

March 22, 2017

McNeese State University
Lake Charles, Louisiana

Re: President, McNeese State University

Dear Distinguished Members of the Board of Supervisors for the University of Louisiana System, President Henderson, the Search Committee and the McNeese State University community:

I am honored to have been nominated for this exceptional opportunity by Dr. Ed Mills. After reading more about McNeese State, I am confident I can provide bold and innovative leadership that will further the University's mission and build upon its dynamic culture. It is with great enthusiasm that I submit this letter of interest and request the privilege to serve as your next president.

In the coming years, a changing economic and demographic landscape will confront institutions of higher learning and present the leaders of these institutions with exciting opportunities. The next president of McNeese State University must be able to discern these opportunities and capitalize on them to strategically enhance programs, strengthen enrollment, and augment the University's standing in higher education – regionally, nationally, and in the world. She must be a visionary leader whose words and passion bring together all constituents to achieve McNeese State University's commitments to excellence in teaching, learning and scholarship, to personalized student learning, and to engaged global citizenship. She should promote robust community dialogue and community engagement. She should instill trust. She should build institutional and broad-based support while marshalling resources to thrive and to operate efficiently. She must also be a principled, servant leader who exemplifies integrity, fairness, compassion and strength of character. She should possess an unwavering commitment to student success, to shared governance, and to diversity and inclusion. She should have a proven track record in fundraising and external relations, and in the development and implementation of programs that support first generation, minority and non-traditional students. She should be a catalyst for institutional innovation, and she should hold a resolute devotion to excellence. She must recognize learning only begins, not ends, in the classroom. These attributes describe me well.

The next president must position McNeese State University as the hub of the region's academic, economic and cultural ecosystems. In concert with University's partners, she should seek out and develop distinctive programs with a regional, national and global reach for the University and for the greater Lake Charles region. She should provide leadership that reinforces and expands a compelling identity for McNeese State University. She should embrace the richness and magnitude of its diverse population, and she should be a champion in the community for how its programs and mindset must evolve to meet the needs of Southwest Louisiana, the nation and the world. She must provide leadership with a global perspective - for McNeese State University and beyond.

This position demands a leader who works well with various constituents - including the Board of Supervisors, President Henderson, the faculty, staff, students, alumni, the business community, other senior institutions, community colleges and local, state and federal government. The next president must leverage MSU's unique strengths to attract and graduate deserving students from Louisiana, the nation and the world. She must be a strategic partner to rejuvenate and reinvent higher education to meet twenty-first century needs. This leader must possess the ability to attract and retain a diverse, gifted faculty and staff, to build world-class leadership teams, and to provide sound strategic and fiscal oversight. The president of McNeese State University must be an effective communicator and alliance builder with solid business and financial acumen, a strong work ethic, and an entrepreneurial spirit. She should be able to secure significant resources from multiple sources, including the private and the non-profit sector, public agencies, alumni, and friends. My résumé is a testament to these leadership qualities.

During my ten years in retail and commercial banking, I oversaw a bank portfolio of \$289 million while my executive management responsibilities increased rapidly. I worked with individuals who sought to take concepts from idea to market and connected them with venture capital and/or provided funding to launch their businesses. In addition, I had the privilege to lead many successful mergers. My success, in part, resulted from an ability to understand financial controls, to successfully navigate political systems, to embrace entrepreneurial opportunities, and to champion new ventures and start-ups. I believe my success was also due to my ability to cultivate and maintain relationships, to develop strategic partnerships, to recognize and appreciate individual efforts, and to foster a culture of transparency and trust.

From management in corporate America, I clearly saw the need for expanding access and creating new avenues to higher education. For the last twenty years, my passion to fill this need has led me to leadership roles in higher education. Averett University provided me the unique opportunity to be the architect of their first executive fast-track MBA and among other responsibilities, to guide over 300 adjunct faculty in the Richmond region. Almost twenty years later, this program continues to provide an accessible pathway to a graduate degree for working adults.

The University of Richmond provided me the opportunity to lead faculty and staff, and to develop, implement and administer state-wide, national, and world-wide curricula and workforce training initiatives. We forged new territory for the University by developing the trademarked MiniMBA© program, now the School's signature program, designed specifically for business executives. Under my leadership, we created and implemented a new strategic and marketing plan that led to the financial turn-around of the executive education division that had been operating in a six-figure deficit.

As Executive Vice President and Executive Director of the John Tyler Community College Foundation, my primary responsibility was to serve as the Foundation's chief executive and fiscal officer as well as to work with the Board to create, implement and execute its strategic plan. These efforts yielded significant friends-raising and fundraising results. Few individuals have orchestrated multi-million dollar private-private partnerships. As EVP of the Foundation, I worked with healthcare executives to create one of the most successful partnerships in the history of Virginia. Other P3s followed while I was employed at other universities, including a P3 that brought Rolls Royce to the Commonwealth of Virginia. The ability to increase resources, ensure transparency, and guide organizational change are essential skills for a 21st century president leading a world-class institution.

While serving as Special Assistant to the Chancellor of the Virginia Community College System (VCCS), one of my responsibilities was to position, through various initiatives, Virginia's 23 Community Colleges as vehicles to access higher education. As one of the VCCS' advocates in the community and in the General Assembly, it was important to build relationships based on trust, to protect revenues, and to develop and lobby for our biennial budgets. I returned to the VCCS as a Trustee of the Virginia State Board for Community Colleges, and I was selected by my board peers as Chair of the Board's Audit Committee and Vice Chair of the Personnel Committee. I also served as a member of the Academic and Workforce Committee of the Board. As a Trustee of the Board, I had the opportunity to be an active participant in setting the strategic direction of a 23-College, 41-campus, \$1.4 billion enterprise system. The uniqueness of the institutions' programs (from applied research to career preparation) and their respective missions and maturity (serving populations from Appalachia to northern Virginia to Tidewater) have prepared me well to lead MSU.

As the senior executive of the Reginald F. Lewis College of Business at Virginia State University and a member of the President's cabinet, I led the College to develop a new strategic plan and to embrace new technologies. As a land-grant institution, we worked aggressively with the College of Agriculture to develop joint programs including an Agricultural Business and Economics major. This became one of the highest sought majors at the University. With input from industry, we redesigned the business curriculum and became the first college in the University to implement experiential learning and community service opportunities, academic internships, a CEO Shadow Program, and international study-away programs. As an AACSB accredited school, we sought to increase the quality and number of faculty publications. We targeted funding to faculty resulting in an increase in research publications of over 200 percent. We also restructured our operations to better meet the needs of our students without any additional expense to the University. Our initiatives became the benchmark for the University's comprehensive strategic plan.

During my time as president of Fort Hays State University, we initiated an operational review and developed a dynamic "re-engineering" plan that led to beneficial changes in the organization of the University and improved operational procedures. The new structure increases flexibility, speeds execution, increases enrollments, bolsters student success, and creates a better environment for innovation and thinking. The initiative included reimagining the colleges, the 3,800-acre working farm, technology, marketing, and the campus master plan so that we could better and more efficiently serve the needs of our students and faculty. A key component of our re-engineering plan was the creation of a new college structure—the College of Science, Technology, and Mathematics (STeM). This new college structure created fertile ground for the expansion of graduate and undergraduate education in the science-related disciplines as a response to workforce needs. The department of Agriculture was moved into this newly created SteM College, and with new leadership and strong administrative support, became the fastest growing major at the University. We also looked to increase our enrollment of Kansas' brightest minds by creating an Honors College.

Another strategic initiative was the development of new protocols for assessing potential higher education partners. These new protocols enabled the University to clearly identify potential opportunities for growth, assess the risks and return on investment, and strengthen the University's ability to establish successful new partnerships throughout the world. Under my leadership, our cross-border enrollments with partner universities in China reached an all-time high. This year's class brought in 1383 new freshman – up from 991 last year. We also established a promising new partnership with Cambodia in 2016. Revenues from these overseas programs are reinvested domestically to maintain affordable tuition and to keep borrowing minimal. McNeese State University would benefit from the development of similar global partnerships.

To address the growing need for primary medical access, the University received approval from all accrediting bodies to launch the first doctoral degree - a Doctor of Nurse Practice (DNP). The DNP program was developed as a response to the national recommendations, including the Institute of Medicine (2010) appeal, that by 2020 the profession of nursing double current doctoral graduates to build a primary care workforce capable of meeting healthcare demands. The inaugural class was launched in August 2016. This is an example of a programs created to respond to emerging needs.

To further serve the changing demographics and workforce needs of our geographic service area, I brought a new initiative to the University - the Hispanic College Institute (HCI), a program which I had previously designed and led in Virginia. The inaugural HCI took place on campus during the summer of 2016, and this program was just named the 2017 National Outstanding New Program Award from the NASPA: Student Affairs Administrators in Higher Education. This residential program introduces first-generation Hispanics and their families to a university environment and teaches them how to apply, enroll, and succeed in college. These students can subsequently become active leaders in their communities. This institute can be easily adapted to McNeese State University to further reach out, attract and address the needs of prospective students.

Under my leadership, several management enrollment initiatives were implemented at Fort Hays State to ensure enrollment growth. One of these was an innovative and comprehensive wait-list strategy. The University set enrollment records each year of my tenure, defying the national trend of declining university enrollments. This year's enrollment of 14,656 (an increase of 3.11%) made the University the third largest in Kansas. The Virtual College (on-line) grew 8% in credit hour production from FY15 to FY16; the Graduate School grew 10.46% and the College of SteM saw a 10.1% increase. Just as important to the University, the gross and net revenues from on-line learning in the last two years increased significantly. From FY14 to FY15, net revenues to the University increased by 24%, and they increased by 49% from FY15 to FY16. National rankings of FHSU's academic programs also increased significantly. By creating a sustainable strategy of managed growth, the University was able to maintain affordable tuition, double the amount of funding for scholarships, and ensure the meaningful stewardship of revenues and endowments.

Growing enrollment is not only measured by the number of students that gain access to a university, but most importantly, by those it retains and graduates. Higher education, I believe, needs to incorporate not only a culture of access, but also a culture of completion. Throughout my career, I have developed programs to increase retention and graduation rates and to address college preparedness - programs such as Career Coaches in high schools. Recently, some of those initiatives were also recognized by NASPA, specifically the New Freshman seminar and the First 40 days. These initiatives yielded substantive results by increasing retention from 68.7% in the Fall FY15 to 72.3% Fall FY16.

Under my administration, the financial condition of the institution and the ability to administer annual operating and capital budgets exceeding \$160 million were excellent as evidenced by significant reserves, low tuition, strong financial ratios, and the ability to manage most of the current \$88 million of capital projects with only a small percentage of debt. Further, due to confidence in the vision, new strategic initiatives and the ability to administer budgetary processes, Fort Hays State's bond rating was upgraded in 2016 to Moody's rating of A1 Stable while the rest of the State's rating was downgraded.

Eighteen months ago, FHSU launched the largest capital comprehensive campaign in the University's history. The impact of the 100-million-dollar *Journey Campaign* will be felt at all levels. Efforts to forge strong relationships with a myriad of supporters, including alumni, industry and community donors and friends yielded notable results. In October, less than 18 months after its launch, the campaign went into its public phase, having raised more than 57% of the target.

Information technology can be a transformational tool, and under my leadership, Fort Hays State University embraced technology not only to meet goals, but also to change how work happens internally and externally. Internally, FHSU installed enhancements to its security and network infrastructure, launched a new email system (Office 365), and started the implementation of a new university enterprise system (ERP). Once completed, the ERP will transform the University. It will increase the efficiency and effectiveness of all operations across campus and maximize the use of data. It will ensure the appropriate information is available for decision making. Externally, FHSU launched strategies to create a unified brand and, in 2016, grew FHSU's social media presence by 18% on Twitter and 43% on Facebook.

Recently, I have been working with former Mexican President Vicente Fox and Centro Fox as Senior Adviser for Education. A primary goal of Centro Fox is to deliver transformational educational opportunities in central Mexico, and through these opportunities, to provide young people an economically viable alternative to the often-illegal status quo. Centro Fox is committed, like McNeese State University, to providing a better future through higher education. Being an advocate for those who often do not have a voice is an obligation for me. Maximizing the impact of McNeese State University will be my relentless mission.

It is also a personal priority to earn legislators' support, trust and respect. I dedicate time to visit with them – during session and before and after session in their home regions. Last year, I achieved a 68% penetration rate in the Senate (25 of 40 Senators) and a 50% penetration rate in the House (62 of 125 members). I visited with the Governor at least four times a year as well as with key members of his staff. Earning the trust and support of the Office of the Governor, his staff, and legislators is essential to the successful operation of any institution.

Three years ago, I was elected to serve on the board of the American Association of Community Colleges (AACC). This privilege offered me the opportunity to create policies and procedures that enable seamless articulations between community colleges and senior institutions. I have implemented these pathways in Virginia and in Kansas with great success. Creating opportunities for students to obtain an education within their own communities while establishing a path to baccalaureate and graduate degrees has proven to be beneficial to all parties. These experiences will translate extremely well to the requirements necessary to be a successful leader at McNeese State University. The ability to inspire others, to seek and/or create opportunities and to make dreams a reality is enhanced by my ability to build a strong, long-lasting network of relationships.

Service to the greater community and visibility therein, as well as political astuteness, are vital elements for effective presidential leadership. In addition to serving on the State Board of Community Colleges, the Governor of Virginia also appointed me to serve on the Commission on Higher Education Reform, Innovation and Investment. I also served as an ex-officio member of the Virginia Latino Advisory Board on behalf of Secretary of Education, Gerard Robinson, and Laura Fornash. Former Virginia Governor Tim Kaine appointed me to the Virginia Council on the Status of Women. In Kansas, I was an active participant in a myriad of organizations, including Rotary, Kiwanis, and Big Brothers-Big Sisters. In addition, I served as a board member of Valley Hope substance abuse centers. I believe it is critically important to serve on local and non-profit boards. These positions afford me the opportunity to advocate for fairness and social justice, and to pilot and strategically guide innovative programs in underserved communities.

In 2016, I was elected Deputy board member to the Association of International Universities (AIU) representing the Americas. Founded in 1950, AIU is the UNESCO-based worldwide association of higher education institutions that brings together some 120 countries for reflection and action on common concerns. My leadership appointments and experiences will translate extremely well to the requirements necessary to be a successful leader at McNeese State University.

One purpose of a McNeese State University education should be to develop in students critical skills that can be used to discern what is important from what is trivial, and what is true from what is not. We should seek to develop leaders who are flexible thinkers with agile minds; leaders who can adapt to and resolve problems not yet imagined; leaders who will push the boundaries of our determination, intellect and creativity, who will act ethically and lead with values. Today, employers want individuals who can use their education to think analytically, act ethically, read with interpretive skill, and write strong, well-constructed sentences. Academic excellence empowers the development of minds that can analyze, synthesize and execute. Throughout my career, my aim has been to instill in my faculty, staff and students a broad, imaginative and critical capacity; not a prematurely narrow point of view. I have sought to cultivate curiosity, creativity, and a lifelong love of learning and service, and to prepare students to confidently adapt to our rapidly changing global environment.

Living and traveling throughout Europe, Latin America, and the Far East has taught me to value different cultures and to embrace diversity of thought. Collectively, these experiences have shown me how to best expand an institution's reach and academic standing by engendering trust and creating harmony between values, mission and passion. The ability to speak several foreign languages and my life's experiences provide a rich tapestry of perspective that makes me keenly insightful. It drives my passion to help dreams become realities for others.

As an immigrant to this country and the first in my family to attend college in the United States, I know first-hand, the value of an education. I have created, implemented programs and rallied faculty, staff, and community partners to provide educational opportunities for minority, underserved and first generation students. I understand the unique needs of non-traditional students. My graduate education was earned as a non-traditional student; studying, working, and looking after a young family. I will be dedicated to tirelessly promoting, expanding and enhancing opportunities for all deserving candidates to attend McNeese State University and to elevate the University's standing and reach throughout the region, the nation and the world.

I embrace the identity and mission of McNeese State University. As an educator, I recognize our obligation to train students to become ethical and responsible leaders in the world, to act with honor and character while focusing on action and outcomes. I hold the noblest purpose of education is to enable students to use their gifts, talents, knowledge, and resources to contribute to the common good of humanity. Supreme Court Justice Lewis Powell once wrote to his college-bound son, "It is important to do something worthwhile in this one life each of us is given by God. This does not mean making headlines or making the most money. Many who succeed at both are quite contemptible. It does mean using your ability in some calling or profession in a way that contributes something to your generation. It also means being a person of honor, character, patriotism, and civic consciousness and some leadership of your fellow citizens." It is our responsibility to model this way of life for our students. Under my presidency, McNeese State University will set the standard for meaningful, engaged and decisive leadership.

Sometime ago, I had the privilege to visit Louisiana and spend a little bit of time in the state. I was enchanted by its people and culture. I immediately found a synergy in values and beliefs. I hope to return to Louisiana and to use my skills and experiences to inspire individuals to make dreams a reality - through education. I am energized by McNeese State's rich progressive history and achievements. I embrace its focus on being a student-centered university, its commitment to prepare students to excel, and to its emphasis on engaged learning. I am particularly touched by MSU's dedication to "excellence with a personal touch." McNeese State University is a place that believes higher education is the key to lifting lives. I am confident I can provide leadership that promotes and enhances the University's legacy and that, together with all stakeholders, transforms its future.

I am an experienced president and chief executive who has demonstrated significant success in leading institutions to establish and meet aggressive goals. This is something best done on the ground, in collaboration with all stakeholders, not imposed from outside. I commit to lead with integrity and an entrepreneurial spirit, to seek input, to assemble diverse viewpoints, research and analyze data, and to listen to the needs and hopes of the people. I will be the University's greatest ambassador. I will secure and protect funding, articulate and embrace the mission of MSU, inspire people to accept responsibility, and empower excellence. In the end, these are the quintessential roles of a president.

I am filled with enthusiasm, a yearning, and a relentless determination to make a difference in an institution that I can call "home;" an institution that is student-centered. Everything I have done in my career makes me uniquely qualified to make a significant contribution to the institutional goals and to the future of McNeese State University. I look forward to the privilege of serving the University as its next president.

Warmest regards,



Mirta M. Martin, Ph.D.

Mirta M. Martin, Ph.D.

EDUCATION

- **Doctor of Philosophy**; Virginia Commonwealth University, Richmond, Virginia. 1996.
Dissertation: *Leadership in a Cultural Trust Chasm: An Analysis of Trust Directed Behaviors and Vision Directed Behaviors that Lead to Positive Follower Attitude Responses.*
- **Master of Business Administration**. Robins School of Business, University of Richmond, Richmond, Virginia. 1992.
- **Bachelor of Science**. Duke University, Durham, North Carolina. 1982

- **Foreign Languages**: Spanish, French and Portuguese.

- Spectrum Executive Leadership Fellow, American Council on Education, 2013
- Advancing Women's Leadership; 80th National Women's Leadership Forum, American Council on Education, 2012
- The Virginia Network for Women in Higher Education, American Council on Education; Senior Leadership Seminar, 2010
- Future Presidents Institute, Hockaday-Hunter and Associates, The Center for School Leadership Development, University of North Carolina at Chapel Hill, 2007
- Advancing to the Presidency Program, American Council on Education Leadership Programs. 2006

SUMMARY OF ADMINISTRATIVE AND ACADEMIC POSITIONS

- Presidential Adviser, Kansas Board of Regents and Fort Hays State University, Hays, Kansas, 2017
- AASCU Senior Fellow, Washington DC, 2017
- President, Fort Hays State University, Hays, Kansas, 2014 –2016
- Dean and Professor of Management, Reginald F. Lewis College of Business, VSU, 2009– 2014
- Special Assistant to the Chancellor of the Virginia Community College System, 2009
- Special Assistant to the President, John Tyler Community College; Executive Vice President and Executive Director, John Tyler Community College Foundation, 2005-2009
- Education and Executive Consultant, 2004- 2005
- Associate Dean, Robins School of Business and Executive Director, Management Institute 2000-2003
- Interim Dean/Regional Director, Averett University 1995
- Associate Professor, Averett University 1992-2001
- Senior Vice President, First Union National Bank (successor by merger to Dominion Bank), 1993-1994
- Vice President, Dominion Bank, 1991-1993
- Assistant Vice President, Dominion Bank, 1988-1991
- Branch Manager and Banking Officer, First Virginia Bank Colonial, 1985-1988
- Assistant Branch Manager, First Virginia Bank Colonial, 1984-1985
- Management Associate, First Virginia Bank Colonial, 1982-1984

GUBERNATORIAL APPOINTMENTS

STATE BOARD FOR COMMUNITY COLLEGES, Member; Appointed in 2011 by Governor Robert F. McDonnell, Virginia. Selected to serve in Academic, Student Affairs and Workforce Development Committee, 2011; Selected Chair, Audit Committee, 2012; Co-Chair Personnel Committee, 2013. Board Liaison to J. Sargeant Reynolds Community College and John Tyler Community College.

GOVERNOR'S COMMISSION ON HIGHER EDUCATION REFORM, INNOVATION AND INVESTMENT, Member; Appointed in 2010 by Governor Robert F. McDonnell, Virginia.

GOVERNOR'S VIRGINIA LATINO ADVISORY BOARD, Ex-Officio Member representing the Office of the Secretary of Education; appointed by Secretary of Education, Virginia. 2010.

COUNCIL ON THE STATUS OF WOMEN, Member: Appointed in 2009 by Governor Timothy Kaine.

HONORS

- 2017 National Outstanding New Program Award from the NASPA: Student Affairs Administrators in Higher Education -- Latino/a Knowledge Community – Hispanic College Institute (HCI)
- 2016 Deputy Board Trustee; Association of International Universities representing the Americas
- 2016 Sigma Phi Epsilon Fraternity; University Partner of the Year
- 2015 ‘Best Paper in Session Award’ -*Self-determination’s Intrinsic Value of Post-exile Cuban-American Women*. The Clute Institute International Business Conference Maui, HI. January 2015
- 2014 Finalist; Innovation in Education Educator of the Year Award, Richmond, Virginia. Winner announced May 2014
- 2013 Named one of “Most Influential Women” in Chesterfield County, Virginia
- 2013 Metropolitan Business League Humanitarian Award for Educational Excellence Recipient
- 2012 Phi Kappa Phi Honor Society; Alumni Inductee
- 2012 Winner of the *RichTech* Technology Innovation Deployment Award
- 2012 Named Best Business Program in nation (among 108 HBCUs)
- 2011 Recipient of the Governor’s Award for Technology in Innovation in Higher Education
- 2010 - HBCU Faculty/Administrator of the Year - Finalist - Nominated by the Center for HBCU Media Advocacy, Inc. – Nomination recognizes crowning achievement in leadership
- 2010 – 2012 - Most Inspiring Dean Award – Presented by the Virginia State University Students
- 2010 - Recipient of Hispanic College Fund Legacy Award
- 2009 - Appointed First Female Hispanic Dean of the Commonwealth of Virginia
- 2009 - The President of the United States’ Volunteer Service Award – President’s Council on Service and Civic Participation
- Beta Gamma Sigma National Honor Society for Business
- Phi Theta Kappa – Honorary Member – For leadership and service to students – 2006
- Averett University’s *Outstanding Faculty of the Year* – In honor of teaching Excellence, 1999, 2001
- Phi Alpha Alpha Honor Society, Virginia Commonwealth University, May 1996.
- Phi Kappa Phi Doctoral Merit Scholarship, (Recognizing academic excellence). Virginia Commonwealth University.

EXPERIENCE

President – 2014 –2016

Fort Hays State University, Hays, Kansas

Founded in 1902, the University is located on a 4525-acre campus in Hays, Kansas. With over 14,600 students, Fort Hays State University delivers an exceptional education through three modalities: on-site; internationally; and through the Virtual College. Over 1300 faculty and support staff guide baccalaureate, master’s, doctorate and Education Specialist degree programs in five colleges and one school: The College of Arts, Humanities and Social Sciences; College of Business and Entrepreneurship; College of Education, Health and Behavioral Sciences; College of Science, Technology and Mathematics (SteM) and in the Graduate School. Fort Hays State University is committed to providing exceptional learning opportunities to Kansas, the region, and the world.

Highlighted Achievements

- Record-breaking enrollment – Became third largest university in Kansas in FY17
 - 3.8% and 3.11% increase in enrollment growth in FY15 and FY16 defying all state and national trends. All other Regent Universities were flat or declining
 - 8% increase in credit hour production on-line; increased net revenues by 24% in FY15 and 49% in FY16
 - Increased graduate school enrollment by 10.46%
 - Increased SteM college enrollment by 10.1%
 - Brought in largest Chinese incoming class in 15-year history: 1383 freshman
- Virtual College (on-line) – Rankings, November 2016:
 - Named #1 – Best on-line college in Kansas
 - Named #1 – Best on-line program in nation: Marketing, Tourism & Hospitality Program
 - Named #1 – Best on-line RN to BSN program
- Achieved Gold Level Military Friendly School designation in November 2016

- Increased Bond Rating: New financial and enrollment strategies led the University's bond rating to be upgraded to Moody's rating of A1 stable, 2016 - at a time when the state of Kansas' rating and most Kansas institutions' ratings were downgraded
- Launched \$100 million comprehensive campaign a year ago; went public in October 2016 with \$57 million raised; named two colleges with largest gifts each to the University
- Increased retention – from 68.7% Fall FY15 to 72.3% Fall FY16
- Organizational re-engineering of the university resulting in strategic economies of scale and increased efficiencies, research, grant and funding opportunities.
 - Doubled scholarship support to students
 - Created new College of Science, Technology and Mathematics (STeM); an International division; a Technology division; and an Honors College
- Launched first doctoral program (Doctor of Nurse Practice) in University's history
- Installed enhancements to the security and network infrastructure; launched a new email system, and in mid-stages of implementing a new university-wide enterprise systems (ERP).
- Awarded more than 400 STEM degrees
- 95% after graduation placement rate
- FHSU has been ranked above 95% of peers in last two years; up from 93%
- Designed and launched first Hispanic College Institute to instruct under-represented, first generation Hispanics how to navigate the American educational system to enroll and graduate from college
- Implemented new protocols to assess potential partners; resulting in a new on-site cross border program in Cambodia, and established new exchange agreements with five other Universities.
- \$88M construction initiative with only \$22M in debt
- Implemented strategies to increase social media presence - increased 18% in Twitter and 43% in Facebook
- Increased alumni chapter engagement by growing the number of paid membership

Dean and Professor of Management – 2009 - 2014

Reginald F. Lewis School of Business, Virginia State University

As chief academic, strategic and administrative officer of the College and a member of the President's cabinet, the Dean provides the academic and administrative leadership required to achieve the highest standards of excellence in teaching, research, scholarship, and service within the College. Serves as the liaison to the Commission on Colleges of the Southern Association of Colleges and Schools. Accredited by the Association to Advance Collegiate Schools of Business (AACSB), the College of Business has over 40 faculty and staff and 1300 students, and houses the departments of accounting and finance, management information systems and management and marketing.

Highlighted Achievements

- Created College of Business 501c3 non-profit Foundation
- Created four advisory boards, bringing together industry leaders
- Became first School in the nation to launch an integrated core curriculum, predominantly delivered in a digital format eleven months after arrival to the School of Business
- Reorganized College of Business – hired academic advisors, research, grant, corporate relations directors
- Realized 30% increase in retention rates in nine core courses of new business program, raised GPA, and *saved students* an aggregate of \$1,121,000 in out-of-pocket textbook expenses in 6 semesters.
- Achieved AACSB Maintenance of Accreditation status; named Premier Chapter by Beta Gamma Sigma four years in a row.
- Partnership with INSIGHT America – First School to place minority students as interns on Capitol Hill, Washington DC
- 4+1 Memorandum of Understanding between Virginia Commonwealth University, Graduate Studies in Business (Accounting)
- International Agreements and Exchange Programs with:
 - IBS Business School de Minas Gerais Ltda, Partner of Fundacao Getulio Vargas, Brazil
 - Lovely Professional University, Phagwara, Punjab, India

- ESCA School of Management, Casablanca, Morocco
- Shanghai University, Shanghai, China
- Beijing Normal University, Beijing, China
- Moscow School of Business, Moscow, Russia

Special Assistant to the Chancellor of the Virginia Community College System – 2009

Virginia Community College System

Accountable directly to the Chancellor of the Virginia Community College System, provide support to strategically position Virginia's 23 community colleges as the catalysts for higher education participation in Virginia through various initiatives, including, but not limited to; increasing visibility, funding support for the System's initiatives, special programs, and *Great Expectations* – an effort aimed at increasing the number of foster care youth who pursue and complete a college program.

This is a 6-month to a year unique opportunity, on the model of an ACE Fellow, designed to promote and provide administrators with opportunities to experience and participate in presidential, cabinet-level decision-making in a multi-campus, multi-cultural, billion-dollar system enterprise.

Special Assistant to the President

Executive Vice President and Executive Director - Foundation, 2005-2009

John Tyler Community College

Academic Rank: Professor

As the Foundation's chief executive, financial strategist and investment officer, oversee investment portfolio, develop and implement organization's budget, lead fund/friends-raising activities, develop cost-effective initiatives, create ongoing sources of revenue and maximize unrestricted and restricted gifts. Serve as ambassador and liaison to the community to represent the institution through speaking engagements, memberships and relationship-building with corporate, state, government and other higher education institutions. Direct involvement with trustees, alumni, government, corporate, and non-profit organizations at all levels. Each year, the College serves more than 16,000 credit students, 15,000 non-credit students and more than 500 companies and government agencies.

Additional responsibilities

- As a member of the Executive Team, assist in the development of the College's strategy, policies, strategic objectives and measures, and provide counsel to the President
- Provide accountability to the Board of Directors and execute organization's strategic plan
- Lead, plan and execute outreach program, annual and capital campaigns
- Develop and implement strategic and marketing plans with annual updated goals and measurable outcomes
- Direct and oversee investment portfolio; develop and manage organization's budget
- Lead and coordinate strategies for cultivation, solicitation and stewardship of prospects
- Generate and maximize resources, expand and diversify the corporate and private sector support base
- Develop, implement and provide leadership to all areas of the division (donor relations, grants, alumni)
- Formulate policy options and persuade board/government officials to adopt them
- Establish and maintain corporate relations; develop and grow a broad-based constituency

Highlighted Achievements

- Increased Foundation's assets by 62% in three years (from \$3,271,063 to \$5,295,839)
- Increased donations to the Foundation by 270% in three years (from \$509,590 to \$1,886,228/year)
- Calibrated organizational strategy to create partnerships to complement and expand outreach and programs
- Directed negotiations to establish an unprecedented public private partnership between the College and HCA—which included a gift from HCA to the Foundation for a 15,000-square-foot facility to house JTCC's nursing program (estimated value of \$1,762,303 – The gift was the first of its kind in Virginia).
- Negotiated MOU between HCA and the Foundation for \$435,000 in operating funds and \$30,000 for scholarships for 5 years, enabling nursing program to increase admissions by 35%

- Negotiated a partnership between the College, the City of Petersburg and Virginia Power to open a downtown “Gateway Outreach Center” at no cost to the College (to provide college counseling, testing and admission services) and secured \$150,000 to provide scholarships for area students
- Created a Manufacturers’ Coalition to unite area manufacturers through Quick Connect – byproduct of the Coalition - to respond to a critical industry need
- Negotiated a partnership between the College and the Mexican Consulate to deliver training ESL solutions
- Created a College-wide grant protocol to provide uniformity and increase external funding
- Created an Alumni Association and the first on-line community for Virginia Community Colleges
- Established a model allowing Foundations to hire employees (not employees of the Commonwealth)
- Revitalized Foundation Board by increasing number of members, participation and involvement
- Secured \$264,000 to hire Career Coaches and partnered with local high schools; created model for VCCS
- Implemented new accounting system for Foundation – audited, settled and synchronized all accounts between the College, the Foundation and the Investment firm

Education and Executive Consultant, Consulting Alliance Group, Inc., January 2004 –February 2005

Part of a team of over 80 internationally recognized business and technical professionals that provided technical and business training to Fortune 100 companies, international governments, major universities and trade organizations.

Additional responsibilities

- Identified new trends in executive leadership offerings and developed new curricula
- Developed key business partnering opportunities with organizations and institutions globally
- Identified and worked with a responsive, synergistic network of technical and business professionals to create partnerships and provide quality outcomes

Executive Director, Management Institute, Associate Professor of Management Development, Associate Dean, Robins School of Business, University of Richmond, Virginia, October 2000 – December 2003

Served as principal administrator, financial officer and chief spokesperson. Led statewide, national and international identification of programmatic and enrollment efforts, developed and implemented instructional programs and technologies. Directed economic development initiatives. Also, responsible for strategic planning, finance operations, budget and business planning, business operations, financial reporting, monitoring of budget, audits and capital projects and construction. Provided leadership, supervision and evaluation of national and international faculty and staff.

Additional responsibilities

- Responsible for the development and execution of the Executive Education Division’s regional, national and international market 5-year strategy with annual updated goals and measurable outcomes
- Created strategies and business plans for regional, national and international markets, including public and custom programs design and delivery, operations management, faculty identification and retention
- Responsible for the recruitment and evaluation of key faculty
- Ensured compliance with prevailing standards - SACS and AACSB
- Served as the Institute’s primary spokesperson, ambassador and liaison to the community – relating the instructional and student programs to businesses, industry and public agencies
- Established and maintained effective working relations with federal, state, local, profit, non-profits
- Established corporate relationships and developed unique cost and time sensitive training initiatives
- Developed and implemented traditional classroom, video, and computer-based instructional modules
- Led daily operations in U.S. and abroad
- Developed and organized focus groups to gain insight into employee and community training needs
- Authored proposals for prospective clients to fulfill the Division’s plans for growth (national/international)
- Led subject matter experts to develop courses, certifications, and career pathway programs for industry
- Designed and taught credit and non-credit courses and programs (national/international)

Highlighted Achievements

- Spearheaded successful turnaround of executive education division operating in a six-figure deficit, to a profitable, multi-million-dollar center and attracted award-winning faculty to deliver curricula
- Identified and implemented cutting-edge technology and program initiatives- region, nation, global
- Developed and implemented the trademarked MiniMBA©
- Created unprecedented partnerships with international/federal/state/local/public, non-profit and corporate sectors for program initiatives
- Developed and implemented professional development conferences for area employers (selected clients included: Capital One, DuPont, Philip Morris USA, McGuire Woods, and Richmond Times Dispatch)
- Designed customized employee professional development initiatives (selected clients included: Virginia Department of Transportation (VDOT), Virginia Department of Corrections, Virginia Farm Bureau, DuPont, Philip Morris, Boehringer Ingelheim, and Circuit City)
- Guided development of uniform processes for funds/expenditures allocation; increased ROI 28%
- Worked with faculty to identify, develop and implement international programs and partnerships with universities and industry.

Associate Professor, Tenured, Averett University, Richmond, Virginia, November 1992 – July 2001

Named “*Outstanding Faculty of the Year, 1999.*” Student End-of-Course ratings averaged 4.9 or better (out of 5.0 scale). As full time, tenured faculty member, taught graduate and undergraduate business courses to adult learners in the Master and Bachelor of Business Administration programs for the School of Graduate and Professional Studies. Courses were taught in traditional classroom, video on-site courses, distance learning education and Internet. Courses taught included Management Theory, Organizational Behavior, Ethics, Policy, Strategic Management, Human Resource Management, Contemporary Issues, Leadership, Integration Projects and Research Thesis.

Additional responsibilities

- Developed traditional and non-traditional programs and other for-credit opportunities
- Identified and implemented instructional technologies to meet the needs of industry
- Oversaw course and program development, assessment, and evaluation
- Administered, researched, and implemented requirements for SACS Reaffirmation Process
- Evaluated faculty; mentored Junior faculty

Interim Dean/Regional Director, Averett University, Richmond, Virginia, July 1995 – December 1995

Assumed all leadership and administrative roles while maintaining teaching responsibilities. Created strategies and oversaw their execution through the directors of divisions. Embraced a commitment for executive education, and provided inspiration, energy and enthusiasm for managed growth, while maintaining fiscal discipline. Provided leadership, creativity and vision for the College’s efforts to increase enrollment and maximize profits.

Additional responsibilities

- Leadership and guidance for the development and management of all phases of academic, administrative, and student services
- Recruited, selected, contracted, evaluated, terminated faculty – (Region had over 300 faculty)
- Recruited students, evaluated transcripts, selected and accepted students to programs
- Supervised the development and implementation of class/certificate offerings and schedules, student services programs and activities
- Developed alternative credit opportunities (certificates); presented program information to advisory groups and industry leaders

Senior Vice President, First Union National Bank of Virginia, successor by merger to Dominion Bank, National Association, Richmond Region, January 1993 - February 1994

Provided leadership for service delivery and external relations. Oversaw long range strategic planning. Led the financial, business, personnel and physical facilities for multi branch bank - Increased job knowledge, employee

development, commercial and consumer portfolio management, branch administration, policy development and implementation, team building and dynamics. Assisted the President and Area Managers with economic development initiatives working with industry, profit, and non-profit groups.

Additional responsibilities

- Oversaw bank portfolio of \$289M – 167 lending associates
- Worked with Regional Management Teams to identify and develop performance measures
- Provided leadership for the achievement of corporate vision
- Served as spokesperson and business development officer for institution

Vice President, Dominion Bank, National Association, Richmond Region
February 1991 - January 1993

Assistant Vice President, Dominion Bank, National Association, Richmond Region
February 1988 - January 1991

Branch Manager/Commercial Loan Officer charged to ensure efficient operations and profitable growth through the delivery of consumer and commercial banking services and the development of new commercial business. Developed profitable growth of commercial/consumer loans and deposits in the branch through effective sales management. Provided leadership and supervision. Administered performance-based programs, sought opportunities to continually improve services, programs and processes.

Highlighted Achievements

- "Branch Manager of the Year", 1989 and 1991 for overall performance in branch and portfolio profitability and growth through commitment to excellence. Performance exceeded all other branches in Region.
- Increased deposits 219% from \$17.2 million in February 1988 to \$37.6 million in December 1993.
- Created and managed personal commercial portfolio of \$22.9 million with 0.013 in classified, bankrupt or delinquent loans.
- Increased consumer loans from \$6.1 million in February 1988 to \$26.7 million in December 1993 – with 0.138% delinquency ratio.
- Top fee sales producer for all regional sales officers in 1991 and 1992.
- Top producer of Trust referrals for 1990, 1991, and 1992.

Branch Manager and Banking Officer, First Virginia Bank-Colonial, July 1985 - January 1988

Newly created position to head new branch with zero deposit and loan base. Responsible for consumer and commercial growth of deposit and loan portfolio, budget preparation, business development, recruitment, hiring and evaluating employees. Deposit base reached \$20.4 million. Led nine staff members.

- Named "Branch Manager of the Year", 1986 and 1987, for overall performance, including loan and deposit growth. Percentage above established quota goals exceeded all other branches in Richmond Region.

Assistant Branch Manager, First Virginia Bank-Colonial, June 1984 - June 1985

Management Associate, First Virginia Bank-Colonial, September 1982 - June 1984

CIVIC, CHARITABLE, EDUCATIONAL, PROFESSIONAL ORGANIZATIONS

- International Association of Universities (IAU) – Member; 2015 – present; Deputy Board member representing the Americas, 2016
- Valley Hope Association – Board Member; 2015 – present
- Regents Institutions Council of Presidents – 2014 – present; Chair, 2015
- Kansas Council on Economic Education – Director; 2014- present
- American Association of Community Colleges – Director at Large, representing Four Year Institutions; 2014- present
- AASCU – Council of Presidents, Member; 2014- present

- Racing Toward Diversity Magazine Advisory Board – Member; 2012 - present
- Association to Advance Collegiate Schools of Business (AACSB) BizEd Advisory Council; Director; 2009 - present
- Virginia Latino Higher Education Network (VALHEN); President, President Emeritus and Founding Director; 2006 -present
- Virginia Community Colleges State Board Committees– Academic, Student Affairs and Workforce Development; Audit; Personnel; Reengineering Sub-Committee; 2011-2014
- State Board for Virginia Community Colleges - Board Liaison to Reynolds Community College and John Tyler Community College; 2011-2014
- Greater Richmond Chamber of Commerce – Board Member; 2009 - 2014
- Metropolitan Business League - Board Member; 2009 - 2014
- Housing Opportunities Made Equal (HOME) – Board Member; Fundraising Committee; 2010 - 2014
- REDC Community Capital Group – Board Member; 2010- 2014
- Safe Harbor – Board Member; Fundraising/Finance Committee; 2010-2014
- Women Executives in Virginia Higher Education (WEVHE); 2009 - 2014
- American Heart Association – Go Red for Women -Executive Leadership Team, Fundraising Committee; 2009 - 2014
- “Design for Excellence 2020” – Strategic Planning Committee; Chesterfield County Public Schools; Co-Chair, Citizenship, Core Values and Innovation Team; 2010
- Judge, Final Selection Committee –State Council of Higher Education for Virginia (SCHEV) - Virginia Outstanding Faculty Awards; 2009- 2012
- Association to Advance Collegiate Schools of Business (AACSB); 2009-2014
- Association to Advance Collegiate Schools of Business (AACSB) - New Deans Affinity Group Co-Chair; 2009 - 2014
- Southern Business Administration Association (SBAA); 2009- 2014
- Superintendent’s Advisory Council - Multicultural Committee – Chesterfield County, Virginia
- League of United American Citizens (LULAC) Council 4611; Founding member
- Chair, 2013, 2012 Hispanic College Institute held at Virginia State University
- Chair, Governor’s 2011 and 2010 Hispanic Youth Symposium held at Virginia State University
- Chair, Governor’s 2009 Hispanic Youth Symposium held at George Mason University
- Chair, Governor’s 2008 Richmond Hispanic Youth Symposium held at University of Richmond
- Academy of Management
- Chesterfield Chamber of Commerce
- Petersburg Chamber of Commerce
- Virginia Community College Association
- Virginia Commonwealth University, Phi Alpha Alpha Honor Society, Vice President
- American Heart Association, Chairman
- Community Reinvestment Act (C.R.A.) Coordinator for Chesterfield County
- Chesterfield County Schools/Business Partnership Program, Pilot Founder and Coordinator
- Southport Trade Merchants' Association; Director, President, Chairman of the Board
- Community Reinvestment Act (C.R.A.) Coordinator for Chesterfield County
- United Way Team Leader

UNIVERSITY/COLLEGE SERVICE

- Virginia State University
 - Member, President’s Cabinet
 - Member, Provost’s Cabinet
 - Member, Academic Credits Committee
 - Member, Strategic Planning Committee
 - Executive Team for New College Institute (NCI) Campus Proposal
 - Member, Virginia Logistics Research Center
 - Continuity of Operations Plan (COOP) Leadership Team – Member

- Virginia Community College System
 - Member, Chancellor's Cabinet
 - Liaison to Office of Governor for The American Recovery and Reinvestment Act (ARRA)
- John Tyler Community College
 - Member, President's Cabinet
 - Member, Academic Council
- University of Richmond
 - Chair, Steering Committee, Management Institute
 - Member, Dean's Cabinet
- Averett University
 - MBA Program Chair
 - Chair, General Requirements Committee, SACS Reaffirmation Process
 - Chair, Undergraduate Requirements, SACS Reaffirmation Process
 - Chair, Graduate Admissions Committee
 - Member, SACS Steering Committee
 - Member, Adult Curriculum Steering Committee
 - Member, Graduate Council
 - Member, Student Development Committee
 - Member, Graduate Studies Curriculum Committee
 - Member, Career Pathways Committee
 - Chair, Scholarship, Financial Aid and Grants Development Committee
 - Research Advisor in the School of Graduate and Professional Studies – Thesis advisor to 113 graduate and 68 undergraduate students

UNIVERSITY PROGRAMS DESIGNED/DEVELOPED/RESTRUCTURED

- Virginia State University - Undergraduate Business Curriculum, Reginald F. Lewis School of Business
- University of Richmond - Leadership vs. Management: (Undergraduate course)
- University of Richmond - Police Executive Leadership School (PELS)
- University of Richmond - Organizational Behavior (Taught at the undergraduate and graduate level)
- University of Richmond/Management Institute - All program series including:
 - MiniMBA®
 - Management Development Program
 - Development of First Line Supervisor
 - Development of Mid-Level Manager
 - Development of the Manager/leader
 - Development of the Strategic Manager
 - Survival Management for Physicians
 - Survival Management for Educators
- Averett University – MBA Program (Restructured traditional MBA into Executive, Accelerated Program)

ACADEMIC COURSES DEVELOPED

- BSA 103 - Leadership
- BSA 103 - Leadership
- BSA 103 - Leadership
- BSA 205 - Business Management
- BSA 260 - Business Case Study
- BSA 313 - Management Theory and Practice
- BSA 314 - Business Communications

- MSYS 330 - Organizational Behavior
- MSYS 349 - Leadership
- BSA 443 - Contemporary Issues in Business
- BSA 444 - Management Strategies (Undergraduate Capstone Course)
- BSA 526 - Organizational Behavior/Leadership
- LDR 532 - Organizational Behavior
- LDR 538 - Contemporary Issues in Leadership
- BSA 544 - Business Policy (Graduate Capstone Course)
- CMBA 613 - Executive Leadership

SELECTED PRESENTATIONS/SEMINARS TO COMMUNITY ORGANIZATIONS

“The Value of Honor and Excellence.” National Honor Society Induction. Keynote. November 8, 2016; Hays, Kansas

“Sponsorship and Strategic Planning within your Career.” Women in Medicine and Science (WIMS). Keynote. The University of Kansas Medical Center. November 1, 2015; Kansas City, Kansas

“Girl Power: Onward and Upward.” Soroptimist Regional Conference. Keynote. October 8, 2015; Hays, KS

“Investing in the Future: It’s not just about dollars.” University Club. Keynote. October 3, 2016; Wichita, KS

“Traveling the Road Less Traveled; All Possible Through Education.” Keynote in English and Spanish; Diocesan Stewardship Conference. August 27, 2016. Dodge City, Kansas.

“Town and Gown Best Practices.” Kansas Association of Counties; Panelist. August 25, 2016. Hays, Kansas

“Role of CEOs and CIOs in the University.” EduCause. Panelist. August 1, 2016, Boston, Massachusetts.

“Lessons Learned.” Panelist at the ACE New President’s Forum. April 22, 2016. Las Vegas, Nevada.

“Breaking the Glass Ceiling: It’s all about Excellence.” Keynote. Michael Tilford Conference on Diversity and Multiculturalism. October 19, 2015. Pittsburg, Kansas.

“Education: The Real American Dream.” Keynote. VALHEN’s Virginia Hispanic College Institute; July 18, 2015. Blacksburg, Virginia.

Testimony provided to the House Foreign Affairs Committee, Subcommittee on Africa, Global Health, Global Human Rights, and International Organizations of the Foreign Affairs Committee, U.S. House of Representatives. June 25, 2015. Washington DC

“Education, Diversity, and Inclusion Yields Success.” Keynote speaker. Kansas ACT Conference. April 21, 2015. Wichita, Kansas.

“Girls who get I.T.” Conference Co-Chair and Organizer. J. Sargeant Reynolds Community College, November 14, 2013.

“Women and Leadership: Courage; Risk Taking; Inspiration; Lessons Learned.” Panelist/Keynote Speaker. Richmond Leadership Summit, Commercial Real Estate Women (CREW), November 7, 2013.

“Digital Open Textbooks: Increased Student Access and Outcomes.” OpenVA Virginia’s First Annual Open and Digital Learning Resources Conference. Presenter. October 15, 2013.

“Developing the Hispanic Workforce through Higher Education.” VALHEN’s Encuentro (Conference). Panelist; Content Leader. October 10 – 11, 2013

“Leadership through Education: The Path Less Taken.” Keynote, Hispanic College Institute, July 17, 2013.

“A Tale of Two Institutions: Approaches to Digital Implementation.” Presentation for the Virginia Network Women’s Conference. Martin, Mirta and Joy Hatch. Hotel Roanoke, Roanoke, May 31, 2013

“Education through Digital Technologies: How to reach out to Underserved Populations.” Keynote in honor of Hispanic Heritage Month. Longwood University; November 16, 2012.

“Creating a Pathway to an Affordable and Accessible Education.” Keynote; Dinwiddie Chamber of Commerce, November 13, 2012

Educational Access and Affordability through Digital Textbooks: Retention Success. Presentation before the Commonwealth of Virginia’s Senate Finance Committee, Education Subcommittee – September 18, 2012.

“Teaching, Learning, and the Impact of Open Educational Resources.” Panelist. 2012 Chancellor's Annual Planning Retreat. August 6 – 7, 2012.

“A Conversation on What It Means to Be an Educated Virginian.” Panelist. *Sponsored by the State Council of Higher Education and the Virginia Assessment Group.* June 13, 2012

White House Initiative on Education Excellence for Hispanics. Panelist. April, 9, 2012.

“Small Businesses: Key to success for the American Economy.” Presented at the Symposium for Small Businesses, Petersburg, Virginia, September 20, 2011.

“Digital at the Core.” Presented at The Southern Business Administration Association (SBAA), Greensboro, North Carolina, July 12, 2011.

“The Educational Crisis.” Radio Interview Hosted by Sarah McConnell of *With Good Reason • A Program of the Virginia Foundation of the Humanities.* Aired July 2 – 8, 2011.

“If there is a Dream, there is a Way.” Keynote, Latino Education Advancement Program. The Steward School, Richmond, Virginia. June 23, 2011.

“The Three Deans.” Higher Education Panelist for the Association for Corporate Growth (ACG) Richmond Breakfast Series. The Commonwealth Club, May 6, 2011.

“Leading Change with 21st Century Technologies.” Presented at the Association to Advance Collegiate Schools of Business (AACSB) International Conference and Annual Meeting (ICAM), April 27 – 30, 2011.

“Achieving the Dream through Education.” Keynote, Los Padres Foundation, Washington DC. April 20, 2011.

Virginia Latino Higher Education Network, Annual Conference, Panelist, Northern Virginia Community College, Arlington, Virginia, March 2011.

Women Who Mean Business Summit. Speaker, “Fast Track Session.” January 28, 2011.

“Change, Choice, and Principles.” Keynote, Chesterfield University, Chesterfield County. May 20, 2010.

“Education – The Key to Success.” Keynote, Los Padres Foundation, Washington DC. March 31, 2010.

Hispanic Youth Symposium, “Hispanic Heroes Panelist” Virginia State University, Virginia, July 2010, and July 2011.

Virginia Latino Higher Education Network, Annual Conference, Invited Panelist, Petersburg, Virginia, March 2010.

Hispanic Youth Symposium, “Hispanic Heroes Panelist.” George Mason University, Fairfax, Virginia, July 2009.

Virginia Latino Higher Education Network, Annual Conference, Invited Panelist, Blacksburg, Virginia, April 2009.

“College: The Answer to All of your Questions”, Speaker, Higher Education Seminar - Hispanic Liaison Office, VCU, May 2006.

“Transforming Excellent Management into Exceptional Leadership”, Speaker, NABO-VA Women Business Conference, October 2003.

“Teaching Practices to Motivate Employees and Make Them Life-Long Students”, Department Heads’ Retreat, Philip Morris, April 2003.

“Leadership in the 21st Century”, Keynote Speaker, Sao Paulo, Brazil, November, 2002.

“Creating a Leadership Culture at UPS,” Engineering Department Managers’ Retreat, UPS, August 1999.

“Leadership for Success,” Henrico County Public Libraries, Administrators' Retreat, January 1999.

SELECTED PUBLICATIONS

Cortijo-Doval, Elin; Mirta Martin, Maricel Quintana-Baker (2014), Self-determination’s Intrinsic Value of Post-exile Cuban-American Women – Journal of Diversity Management. Manuscript Acceptance JDM-7386.

Feldstein, Andrew; Mirta Martin (2013), “Understanding Slow Growth in the Adoption of E-Textbooks: Distinguishing Paper and Electronic Delivery of Course Content” International Research in Education, ISSN 2327-5499, Vol. 1, No. 1, September 2013

Feldstein, Andrew; Mirta Martin, Amy Hudson, Kiara Warren, John Hilton III, David Wiley (2012), “Open Textbooks and Increased Student Access and Outcomes”, European Journal of Open, Distance, and E-Learning, December 2012

Martin, Mirta M. “Digital at the Core.” Biz Ed. Volume IX, Issue 6, November/December 2010.

Martin, Mirta M. “Reassessing Contributions.” Academy of Management Conference, Washington D.C., August 2001.

Martin, Mirta M. "Leadership in the 21st Century." Paper presented at the National Association of Roofing Contractors' National Conference, Phoenix, Arizona, February 1999.

Bolton, Alfred A. & Martin, Mirta M. "The Women of Hawthorne." Paper for the 25th Anniversary of the Southwestern Academy of Management, Dallas, Texas, March 4-7, 1998.

Martin, Mirta M. "Trust Leadership." *The Journal of Leadership Studies*, 1998, Vol. 5, No. 3.

Martin, Mirta M. & Calongne, Lisa J. "The New Face of the Adult Learner." Paper presented at the Allied Academies Annual Conference, Myrtle Beach, South Carolina, April 13-16, 1998.

Reviewer for the Management History Track of the 1998 Southwest Academy of Management Meeting, September 1998.

Martin, Mirta Maruri. "Leadership in a Cultural Trust Chasm." Paper presented at the 25th Anniversary of the Southern Criminal Justice Association Annual Meeting, Richmond, Virginia, October 1997.

Panel discussant at the 25th Anniversary of the Southern Criminal Justice Association Annual Meeting, Richmond, Virginia, October 1997.

Martin, Mirta Maruri. "Identifying, Measuring and Rewarding High Performance." Background Paper of the First Conference on Creating a High-Performance Work Force, Critical Issues: Exemplary Practices. October 25, 1994.