recruitment," Conference on Enhancing Minority Attainment - a Multicultural Perspective in Higher Education, Indiana University at Kokomo, September 1991.
- "Non-Discriminatory Conduct Codes on College Campuses: Curbing Racial Harassment or Limiting Free Speech?," CBS News Nightwatch, August 6, 1991.
- "Civil Rights for Public Employees," American Bar Association Regional Meeting, Chicago, 1991.
- "Preparing Our Youth for the Future," Schenck Middle School, 1991.
- "Outlook for the Palestinians in the Context of the Middle East Crisis," WKOW-TV Channel 27, Madison, Wisconsin Television Presentation, 1991.
- "Martin Luther King: His Legacy in Contemporary Times," WTMJ-TV, Milwaukee, 1991.

- **"General Issues in Multiculturalism and Leadership," Student Leadership and Advisor Development Conference, UW-Stout, Menomonie, Wisconsin, 1991.**
- **"Meeting the Challenge of Diversity in Education," Racine Environment Committee, Racine, Wisconsin, 1991.**
- **"The Struggle Continues," Martin Luther King Commemoration Day, UW-River Falls, 1991.**
- **"Politics of the Persian Gulf," Metropolitan Milwaukee Association of Black School Educators Annual Membership Meeting, Milwaukee, 1991.**
- **American Minority Student Leadership Conference Plenary Session Speaker, UW-River Falls, 1991.**
- **"Cultivating Diversity Through Better Communications," Council for the Advancement and Support of Education (CASE), St. Louis, 1991.**
- **"Racism in America Today" UW-Green Bay Social Work Club Forum on Racism, Green Bay, Wisconsin, 1991.**
- **"Increasing Opportunities in Higher Education through Participation in Precollege Programs," National Association of Summer Sessions, Minneapolis, 1990.**
- **"Religion, Race and Violence: South Africa and North America," Luncheon Keynote Speaker, Oshkosh, Wisconsin, 1990.**
- **"Enhancing Prospects for Success Among African American Students," Third Annual Wisconsin Multicultural Youth Conference," Lake Geneva, Wisconsin, 1990.**
- **Participant in the Urban Education Roundtable, co-sponsored by the Wisconsin Policy Research Institute and the UW System Institute on Race and Ethnicity, UW-Milwaukee, 1990.**
- **"Diversity in National and International Perspective," Intervarsity Christian Fellowship, Madison, Wisconsin, 1989.**
- **"Multiculturalism in Higher Education," Interview with Jonathan Barry, WMSN-TV Channel 47, Madison, Wisconsin, 1989.**
- **"Seeking Change on American College and University Campuses," Cable TV Channel 6, UW-Whitewater, 1989.**
- **American Minority Student Leadership Conference, Plenary Session Speaker, UW-La Crosse, 1989.**
- **"Design for Diversity," Interview, MVS-TV Channel 10 and MVT-TV Channel 36, Milwaukee (Milwaukee Area Technical College), 1989.**
- **"Enhancing Diversity in Schools of Veterinary Medicine," Iverson Bell Symposium, American Association of Colleges and Schools of Veterinary Medicine, Michigan State University, 1989.**
- **"The Politics of Civilian and Military Rule as the Basis for War in the Sudan," African Studies Association Annual Meeting, Atlanta, 1989.**
- **"Racial Harassment in Wisconsin," Oshkosh, Wisconsin Rotary Club, 1989.**
- **"Asian Awareness About Educational Opportunities in the University of Wisconsin System," Hmong Mutual Assistance Association, Appleton, WI, 1989.**
- **"Reversing the Tide of Institutional Racism," Town Meeting sponsored by the Black Student Union - Milwaukee Area Technical College, 1989.**
- **"Inter-Institutional Collaboration to Promote Diversity in Higher Education," Multicultural Youth Conference - Oconomowoc, WI, 1989.**
- **"Has the Clock Turned Back?," Fourth Annual Awards Banquet of the UW-Green Bay Black Student Union, 1988.**
- **"Moving Toward the Future," a presentation at the UW-Whitewater first annual recognition program for students being inducted into "Who's Who in American**

Colleges and Universities," 1988.

- "Reliving the Dream," a presentation at Orchard Ridge Middle School on the national holiday in honor of Rev. Dr. Martin Luther King, Jr., Madison, Wisconsin 1988.
- "Political Theory and the Study of Politics in the Sudan," a paper delivered at an international conference on "Sudan Studies: Past, Present and Future," at the University of Khartoum, Sudan, 1988.
- "Exploring the Future: Minorities in Advanced Degree Programs," Keynote Address, UW-Milwaukee, 1987.
- "Black Men: Are They an Endangered Species in the Workforce?," a presentation at the fourth annual conference of the Wisconsin Association of Black State Employees, 1987.
- "Recalling the Memory of Dr. King," a presentation at UW-Oshkosh on the occasion of the national holiday in honor of Rev. Dr. Martin Luther King, Jr., 1987.
- "The Politics of American Foreign Aid," a presentation on Public Radio, Madison, Wisconsin, 1985.
- "American Foreign Policy Toward Sudan," a paper presented at the 27th annual meeting of the African Studies Association, New Orleans, Louisiana, 1985.
- "A Debate on South African Divestiture" with the Executive Director of the State of Wisconsin Investment Board on Public Radio, Madison, Wisconsin, 1985.
- "U.S. Policy: Constructive Engagement and the Politics of Linkage," a paper presented before the United Nations Council on Namibia. Montreal, 1984.
- "Political Conflict in Sudan," an interview on Voice of America Radio, 1984.
- Observer at the Seventeenth Session of the Palestine National Council, Amman, Jordan, 1984.
- Participant in an "Extraordinary Panel on Sudan." Co-sponsored by the African American Institute and the Senate Black Legislative Staff Caucus, Washington, DC, 1984.
- "Politics in Southern Africa," Mediator of a panel for the National Conference of Black Political Scientists, Washington, D.C., 1984.
- Panelist on U.S. Policy and Its Social Implications, TransAfrica Forum, Third Annual Conference. Howard University, Washington, D.C., 1984.
- Chairman of the Program Committee, TransAfrica Forum, Second Annual Conference. Howard University, Washington, D.C., 1983.
- "The Civil War in Chad," an interview on "Morning Edition," National Public Radio, 1983.
- "The Southern Speaker's Crisis of 1975," a paper presented at the Second Annual Meeting of the Sudan Studies Association. Howard University, Washington, D.C., 1983.
- "National Development Planning in the Sudan," a paper presented at the First Annual Meeting of the Sudan Studies Association. Morgan State University, Baltimore, 1982.

TESTIMONY:

Testimony delivered before the Subcommittee on Africa, United States Senate, on the topic, "Conflict in the Horn of Africa," Washington, D.C., March 1992.

Testimony delivered before the Wisconsin State Assembly Colleges and Universities Committee and the Wisconsin Senate Higher Education Financing and Tourism

Committee on proposed revisions in the Wisconsin Administrative Code regarding disciplinary procedures for student non-academic misconduct, 1989.

Testimony relating to Sudan given before the Subcommittee on Africa, Committee on Foreign Affairs. United States House of Representatives, Washington, D.C., March, 1984.

PUBLICATIONS:

- "Illiberal Education: The Politics of Race and Sex on Campus," by Dinesh D'Souza, Reviewed for The Journal of Negro Education, September, 1991.
- "The UW System Minority/Disadvantaged Annual Report - 1987-88, 1988-89, 1989-90.
- The Final Report of the President's Select Committee on the status of Minority Faculty and Staff, 1988.
- "U.S. Foreign Aid: Are We Bridging the Gap?," TransAfrica Forum, Winter, 1983.
- Articles, editorials, opinions, and comments have been published in national, state and local newspapers, including The Wall Street Journal and The Chronicle of Higher Education.

REFERENCES: Furnished upon request.