REQUEST FOR A NEW PROGRAM
University of Central Oklahoma

Proposed Name of Program (limited to 30 spaces)

Leadership

Name of Program: (full name of the program if longer than 30 characters)

Degree Designation (ex. B.S., M.A.)

Certificate

Program Director
Dr. Rozilyn Miller

Specialty Accrediting Agency
None

CIP Code: 09.0901 For information regarding CIP codes contact your department chair or visit: http://sites.uco.edu/academic-affairs/ir/program_inventory.asp

Date submitted to Provost Cabinet:

All proposals for new programs and majors must be presented by the College Dean to the Provost Cabinet for prioritization, planning and approval to proceed.

Presented to Academic Affairs Retreat by Dean Webster on November 20, 2019.
Presented to Dean’s Council by Dean Webster on ________________.
Presented to Provost’s Advisory Council by Dean Webster on ________________.

Leadership Minor, College of Liberal Arts
Department submitting the proposal

Dr. Rozilyn Miller  rozmiller@uco.edu  x5451
Person to contact with questions  email address  Ext. number

Approved by:

Rozilyn Miller  Digitally signed by Rozilyn Miller
Department Chair  Date: 2020.09.10 08:32:34 -05'00'

Dean Catherine Webster  Digitally signed by Dean Catherine Webster
College Dean  Date: 2020.09.10 11:42:49 -05'00'
(Please notify department chair when proposal is forwarded to dean.)

Rozilyn Miller  Digitally signed by Rozilyn Miller
College Curriculum Committee Chair  Date: 2020.09.10 08:32:55 -05'00'
(Please notify department chair when proposal is forwarded to dean.)

Academic Affairs Curriculum or Graduate Council  Date

Office of Academic Affairs  Date
Effective term for this program change
(Assigned by Academic Affairs)

http://www.okhighered.org/admin-fac/academic-forms.shtml
Evaluation Criteria

All actions in the approval of new programs for public institutions are subject to a stipulation regarding the program’s ability to attain specified goals that have been established by the institution and approved by the State Regents. At the conclusion of an appropriate period of time, the program’s performance shall be reviewed on the basis of the specified goals in a manner mutually satisfactory to the sponsoring institution and the State Regents. Final endorsement of the program will depend on demonstrated viability.

A. Centrality of the Proposed Program to the Institution’s Mission and Approved Function(s)

A program should adhere to the role and scope of the institution as set forth in its mission statement and as complemented by the institution’s academic plan. List the objectives of the proposed program and explain how the proposed program relates to the institutional mission, academic plan, and approved function(s). An evaluation will be made as to the centrality of the program to the institution’s mission. There are certain circumstances when institutions may request approval to offer programs outside their function as stated in the Functions of Public Institutions policy. However, budget constraints, system efficiency, and concerns about institutional capacity and priorities may further limit expansion of programmatic functions. Requests of this nature should be on a limited basis. *(Institution’s response/rationale should follow each criteria, A through I of this policy; Institutions requesting programs outside their approved programmatic function should contact Dr. Debbie Blanke (405-225-9145) or Dr. Stephanie Beauchamp (405-225-9399) for additional information and forms.)*

The mission of the proposed Certificate in Leadership is focused on supporting UCO’s mission: “The University of Central Oklahoma (UCO) exists to help students learn by providing transformative education experiences to students so they may become productive, creative, ethical, and engaged citizens and leaders serving our global community. UCO contributes to the intellectual, cultural, economic and social advancement of the communities and individuals it serves.”

https://www.uco.edu/mission-and-vision

UCO recently developed the UCO Online Learning Strategy 2020-2024. One strategic goal specifically addresses certificates: “Online Career Advancement Offerings: Increase year-to-year admissions and credit hour production in online career advancement offerings (i.e. degrees, certificates, or micro-credentials) by 20% as aligned to published Oklahoma workforce needs by fall 2023.” People wishing to advance into managerial positions within their chosen career field could benefit from a Certificate in Leadership.

Leadership is one of the Central Six tenets of Transformative Learning. On UCO’s Transformative Learning website, leadership is described as follows: “Leadership is a personal journey resulting in understanding and skill sets that students need to positively and ethically influence and mobilize others. We equip students with knowledge and skills to affect individuals, teams, organizations, the metropolitan community and society for the greater good.”

https://www.uco.edu/academic-affairs/transformative-learning/#centralsix

Certificate in Leadership Program Goals

1. Engage students in transformative learning:
   a. Discipline Knowledge: Students will demonstrate discipline knowledge through optimal and balanced leadership competencies.
   b. Leadership: Students will be engaged in a variety of leadership roles on campus, in the community, and/or in the workplace.
   c. Research, Scholarly and Creative Activities: Students will be able to apply contemporary research findings to leadership challenges.
   d. Global and Cultural Competencies: Students will have participation opportunities for international study tours focused on service learning.
e. Health and Wellness: Students will reflect on health and wellness issues related to leadership.

II. Improve student outcomes:
   a. Students have access to advising, tutoring, and multiple student services across campus.
   b. If students are unable to complete the Leadership Minor prior to graduation with a bachelor’s degree, they may return to UCO to complete the proposed Certificate in Leadership.

III. Enhance the learning environment
   a. Student-Faculty Ratio: Maximum enrollment is 24 students in Leadership (LEAD) courses.
   b. Integration of Part-Time Faculty: Adjunct faculty have access to resources offered by the Center for Excellence in Transformative Teaching and Learning (CETTL), the Center for eLearning and Connected Education (CeCE), and the Office of High Impact Practices (OHIP).
   c. Learning Spaces: LEAD courses are offered in the Center for Transformative Learning, Old North, the Liberal Arts Building, and the Carnegie Center-UCO Downtown.
   d. Learning Technologies: Classrooms are equipped with appropriate technologies for transformative learning.

IV. Support learning collaborations
   a. Students participate in civic engagement and volunteer opportunities across campus.
   b. Students participate in service-learning opportunities with metropolitan, regional and global communities.

B. Curriculum

   The curriculum should be structured to meet the stated objectives of the program. Explain how the curriculum achieves the objectives of the program by describing the relationship between the overall curriculum or the major curricular components and the program objectives.

The Certificate in Leadership curriculum is designed to offer students the opportunity to explore and develop multiple leadership perspectives and skills. Program objectives specify that:

1. Students will demonstrate optimal and balanced leadership competencies.
2. Students will identify and critique global and cultural competencies related to leadership.
3. Students will be able to apply contemporary research findings to leadership challenges.
4. Students will engage in substantial leadership activities.
5. Students will collect feedback on personal leadership abilities, analyze the feedback, and reflect upon personal leadership growth.

The curriculum achieves the objectives of the program by providing multiple opportunities for students to apply content knowledge to problem solving, service learning, civic engagement, and global and cultural competency experiences in leadership contexts.

For undergraduate degree programs only

As part of the broader work of the Mathematics Success Initiative, the Math Pathways Task Force has identified four gateway mathematics courses that are suitable general education mathematics course options. These courses, College Algebra/Pre-Calculus, Introduction to Statistics, Functions and Modeling, and Quantitative Reasoning, are included on the Course Equivalency Project transfer matrix and provide rigorous mathematical content that is more relevant and appropriate for specific academic majors.

If the proposed program requires a general education mathematics course, please complete the following questions: NA
1. Which mathematics course is required as part of the general education requirements? If the program allows for multiple gateway mathematics course options, provide a rationale for each. 

2. Describe how the mathematics course was selected and how it best meets the needs of the program’s students. 

3. How does this mathematics course articulate with your partner institutions? 

(For more information regarding the gateway mathematics courses, please contact Dr. Rachel Bates (405) 225-9168)

The proposed program must meet the State Regents’ minimum curricular standards including the total credit hour requirements for program completion, liberal arts and sciences, general education, and area of specialization credit hour requirements (refer to State Regents’ Policy 3.15 Undergraduate Degree Requirements). Additionally, the curriculum should be compatible with accreditation or certification standards, where available. Any clinical, practicum, field work, thesis, or dissertation requirements should be included in the proposal.

Provide the following information for the program and for each option (some categories may not apply to all programs):

**For Master’s and Doctorate Degrees:**
- Total number of hours required for degree: 
  - Number of hours in program core: 
  - Number of hours in option (if applicable): 
  - Number of hours in thesis/dissertation/project: 
  - Number of hours in electives (if applicable): 

**For Bachelor’s and AA/AS Degrees:**
- Total number of hours required for degree: 
  - Number of hours in general education: 
  - Number of hours in major: 
    - Number of hours in degree program core (if applicable): 
    - Number of hours in option (if applicable): 
    - Number of hours in guided electives (if applicable): 
  - Number of hours in general electives (if applicable): 

**For AAS Degrees:**
- Total number of hours required for degree: 
  - Number of hours in general education: 
  - Number of hours in technical specialty: 
  - Number of hours in technical support courses (if applicable): 
  - Number of hours in technical related coursework (if applicable): 

**For Certificate:**
- Total number of hours required for certificate: 30
  - Number of hours in degree program core: 21
  - Number of hours in general electives: 9

http://www.okhighered.org/admin-fae/academic-forms.shtml
Describe how the proposed program will articulate with related programs in the state. It should describe the extent to which student transfer has been explored and coordinated with other institutions.

In examining the Oklahoma State Regents for Higher Education Productivity Information for Academic Year 2011-2016 (most recent available data), System Wide by CIP Code – Current Program, Report Date 05/05/2020, [https://www.okhighered.org/oeis/ProductivityReport/Productivity.aspx] no information was found that any undergraduate transcripted academic certificate exists for leadership in private or public institutions in the state of Oklahoma. Multiple bachelor’s and master’s degrees exist with “leadership” in the title; these degrees are typically focused on educational leadership, ministry leadership, or the Reach Higher degree completion program. The University of Oklahoma does have a Certificate in Organizational Leadership, which requires 12 hours of graduate work, but the proposed UCO certificate would be the only undergraduate program of this nature.

Based on the information available for undergraduate programs, leadership courses taken at other institutions may be appropriate and may transfer to UCO as course substitutions.

Specific curricular information. List courses under the appropriate curricular headings and asterisk new courses. In the curriculum description, indicate the total number of new courses and how development will be funded. If a course has a prerequisite, list the prerequisite courses in parentheses. NOTE: All prerequisite courses must be included as part of the undergraduate or graduate degree requirements. For undergraduate degrees, specific General Education requirements must be included.

Certificate in Leadership…………………………….30

Required Courses…………………………………21
ENG 1113 English Composition
ENG 1213 English Composition & Research (ENG 1113)
MCOM 1113 Fundamentals of Speech
LEAD 2213 Theories of Leadership
LEAD 3313 Leadership and Civic Engagement (ENG 1113, ENG 1213, and (LEAD 2213 with a minimum grade of "C")
LEAD 4213 Leadership and Ethics (ENG 1113, ENG 1213, and (LEAD 2213 with a minimum grade of "C")
LEAD 4893 Civic Leadership Capstone (ENG 1113, ENG 1213, MCOM 1113, and (LEAD 2213, 3313, and 4213 with a minimum grade of "C")

Elective Courses…………………………………9
Any course that begins with a LEAD prefix counts for electives.

Minimum GPA……………………………………2.50

Notes:
- On May 5, 2020, Dr. David Macey, Chairperson for the Department of English, supported the inclusion of ENG 1113 and 1213.
- On May 5, 2020, Dr. Mary Carver, Chairperson for the Department of Mass Communication, supported the inclusion of MCOM 1113.
C. Academic Standards

Clearly state the admission, retention, and graduation standards which, must be equal to or higher than the State Regents’ policy requirements, and should be designed to encourage high quality.

Admission Standards for New Program for a Certificate in Leadership
The Certificate in Leadership will utilize the appropriate UCO admission standards for students as stated in the undergraduate catalog. Standards for admission to UCO are established by the Oklahoma State Regents for Higher Education. These standards are based on prospective students’ residence status and previous educational background.

Retention Standards for New Program for a Certificate in Leadership
The Certificate in Leadership will utilize the appropriate UCO retention standards for students as stated in the undergraduate catalog:

The University of Central Oklahoma, in cooperation with the Oklahoma State Regents for Higher Education, has adopted the following policy relating to retention of students pursuing undergraduate course work. The three-phase policy combines an early notification to students experiencing academic difficulties with a gradual increase in the overall standards required for retention/continued enrollment at the university. All courses in which a student has a recorded grade (excluding those courses marked as repeated, reprieved, activity physical education, or remedial courses) will be counted in the calculation of the grade point average for retention purposes.

Retention Grade Point Average. All courses attempted in which a grade of A, B, C, D, or F was assigned, excluding any courses marked as repeated or reprieved. A maximum of 4 courses, not to exceed 18 hours may be repeated and one semester or two consecutive semesters may be reprieved. Grades of P, S, I, U, AW, W and X do not contribute to the retention GPA. Repeats in excess of four courses are averaged in calculating the retention GPA.

Graduation Requirements for a Certificate in Leadership
The Certificate in Leadership will utilize UCO graduation standards for students as stated in the undergraduate catalog. Additional requirements include the following:

- Average in all college course work and course work at UCO……………..2.0

D. Faculty

Faculty resources shall be demonstrated to be adequate and appropriate for the proposed program. The number of faculty will meet external standards where appropriate. The qualifications of faculty will support the objectives and curriculum of the proposed program. Faculty qualifications, such as educational background, non-collegiate and collegiate experience, and research and service interests and contributions, which relate to the proposed program, should be summarized. The institution must demonstrate that core programmatic faculty possess the academic and research credentials appropriate to support the program. Attach faculty vita or provide explicit summaries.

The proposed Certificate in Leadership is an extension of the existing 18 credit-hour Leadership Minor.

Currently, the director of the Leadership minor is the associate dean for the College of Liberal Arts. The Leadership Minor is housed in the College of Liberal Arts and utilizes faculty and coursework across the university as well as adjunct faculty. The proposed Certificate in Leadership will utilize a similar approach and will also develop a program to recruit and prepare adjunct faculty with an extensive record of leadership and a minimum of a master’s degree. Adjunct faculty will work the director of the Leadership Minor and the UCO Center for Excellence in Transformative Teaching & Learning (CETTL) to develop
effective syllabi, assignments and activities, and high impact teaching practices. The director of the Leadership Minor will observe and work with adjunct faculty to maintain high teaching standards.

Vitae are attached for the following people:

- Dr. Rozilyn Miller, Director of the Leadership Minor, Associate Dean/College of Liberal Arts, Professor, Organizational Communication/Mass Communication;
- Dr. Gary Steward, Associate Vice-President for Institutional Effectiveness, Professor, Sociology;
- Dr. Mary Carver, Department Chair for Mass Communication, Professor (effective August 2020), Organizational Communication/Mass Communication;
- Dr. Kenneth Kickham, Department Chair for Political Science, Professor, Public Administration;
- Ms. Adrienne Nobles, Vice President for Communications and Public Affairs;
- Ms. McShawn Green, Inclusive Community Advocate, Division of People and Culture;
- Ms. Laura Butler, Legislative Liaison;
- Dr. Jarrett Jobe, Executive Director, Leadership Central.

Multiple qualified adjunct faculty also teach courses in the Leadership Minor.

E. Support Resources

Access to the qualitative and quantitative library resources must be appropriate for the proposed program and should meet recognized standards for study at a particular level or in a particular field where such standards are available. Books, periodicals, microfilms, microfiche, monographs, and other collections shall be sufficient in number, quality, and currency to serve the program. Adequacy of electronic access, library facilities, and human resources to service the proposed program in terms of students and faculty will be considered.

Physical facilities and instructional equipment must be adequate to support a high quality program. The proposal must address the availability of classroom, laboratory, and office space as well as any equipment needs. Describe all resources available.

Library Resources:
UCO’s Max Chambers Library houses significant holdings in Leadership. Due to the interdisciplinary nature of leadership courses, resources from business, communication, education, history, literature, military science, political science, philosophy, psychology, sociology, and other disciplines include leadership. On May 6, 2020, Kaitlyn Palone, Max Chambers librarian, confirmed “very sufficient resources for a certificate in leadership.”

Academic Search Premier: 192,834 sources
Business Source Elite: 214,831 sources
Communication and Mass Media Complete: 5,993 sources
Criminal Justice Abstract: 6,749 sources
Ebook Central: 101,318 sources
Education Research Complete: 104,375 sources
Ethnic NewsWatch: 325,445 sources
Films on Demand: 5,389 sources
GenderWatch: 31,202 sources
Historical Abstracts with Full Text: 26,704 sources
Humanities International Complete: 18,770 sources
Military and Government Collection: 35,446 sources
Philosopher’s Index: 1,465 sources
ProQuest Central: 15,301,993 sources
PsycARTICLES: 13,355 sources
Sage Premier: 394,625 sources

http://www.okhighered.org/admin-fac/academic-forms.shtml
Functional Review: KB Socindex with Full Text: 40,742 sources
WorldCat: 869,461 sources
UCO Book Resources: 15,733 sources with 13,590 available with full text online.

Physical Facilities – Classroom and Office Space:
The Leadership program is housed in the College of Liberal Arts, but the Leadership Minor does not have specific classroom or office space. The current Director of the Leadership Minor is also an associate dean for the College of Liberal Arts and offices in the CLA dean’s office suite. Leadership courses are taught in classrooms across campus and at the Carnegie Center-Downtown UCO.

Instructional Equipment:
Instructional equipment currently available across the UCO campus includes classrooms with classroom computers, Internet, projection systems, and Extron technology for pedagogical needs.

Support Personnel:
Currently, the College of Liberal Arts provides support personnel assistance for the Leadership program on an as needed basis.

F. Demand for the Program

Proposed programs must respond to the needs of the larger economic and social environment. Thus, the institution must demonstrate demand for the proposed program.

1. Student Demand: Clearly describe all evidence of student demand, normally in the form of surveys of potential students and/or enrollments in related programs at the institution, which should be adequate to expect a reasonable level of productivity.

The Leadership Minor first appeared in the UCO catalog in Fall 2006. Three charts using data from the UCO Factbooks illustrate the growth and stability of the Leadership Minor: (1) students declaring the minor; (2) students completing the minor; and (3) credit hour production.

<table>
<thead>
<tr>
<th>Students Declaring the Leadership Minor (Codes 5597 &amp; 7019)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2006</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>21</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Annualized Leadership Minors Granted</th>
</tr>
</thead>
<tbody>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Credit Hour Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>1,351</td>
</tr>
</tbody>
</table>

Demand for the proposed Certificate in Leadership is predicted based on numbers of students declaring or completing the Leadership minor and on credit-hour production from the minor.

Additionally, some students are unable to complete the Leadership Minor prior to graduation. Upon graduation, students cannot return and complete a minor. However, they could return and complete a Leadership Certificate.
2. Employer Demand: Clearly describe all evidence of sufficient employer demand, especially in the five workforce ecosystems developed by the State Department of Commerce that includes aerospace and defense, energy, agriculture and biosciences, information and financial services, and transportation and distribution. This demand can be demonstrated in the form of anticipated openings in an appropriate service area and in relation to existing production of graduates for the institution’s service area and/or state. Such evidence may include employer surveys, current labor market analyses, and future manpower projections. Where appropriate, evidence should demonstrate employers’ preferences for graduates of the proposed program over persons having alternative existing credentials and employers’ willingness to pay higher salaries to graduates of the proposed program.

According to the Oklahoma Long-Term Occupational Outlook, 2016 and Projected 2026 [https://www.ok.gov/oesc/documents/lmistatewideoccproj.pdf], published by the Oklahoma Employment Security Commission, the following occupations are predicted to increase by 2026:

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Employment Projections Percentage Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-0000 Management Occupations</td>
<td>+8.3%</td>
</tr>
<tr>
<td>11-1021 General and Operations Managers</td>
<td>+9.4%</td>
</tr>
<tr>
<td>11-2000 Advertising, Marketing, Promotions, Public Relations, and Sale Managers</td>
<td>+8.5%</td>
</tr>
<tr>
<td>11-3000 Operations Specialties Managers</td>
<td>+11.2%</td>
</tr>
<tr>
<td>11-9000 Other Management Occupations</td>
<td>+8.3%</td>
</tr>
<tr>
<td>37-1000 Supervisors of Buildings and Grounds Cleaning and Maintenance Workers</td>
<td>+13%</td>
</tr>
<tr>
<td>39-1000 Supervisors of Personal Care and Service Workers</td>
<td>+14.2%</td>
</tr>
<tr>
<td>41-1000 Supervisors of Sales Workers</td>
<td>+6.8%</td>
</tr>
<tr>
<td>43-1000 Supervisors of Office and Administrative Support Workers</td>
<td>+2.9%</td>
</tr>
<tr>
<td>45-1000 Supervisors of Farming, Fishing, and Forestry Workers</td>
<td>+5.4%</td>
</tr>
<tr>
<td>47-1000 Supervisors of Construction and Extraction Workers</td>
<td>+14.1%</td>
</tr>
<tr>
<td>49-1000 Supervisors of Installation, Maintenance, and Repair Workers</td>
<td>+8.1%</td>
</tr>
<tr>
<td>51-1000 Supervisors of Production Workers</td>
<td>+3%</td>
</tr>
</tbody>
</table>

The chart above illustrates predicted Oklahoma growth in management and supervisory positions from 2.9% to 14.2%. Management and supervisory positions need effective leadership knowledge and abilities.

The 2016-2026 Occupational Projections Chart Book is positive about job growth in Oklahoma: “Between 2016 and 2026, overall employment in Oklahoma is projected to grow by about 7.4 percent, the same rate as the nation.” [https://www.ok.gov/oesc/documents/lmiprojchrtbk.pdf] Workers in all occupations benefit from leadership knowledge and skills if they wish to succeed and advance in their careers.

Additionally, Liz Crowell from UCO’s Center for eLearning and Connected Environments ran a Burning Glass Report on April 10, 2019 to validate employment potential. Using project criteria, 6,569 job postings were found in the prior 12 months with the number of jobs predicted to grow over the next eight years.

Estimated Student Demand for the Program

Project estimated student demand for the first five years of the program.

Certificates do not have minimum enrollment or certificate completion requirements. However, the following projections are provided as a “picture in time” for each year. Since the length of time to
Functional Review: KB

To complete a 21-credit-hour certificate will differ from the amount of time a student needs to complete a four-year degree, these projections will look different from a four-year major. Please note that the degrees conferred and the headcount columns are not cumulative, but a projected number specific for that year.

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Degrees Conferred</th>
<th>Majors (Headcount) Fall Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021-22</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>2022-23</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>2023-24</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>2024-25</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>2025-26</td>
<td>2</td>
<td>6</td>
</tr>
</tbody>
</table>

Programs are provisionally approved and given enough time for a planning year plus the number of years necessary to produce one graduating class (i.e. a two-year program is allowed three years to meet its graduates and majors goals, a four-year program is allowed five years, etc.) unless the institution makes a specific timeframe request with a strong rationale.

Using the above estimated student demand, please indicate the specific productivity criteria and timeframe for final review of the program:

This program will enroll a minimum of 6 students in fall 2025 year; and will graduate a minimum of 2 students in 2025-26 academic year).

**(NOTE: Productivity data must come from the same academic year. Example: enroll a minimum of 50 students in fall 2015 and graduate a minimum of 35 students in 2015-2016)**

Electronic Delivery

Is this program intended to be offered through online delivery or other computer-mediated format or will be advertised as available through online delivery or other computer-mediated format?

Yes ☒  No ☐

If yes, describe the delivery method that will be used to deliver the program content (e.g., Blackboard, Desire2Learn, etc.) and the major features that will facilitate learning.

D2L will be used to deliver the program content. All courses listed in the Certificate in Leadership are already developed for online delivery with the assistance of The Center for eLearning and Connected Environments (CeCE) and have been offered online for several years.

Does your institution have prior Electronic Delivered Program approval?

Yes ☒  No ☐

**Note:** If requesting institution has not gone through the electronic delivery approval process, you must also complete the Institutional Request for Electronic Delivery Approval section beginning on page 9 of this form.

G. Unnecessary Duplication
The elimination of unnecessary program duplication is a high priority of the State Regents. Where other similar programs may serve the same potential student population, the proposed program must be sufficiently different from existing programs or access to existing programs must be sufficiently limited to warrant initiation of a new program.

Provide specific evidence that the proposed program is not unnecessarily duplicative of similar offerings at other state system institutions.

In examining the Oklahoma State Regents for Higher Education Productivity Information for Academic Year 2011-2016 (most recent available data), System Wide by CIP Code – Current Program, Report Date 05/05/2020, [https://www.okhighered.org/oeis/ProductivityReport/Productivity.aspx] no information was found that any undergraduate transcripted academic certificate exists for leadership in private or public institutions in the state of Oklahoma. Multiple bachelor’s and master’s degrees exist with “leadership” in the title; these degrees are typically focused on educational leadership, ministry leadership, or the Reach Higher degree completion program. The University of Oklahoma does have a Certificate in Organizational Leadership, which requires 12 hours of graduate work, but the proposed UCO certificate would be the only undergraduate program of this nature.

Based on this information, a 21-credit hour undergraduate transcripted Leadership Certificate is not duplicated in the state.

Have you explored opportunities to collaborate in dual, joint, or consortial programs?

Yes ☐

If yes, explain and, if applicable, attach Memorandum of Understanding and all appropriate documents regarding the dual, joint, or consortial degree plan.

No ☒

If no, explain

Based on the information found in the Oklahoma State Regents for Higher Education Productivity Information for Academic Year 2011-2016 (most recent available data), System Wide by CIP Code – Current Program, Report Date 05/05/2020, [https://www.okhighered.org/oeis/ProductivityReport/Productivity.aspx] no information was found that any undergraduate transcripted academic certificate exists for leadership in private or public institutions in the state of Oklahoma. There are no opportunities for dual, joint, or consortial programs.

H. Cost and Funding of the Proposed Program

The resource requirements and planned sources of funding of the proposed program must be detailed in order to assess the adequacy of the resources to support a quality program. This assessment is to ensure that the program will be efficient in its resource utilization and to assess the impact of this proposed program on the institution’s overall need for funds.

Provide evidence of adequate funding, which will include, but not be limited to:
1. Reallocation of Existing Resources: The institution must provide evidence of campus funds to be reallocated to the proposed program. The source and process of reallocation must be specifically detailed. An analysis of the impact of the reduction on existing programs and/or organization units must be presented.

The proposed Certificate in Leadership utilizes courses already offered online and taught by current and adjunct faculty. No reallocation of existing resources is required.

2. Tuition and Fees: The institution must provide evidence of a projected increase in total student enrollments to the campus as a result of the proposed program.

Based on the growth and stability of the Leadership Minor since Fall 2006 as illustrated in Section F-1, a Certificate in Leadership is predicted to experience growth and stability and generate additional tuition and fees.
3. Discontinuance or Downsizing of an Existing Program or Organizational Unit: The institution must provide adequate documentation to demonstrate sufficient savings to the state to offset new costs and justify approval for the proposed program.

NA

Cost/Funding Explanation

Complete the following table for the first five years of the proposed program and provide an explanation of how the institution will sustain funding needs for the life of the proposed program in the absence of additional funds from the State Regents. *The total funding and expenses in the table should be the same, or explain sources(s) of additional funding for the proposed program. (NOTE: Each funding and/or expense amount provided must include an explanation regarding the source of the funds or how the funds will be utilized.)

Cost/Funding Summary:

Program Resource Requirements: The Leadership Certificate is based upon the existing Leadership Minor. Additional costs will not be incurred.

<table>
<thead>
<tr>
<th>A. Funding Sources</th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
<th>4th Year</th>
<th>5th Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Resources Available from Federal Sources</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Explanation: Click here to enter text.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Resources Available from Other Non-State Sources</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Explanation: Click here to enter text.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing State Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explanation: Course fees for LEAD courses are $8.00 per credit hour. From 2014-15 through 2018-19, the average credit hour production for LEAD courses was 1,697 credit hours. Based on this five-year average, LEAD courses should approximately generate $13,576.00 in course fees per year, providing course fee resources for the Certificate in Leadership.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Resources Available through Internal Allocation and Reallocation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explanation: NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Tuition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explanation: NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

http://www.okhighered.org/admin-fac/academic-forms.shtml Functional Review: KB
### B. Breakdown of Budget Expenses/Requirements

<table>
<thead>
<tr>
<th>Expenses/Requirements</th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
<th>4th Year</th>
<th>5th Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative/Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>No administrative or professional staff are assigned to the Leadership Minor or the proposed Leadership Certificate.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>Adjunct faculty are used to teach all LEAD courses. No full-time faculty lines are assigned to the Leadership Minor or the proposed Certificate in Leadership. Adjunct faculty are paid according to the highest degree they have earned: $700 per credit hour for adjunct faculty with a master’s degree and $915.00 per credit hour for adjunct faculty with a doctoral degree. In order for LEAD courses to make, student tuition must cover adjunct faculty salary and benefits. Courses in the Leadership Certificate are also approved for the Leadership Minor, making it difficult to separate proposed costs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Assistants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment and Instructional Materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>LEAD course fees provide resources for equipment, instructional materials, and other approved expenses ($8.00 per credit hour). A five-year average (2014-15 though 2018-19) for credit hour production is 1,697 credit hours, generating approximately $13,576.00 per year.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>Existing library resources are sufficient.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractual Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Support Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commodities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>Printing costs are minimal as Leadership Minor adjunct faculty are encouraged to be as paperless as possible, by posting course materials on the D2L course site for students.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telecommunications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awards and Grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Explanation:</strong></td>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL**
I. Program Review and Assessment

Describe program evaluation procedures for the proposed program. These procedures may include evaluation of courses and faculty by students, administrators, and departmental personnel as appropriate. Plans to implement program review and program outcomes-level student assessment requirements as established by State Regents’ policies should be detailed. Program review procedures shall include standards and guidelines for the assessment of student outcomes implied by the program objectives and consistent with the institutional mission.

Program review and assessment for the proposed 21-credit-hour transcripted Certificate in Leadership will follow similar procedures that currently exist for the Leadership Minor:
- The director of the Leadership Minor will follow established procedures for developing and evaluating courses.
- Faculty serving on the College of Liberal Arts Curriculum Committee will evaluate curriculum proposals.
- Assessment is conducted in the capstone course, LEAD 4893 Civic Leadership Capstone.
- The director of the Leadership Minor will follow established College of Liberal Arts procedures for assessment for minors and certificates.

Other documents required for dual or joint degree requests

If requesting a dual or joint degree, attach the New Joint or Dual Program Request cover page.

INSTITUTIONAL REQUEST FOR ELECTRONIC DELIVERY

NOTE: Institutions that have completed the electronic delivery approval process and have been approved to offer electronically delivered programs have already provided the information requested in this section; and therefore, are not required to complete this section. If requesting institution has not completed the electronic delivery approval process must complete all sections on pages 9 – 11 of this form. If you have any questions contact Dr. Stephanie Beauchamp (405-225-9399).

Program Approval Procedures for New Online Programs

Institutions that have not been approved previously to offer online programs are required to request approval as follows: (1) if programs are offered in such a manner that an individual student can take 100 percent of the courses for the major through online delivery or other computer-mediated format; or (2) the program is advertised as available through online delivery or other computer-mediated format. For the purpose of this policy, major is defined as courses in the discipline of the student’s declared degree program, excluding support courses, general education courses, and elective courses. Criteria for approval are based on qualitative consideration and the compatibility of the requested offering with the institution's mission and capacity and meeting the required academic standards.

3.16.5 Academic Standards

The expectation is that there is no difference in the academic quality, academic standards including admission and retention standards, and student evaluation standards for courses and programs regardless of delivery method. Electronic media courses and programs must meet the following academic standards.

A. Faculty. Describe the training and faculty development that the faculty receives to achieve competency in the technology required for teaching at a distance.

http://www.okhighered.org/admin-fac/academic-forms.shtml
B. Faculty/Student Interaction. Describe the provisions for appropriate real-time and delayed interaction between faculty and students and among other students enrolled in the class.

C. Academic Integrity. Describe methods that are in place for ensuring academic integrity.

Click here to enter text.
D. **Student Confidentiality.** Describe methods that are in place to ensure the confidentiality and privacy of student personal data.

Click here to enter text.

E. **Identify Verification.** Institutions shall have an appropriate method to verify the identity of students taking distance education courses.

Click here to enter text.

F. **Advertising.** The institution must provide adequate and accurate information to students including but not limited to admission requirements, equipment standards, estimated or average program cost, and other services available. What methods are employed to ensure adequate and accurate information?

Click here to enter text.

G. **Learning Resources.** Students shall have access to facilities and learning materials on essentially the same basis as students in the same program or course taught at the main campus. Describe the resources that are available to distance learning students.

Click here to enter text.

H. **Academic Calendar Requirements.** The standards observed relating to the number of course meetings and total time spent in the course or in satisfying the course requirements shall be comparable to those observed on the main campus. An exception to course meeting time is allowed as defined in the Competency-Based Learning (CBL) section in the State Regents’ Academic Calendars policy. Institutions utilizing this exception must have documented and validated methods for students to demonstrate competencies, student assessment, and awarding academic credit as required by the CBL section.

Click here to enter text.

I. **Admission, Retention, Assessment.** Describe the standards used for online student admission, retention, and assessment. Standards shall be the same as those standards observed for the same courses or programs on the originating campus. Similarly, the applicable concurrent enrollment policies apply (see the State Regents’ Institutional Admission and Retention and Assessment policies).

Click here to enter text.

J. **Student Services.** Students shall have access to program guidance and academic support services, including admissions, enrollment, academic advisement, financial aid, and related services on the same basis as the students located on the main campus. Online programs must make these services available to students in electronic format using the working assumption that these students will not be physically present on campus.

Click here to enter text.

K. **Technical Support System.** Students in electronic media off-campus courses or programs and faculty shall have access to appropriate technical support services. Describe the technical support system that is available for all hardware, software and delivery systems specified by the institution as required for the courses and program.

Click here to enter text.
L. **Equipment and Software/Tools.** Students must be informed in clear and understandable terms of the electronic or computer resources necessary for successful completion of the class, including, but not limited to, word processing and other productivity tools, e-mail, and Internet services.

Click here to enter text.
VALIDATE: EMPLOYMENT POTENTIAL

PROJECT CRITERIA

<table>
<thead>
<tr>
<th>Validate</th>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>States</td>
<td>Oklahoma</td>
</tr>
<tr>
<td>Metro Areas (MSAs)</td>
<td>Oklahoma City, OK, Tulsa, OK</td>
</tr>
<tr>
<td>Degree Level</td>
<td></td>
</tr>
<tr>
<td>Time Period</td>
<td>4/1/2018 - 3/31/2019</td>
</tr>
<tr>
<td>Selected Programs</td>
<td>Organizational Leadership (52.0213)</td>
</tr>
<tr>
<td>Career Outcomes mapped to Selected Programs of Study</td>
<td>Operations Manager / Supervisor, General Manager, Industrial-Organizational Psychologist, College Professor / Instructor</td>
</tr>
</tbody>
</table>

HOW MANY JOBS ARE THERE FOR YOUR GRADUATES?

For your project criteria, there were **6,569** job postings in the last 12 months.

Compared to:

- 345,617 total job postings in your selected location
- 953,448 total job postings requesting a in your selected location

The number of jobs is expected to **grow** over the next 8 years.

GROWTH BY GEOGRAPHY

<table>
<thead>
<tr>
<th>Geography</th>
<th>Selected Occupations</th>
<th>Total Labor Market</th>
<th>Relative Growth</th>
</tr>
</thead>
</table>

HOW HAS EMPLOYMENT CHANGED FOR CAREER OUTCOMES OF YOUR PROGRAM?

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2027</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment (BLS)</td>
<td>25,500</td>
<td>25,390</td>
<td>27,370</td>
<td>28,120</td>
<td>27,720</td>
<td>30,578</td>
</tr>
</tbody>
</table>

Employment data between years 2018 and 2027 are projected figures.

DETAILS BY OCCUPATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>College Professors</td>
<td>2,529</td>
<td>0.6</td>
<td>1,540</td>
<td>113.9%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Occupations Group</td>
<td>Market Size (postings)</td>
<td>Percentage of Career Outcome demand</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>------------------------</td>
<td>-------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College Professors</td>
<td>2,529</td>
<td>38.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Managers</td>
<td>2,093</td>
<td>31.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations Managers</td>
<td>1,932</td>
<td>29.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy Analysis and Planning</td>
<td>15</td>
<td>0.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**HOW VERSATILE IS MY PROGRAM?**

Graduates of this program usually transition into any of the 4 different occupation groups:

The average salary in Oklahoma for graduates of your program is $68,649. This average salary is **Above** the average living wage for Oklahoma of $28,475.
Salary numbers are based on Burning Glass models that consider advertised job posting salary, BLS data, and other proprietary and public sources of information.

<table>
<thead>
<tr>
<th>Occupation Group</th>
<th>25th Percentile</th>
<th>Average</th>
<th>75th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>College Professors</td>
<td>$73,324</td>
<td>$69,531</td>
<td>$0</td>
</tr>
<tr>
<td>Operations Managers</td>
<td>$48,828</td>
<td>$66,319</td>
<td>$76,560</td>
</tr>
<tr>
<td>General Managers</td>
<td>$45,800</td>
<td>$70,979</td>
<td>$92,007</td>
</tr>
<tr>
<td>Policy Analysis and Planning</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

WHERE IS THE DEMAND FOR MY GRADUATES?

<table>
<thead>
<tr>
<th>Location</th>
<th>Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>California</td>
<td>102,275</td>
</tr>
<tr>
<td>Texas</td>
<td>58,156</td>
</tr>
<tr>
<td>State</td>
<td>Number</td>
</tr>
<tr>
<td>--------------</td>
<td>--------</td>
</tr>
<tr>
<td>New York</td>
<td>46,229</td>
</tr>
<tr>
<td>Florida</td>
<td>32,700</td>
</tr>
<tr>
<td>Illinois</td>
<td>26,477</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>22,026</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>21,761</td>
</tr>
<tr>
<td>Ohio</td>
<td>20,985</td>
</tr>
<tr>
<td>North Carolina</td>
<td>20,700</td>
</tr>
<tr>
<td>Virginia</td>
<td>18,408</td>
</tr>
</tbody>
</table>
## VALIDATE: COMPETITIVE LANDSCAPE

### PROJECT CRITERIA

<table>
<thead>
<tr>
<th>Validate</th>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>States</td>
<td>Oklahoma</td>
</tr>
<tr>
<td>Metro Areas (MSAs)</td>
<td>Oklahoma City, OK, Tulsa, OK</td>
</tr>
<tr>
<td>Degree Level</td>
<td></td>
</tr>
<tr>
<td>Time Period</td>
<td>4/1/2018 - 3/31/2019</td>
</tr>
<tr>
<td>Selected Programs</td>
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<td>Career Outcomes mapped to Selected Programs of Study</td>
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</tr>
</tbody>
</table>

### OVERVIEW

<table>
<thead>
<tr>
<th></th>
<th>#</th>
<th>% Change (2013-2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degrees Conferred</td>
<td>140</td>
<td>112%</td>
</tr>
<tr>
<td>Number of Institutions</td>
<td>6</td>
<td>100%</td>
</tr>
<tr>
<td>Average Conferrals by Institution</td>
<td>23</td>
<td>4.50%</td>
</tr>
<tr>
<td>Median Conferrals by Institution</td>
<td>18</td>
<td>80.00%</td>
</tr>
</tbody>
</table>
MARKET SHARE BY PROGRAM

Organizational Leadership (100%)

<table>
<thead>
<tr>
<th>Program</th>
<th>Conferrals (2017)</th>
<th>Market Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Leadership</td>
<td>140</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

MARKET SHARE BY INSTITUTION TYPE
### Institution Type

<table>
<thead>
<tr>
<th>Institution Type</th>
<th>Conferrals (2017)</th>
<th>Market Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>For-Profit</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Private</td>
<td>68</td>
<td>48.57%</td>
</tr>
<tr>
<td>Public</td>
<td>72</td>
<td>51.43%</td>
</tr>
</tbody>
</table>

### TOP 10 INSTITUTIONS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Central Oklahoma</td>
<td>Public</td>
<td>51.43%</td>
<td>-31.90%</td>
<td>72</td>
<td>30.90%</td>
</tr>
<tr>
<td>Mid-America Christian University</td>
<td>Private</td>
<td>20.71%</td>
<td>20.71%</td>
<td>29</td>
<td>100.00%</td>
</tr>
<tr>
<td>Oklahoma Wesleyan University</td>
<td>Private</td>
<td>14.29%</td>
<td>14.29%</td>
<td>20</td>
<td>100.00%</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-------------</td>
<td>---------------------</td>
<td>---------------------</td>
<td>-------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Southwestern Christian University</td>
<td>Private</td>
<td>12.14%</td>
<td>12.14%</td>
<td>17</td>
<td>100.00%</td>
</tr>
<tr>
<td>Oral Roberts University</td>
<td>Private</td>
<td>1.43%</td>
<td>-13.72%</td>
<td>2</td>
<td>-80.00%</td>
</tr>
<tr>
<td>National American University-Tulsa</td>
<td>For-Profit</td>
<td>0.00%</td>
<td>-1.52%</td>
<td>0</td>
<td>-100.00%</td>
</tr>
</tbody>
</table>

**TOP 10 PROGRAMS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Leadership</td>
<td>100.00%</td>
<td>0.00%</td>
<td>140</td>
<td>112.10%</td>
</tr>
</tbody>
</table>

**ACTIVE COMPETITORS**


VALIDATE: MARKET ALIGNMENT

## PROJECT CRITERIA

<table>
<thead>
<tr>
<th>Explore</th>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>States</td>
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</tr>
<tr>
<td>Selected Programs</td>
<td>Organizational Leadership (52.0213)</td>
</tr>
</tbody>
</table>

Career Outcomes mapped to Selected Programs of Study:
- Operations Manager / Supervisor
- General Manager
- Industrial Organizational Psychologist
- College Professor / Instructor

## JOB POSTINGS BY ADVERTISED EDUCATION (%)
JOB POSTINGS BY INDUSTRY (%)

- Educational Services (39%)
- Retail Trade (13%)
- Manufacturing (6%)
- Finance and Insurance (6%)
- Other (36%)

JOB POSTINGS BY EXPERIENCE REQUESTED (%)

- High School / Less than Associate's (18.8%)
- Associate's degree (6.1%)
- Bachelor's degree (54.7%)
- Master's degree (34%)
- Doctoral degree (19.4%)
### TOP TITLES

**Experience Level:** All Experience

<table>
<thead>
<tr>
<th>Title</th>
<th>Postings</th>
<th>Market Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager In Training</td>
<td>308</td>
<td>7.19%</td>
</tr>
<tr>
<td>Operations Manager</td>
<td>280</td>
<td>6.54%</td>
</tr>
<tr>
<td>General Manager</td>
<td>195</td>
<td>4.55%</td>
</tr>
<tr>
<td>Assistant Manager</td>
<td>158</td>
<td>3.69%</td>
</tr>
<tr>
<td>Adjunct Instructor</td>
<td>125</td>
<td>2.92%</td>
</tr>
<tr>
<td>District Manager</td>
<td>104</td>
<td>2.43%</td>
</tr>
<tr>
<td>Operations Supervisor</td>
<td>103</td>
<td>2.40%</td>
</tr>
<tr>
<td>Area Sales Manager</td>
<td>61</td>
<td>1.42%</td>
</tr>
<tr>
<td>Employer</td>
<td>Postings</td>
<td>Market Share (%)</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>----------</td>
<td>------------------</td>
</tr>
<tr>
<td>Oklahoma State University</td>
<td>214</td>
<td>5.00%</td>
</tr>
<tr>
<td>University Central Oklahoma</td>
<td>136</td>
<td>3.17%</td>
</tr>
<tr>
<td>Oklahoma City Community College</td>
<td>108</td>
<td>2.52%</td>
</tr>
<tr>
<td>University of Oklahoma</td>
<td>89</td>
<td>2.08%</td>
</tr>
<tr>
<td>Oral Roberts University</td>
<td>79</td>
<td>1.84%</td>
</tr>
<tr>
<td>Dollar Tree</td>
<td>75</td>
<td>1.75%</td>
</tr>
<tr>
<td>Northeastern State University</td>
<td>75</td>
<td>1.75%</td>
</tr>
<tr>
<td>Tulsa Community College</td>
<td>70</td>
<td>1.63%</td>
</tr>
<tr>
<td>Institution</td>
<td>Score</td>
<td>Percentage</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------</td>
<td>------------</td>
</tr>
<tr>
<td>Love's Travel Stops</td>
<td>60</td>
<td>1.40%</td>
</tr>
<tr>
<td>Integris Health</td>
<td>59</td>
<td>1.38%</td>
</tr>
<tr>
<td>Tulsa Tech</td>
<td>55</td>
<td>1.28%</td>
</tr>
<tr>
<td>Rose State College</td>
<td>51</td>
<td>1.19%</td>
</tr>
<tr>
<td>Cameron University</td>
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<td>1.12%</td>
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<tr>
<td>University Tulsa</td>
<td>43</td>
<td>1.00%</td>
</tr>
<tr>
<td>Osu Oklahoma City</td>
<td>38</td>
<td>0.89%</td>
</tr>
</tbody>
</table>
Dr. Mary M. Carver
mcarver2@uco.edu

Education
Ph.D. in Communication Studies, University of Kansas, 1999
M. A. in Communication, Wichita State University, 1994
B. A. in Speech Communication, Iowa State University, 1988

Teaching Experience
Department Chair, University of Central Oklahoma, January 2016-present
Assistant Department Chair, University of Central Oklahoma, August 2014- December 2015
Core Curriculum Coordinator, University of Central Oklahoma, July 2009-August 2014
  Courses: Fundamentals of Speech (traditional setting and online), Fundamentals of Speech for High Anxiety Students, Women’s Rhetoric, Critiquing Society’s Messages, Argumentation, Communication Theory (developed online course), Introduction to Human Communication, Leadership and Civic Engagement, Communication and Gender, Introduction to Organizational Communication, Group and Team Communication, Women and Leadership, Leadership in Social Movements, Civic Leadership Capstone, Communication and Language, Organizational Communication Capstone
Adjunct Instructor, University of Central Oklahoma, Fall 2008-Spring 2009
  Courses: Argumentation, Women’s Rhetoric, Fundamentals of Speech
Instructor, Oklahoma City Community College, Spring 2008-Spring 2009
  Course: Introduction to Public Speaking
Instructor, Joliet Junior College, Spring and Summer 2007
  Course: Principles of Speech/Human Communication
Visiting Assistant Professor, Northern Illinois University, Fall 2005-Spring 2006
  Courses: Communication and Gender, Rhetorical Theory, Free Speech and Communication Ethics
Visiting Assistant Professor, Wheaton College, Fall 2003-Spring 2005
  Courses: Communication Criticism; Language, Influence and Culture; Public Speaking; Speech for Teachers; Performance of Literature; Introduction to Communication Studies
Visiting Assistant Professor, Northern Illinois University, Fall 2001-Spring 2002, Instructor 1998-99
  Courses: Rhetorical Theory and Criticism, Business and Professional Speaking, Introduction to Communication Studies, Interpersonal Communication, Public Speaking
Instructor, North Central College, 2001
  Course: Advanced Public Speaking
Graduate Teaching Assistant, University of Kansas, 1994-1997
  Courses: Persuasive Speaking, Rhetorical Theory, Public Speaking, Rhetorical Criticism discussion leader
Graduate Teaching Assistant, Wichita State University, 1992-1994
  Course: Public Speaking

Doctoral Dissertation
From Platform to Publisher: The Rhetorical Influence of Lucy Stone, 1999

Master’s Thesis
Rhetoric of a Readership: A Generic Analysis of Letters to the Editor of the Woman’s Journal, 1870-1890, 1994
Publications


“Everyday Women Find their Voice in the Public Sphere: Consciousness Raising in Letters to the Editor of the *Woman’s Journal*.” *Journalism History*, April 2008


Papers and Presentations

“Defining Boundaries of the Women’s Anti-Suffrage Campaign” accepted for the 2020 Central States Communication Convention, Chicago, IL April 2020. Received top paper award for Rhetorical Theory and Criticism division.

“The Rhetorical Paradox of Anti-Suffrage Women” presented at the 2019 Western States Communication Association Convention, Seattle, WA, February 2019

“Supporting ‘Adjunct Faculty’: Building, Engaging, and Sustaining Lasting Relationships and Opportunities for Diverse Adjunct Faculty Through Mentorship and Other Professional Development Opportunities” panel discussion at the National Communication Association Convention, Dallas, TX, November 2017

“Giving Voice to a Movement Through the Pages of the Woman’s Journal” presented at the American Journalism Historian’s Association Convention, Little Rock, AR, October 2017

“Classroom Discussion: preparation and Implementation” presented at 2017 Collegium on College Teaching Practices, UCO, August 2017

“It’s More than Just a Paycheck: Changing Practices to Improve the Lives of Adjunct Instructors” presented at Southern States Communication Association Convention, Greenville, SC, April 2017

“Using Jimmy Carter’s Call to Action to Increase Awareness of Issues Facing Women and Girls” panel discussion at Southern States Communication Association Convention, Greenville, SC, April 2017

“Empowering One Another: Gendered Challenges, Opportunities, and Strategies for Success in Academic Leadership” presentation at the Oklahoma Women in Higher Education Meeting, UCO, November 2015

“Maximizing your Potential: Pathways to a Doctorate” presentation at the Oklahoma Women in Higher Education Meeting, UCO, November 2014


“Ideas for Structuring Student Reflections: Tips You Can Use Right Away” 15th Annual Collegium on College Teaching Practice, UCO, August 2014

“Finding Historical Relevancy in the Call of Duty Narrative” presented at the National Communication Association Convention, November 2013
“(I Can't Get No) Satisfaction: Challenges Facing Women Adjuncts” presented at the Oklahoma Women in Higher Education Meeting, November 2013

“Updating the Public Speaking Course: New Approaches to Common Challenges” Panel Participant, Oklahoma Speech Theater and Communication Association Convention, September 2013

"Finding Ways to Saturate Your Campus for Voter Registration Drives” presented at American Democracy Project and the Democracy Commitment National Meeting, June 2013


"Giving Voice to a Movement Through the Pages of the Woman's Journal" presented at NCA Convention, November 2012

“When I Play, Does History Disappear? Call of Duty and Historical Narrative” presented at CSCA, April 2011

"Mosaics of Motherhood: Empowering Discourses of Stability and Change” panel contributor presented at Oklahoma Speech and Theater Association Annual Meeting, September 2010

“Mosaics of Motherhood: Empowering Discourses of Stability and Change” panel contributor presented at NCA Convention, November 2009

“Beyond Barbie and High School Musical: How the Video Game Rock Band Appeals to Girls through a New Feminine Ideal, presented at CSCA, April 2008


“The Power of the Prophetic Persona for Abolitionist Feminist Lucy Stone” presented at NCA Convention, November 2005, received Wrage Baskerville Award for the top contributed paper in the Public Address Division

“Communicating God’s Politics” presented at NCA Convention, November 2005

“The Changing Personas of Lucy Stone” presented at NCA Convention, November 2004


Respondent for panel for Undergraduate Papers, Central States Communication Association, April, 2003

"The Rhetorical Significance of the American Flag: Finding Patriotism or Supporting a War?" presented at Central States Communication Association, April 2002


"Truman's Farewell Address: A Forthright Style and a Forthright President" presented at NCA, November 1999

"Lucy Stone, Apostle for a New Woman" presented at the Organization for the Study of Communication, Language and Gender annual convention, October 1999

Vita for Mary M. Carver, page 4
"Maintaining a Movement: The Rhetorical Influence of Lucy Stone" presented at NCA, November 1997

"The Rhetorical Paradox of Anti-Suffrage Women: Attempting to Stay Out of Politics by Becoming Politically Involved" accepted at NCA, November 1996

"Equality vs. Difference: How Women are Portrayed in Their Own Stories" presented at NCA, November 1995

"Sharing Experiences and Revealing Possibilities: Connecting Readers of the Woman's Journal Through Storytelling" presented at Central States Communication Association annual convention, April 1995

**Journal and Book Reviews and Contributions**

Reviewer, Western Journal of Communication, 2017

Peer Reviewer, University of Press of Kansas, “Moms-in-Chief: Republican Motherhood Rhetoric and the Spouses of Presidential Candidates”, 2017


**Service**

Hiring Committee – Student Success Advisor – Spring 2020

Committee on Diversity and Inclusion for NCUR 2018 – Spring 2016-Spring 2018

NCUR Abstract Reviewer – Fall 2017

NCUR Session Moderator – April 2018

College Tenure and Promotion Committee on Service – 2015-16

Department of Mass Communication Branding Committee – 2015-16

Department of Mass Communication Recruitment Committee – 2015-16

Department of Mass Communication Alumni Reunion Committee – 2015-16

Liberal Arts Curriculum Committee August 2014-May 2016

Liberal Arts Assessment Committee Spring 2013-August 2016

Service Learning Advisory Board August 2014-May 2017

Leadership Minor Advisory Board 2013-2016

State Regents Course Equivalency Project Faculty Committee, 2012-2014, 2017, 2018
Mass Communication Department Assessment Committee, 2012-present
Stalker Anthems Panel for Project SPEAK, invited panelist, January 2017
Hiring Committee, Student Success Advisor, Spring 2016, Fall 2018
Hiring Committee, Administrative Assistant, Spring 2015, Summer 2018
Hiring Committee Chair, Assistant Professor Strategic Communication, 2015
Committee Chairperson, Voter Registration Contest for the American Democracy Project, Fall 2011-Spring 2016
General Education Action Team, Fall 2013- Spring 2016
UCO Naturalization Ceremony, Organizing Committee, September 2012, September 2015
Faculty Advisor, Student Society for Middle Eastern Women, December 2013-May 2017
Panel member for Sorry NOT Sorry, Women’s Outreach Center program, November 2014
Core Curriculum Coordinator for Fundamentals of Speech, July 2009- August 2014
Public Speaking Lab Manager, 2009-2014
Assistant Director, UCO American Democracy Project, June 2013-May 2015
University Core Curriculum Committee member, 2009-2014
University Retention and Appeals Committee, January 2012-2014
Hiring Committee Chair, Assistant Professor Strategic Communication, 2014
Hiring Committee Chair, Fulltime Fundamentals of Speech Lecturer, summer 2014
Hiring Committee Chair, Core Curriculum Coordinator, spring 2014
Hiring Committee Chair, Assistant Professor Professional Media/Broadcasting, summer 2013
UCO Team Member,” Institute on Integrative Learning and the Departments: Faculty Leadership for the 21st Century”, Portland, OR July 10-14, 2013
Presenter, Transformative Learning Conference, “Integrating Transformative Learning within the Core” March 2013
Presenter, 13th Collegium on College Teaching Practice,” Active Citizenship: Ways to get Students Involved Through Coursework, August 2012
Inauguration Week Planning Committee for President Betz, Civic Engagement/American Democracy Project Conference, spring 2012
First-Year Experience Programs Professional Development Conference Session Leader, “Successfully Incorporating the NY Times and ADP”, April 2012
Hiring Committee for Administrative Assistant, summer 2010 and 2012
Communication Training Session, Residence Assistants, “Resolving Conflict through Communication”, January 2012

Acting Department Chair for Department of Mass Communication, summer 2010

Seminar on Interviewing for Northern Illinois University's Leadership Institute, 2002

Faculty Mentor, McNair Scholar Program, 2011

Chair/Program Planner for the Women's Caucus of the Central States Communication Association, 1999-2000

**Awards**

President’s Award for Leadership and Civic Engagement, 2016

Fred Tewell Outstanding College Communication Teacher Award, Oklahoma Speech Theater and Communication Association, 2013

Outstanding Service Award, College of Liberal Arts, 2012-2013

Friends of the Library Faculty Materials Grant Award, with Dr. Rozilyn Miller, 2010

Wrage Baskerville Award for the top contributed paper in the Public Address Division of NCA, 2005

Carlile Scholarship for academic excellence, Wichita State University, 1996

Dora Wallace Hodgson Award for Best Master's Thesis at Wichita State University, 1994

Best Master’s Thesis, Elliott School of Communication, Wichita State University, 1994

**Professional Development in Teaching**

Administrators Leadership Fellows – 2019-2020

Chairs Academy, Educator’s Leadership Academy 2016-17

“Succeeding with Problem Faculty” Higher Ed Chair Academy Workshop, May 21, 2015

“Workshop on Generative Knowledge Interviewing”, 2014 Collegium, August 13, 2014

STLR Training, Spring 2014, Summer 2016

“Remaining True to your Educator-Self in the 21st Century” Center for Excellence in Transformative Teaching & Learning Workshop, May 13, 2014

Transformative Learning Conference, March 27-28, 2014

Gender Issues, Educator’s Leadership Academy, 2014

Professional Fundraising Workshop for Deans, Department Chairs, and Aspiring Academic Leaders, Dallas, TX, November 8, 2013
Educator’s Leadership Workshop on Conflict, May 24, 2013

Educational Administrator’s Academy, Educator’s Leadership Academy, 2012-2013

Higher Ed Department Chairs Academy, Educator’s Leadership Academy, May 23-25 2012

D2L Training Spring 2012

Transformative Learning Conference April 5, 2012

Heartland Learning Conference, March 5, 2012


FEC Day Concurrent Session, September 2011

WebCT Course Development Workshop, Summer 2011

WebCT Facilitator’s Workshop, Spring 2010

Lunch and Learn “Adding Film to Your Classes is a Cinch! Using Films on Demand, October 25, 2010

Heartland Learning Conference, March 2010

“Conquer Your Speech Anxiety” Short Course at the National Communication Association in Chicago, IL November 2009

New Faculty Orientation, August 2009

**Student Presentations**

Faculty Mentor, McNair Scholars Program, 2019

Faculty Mentor, McNair Scholars Program, Spring 2011

Liberal Arts College Symposium February 2010, two students presented speeches on a panel of “Persuasive Speeches from MCOM 1113.

Liberal Arts College Symposium February 2009, student presented paper from Women’s Rhetoric on Mother Theresa

**Other Academic Positions**

Speech Center Director, Wheaton College, 2003-2005

Managed six undergraduate students who worked as consultants, assisting other students with all aspects of public speaking

Assistant to the Communication Studies Director of Graduate Studies, University of Kansas, 1996

Assisted director with recruitment of prospective teaching assistants

Research Assistant, Wichita State University, 1993

Conducted library research for Professor Susan Huxman
Research Assistant, Wichita State University, 1993
Conducted teacher evaluation summary from previous three years for basic course director

**Professional Experience**
Gave seminar on interviewing techniques and practices at local and state meetings, reviewed applications for CEO position, assisted with interview questions, provided personal advice on individual problems and issues that arose

Hired employees; managed payroll, operations budget, benefits, employee training and employee files; mediated employee disputes, oversaw all employee performance appraisals

Store Education Specialist, Richman Gordman, Des Moines, IA and Wichita, KS, 1988-1990
Planned, conducted and evaluated employee training programs; oversaw on-the-job training, managed employee motivational programs; produced newsletter
Jarrett E. Jobe, PhD  
PO Box 1538 Edmond, OK 73083 · (405) 514-0316 · jarrettjobe@yahoo.com

**Education**

- University of Oklahoma, Norman, OK  
  **Doctor of Philosophy** – Political Science  
  Major Fields: International Relations, Public Policy, American Politics  
  Dissertation Title: “State Participation in United Nations Peacekeeping Operations”  
- University of Central Oklahoma, Edmond, OK  
  **Bachelor of Science** – Forensic Science

**Professional Experience**

- University of Central Oklahoma- Leadership Central  
  **Executive Director of Student Leadership Programs**  
  2010- Present  
  - Direct and develop leadership training programs for the UCO student population  
  - Support the Vice President of Public Affairs in legislative events and activities  
  - Develop UCO’s legislative engagement plan and agenda for faculty, staff and students  
  - Create and manage the budget and program priorities for Leadership Central/Public Affairs  
  - Manage the Leadership Central staff in the delivery of leadership central programming  
  - Advise the President’s Leadership and Leaders of Tomorrow Scholarship Councils  
  - Serve on the Leadership Minor Development, Higher Learning Commission and Transformative Learning Steering Committees  
  - Manage the application, interview and selection process of the President’s Leadership Council and Leaders of Tomorrow Council with the approval of the President  
  - Develop and implement the national UCO distinguished speaker series  
  - Represent UCO on the Edmond International Sister Cities Board  
  - Represent UCO on the Oklahoma Center for the Advancement of Science and Technology (OCAST) Board

- University of Central Oklahoma- Department of Liberal Studies  
  **Adjunct Faculty in Political Science**  
  - Model United Nations  
    2004-Present  
  **Adjunct Faculty in Leadership**  
  - Lessons In Leadership  
    2008-Present  
  - Servant Leadership in Action  
  - Contemporary Leadership  
    Leadership and Cultural Competency  
    Spring 2016  
    Spring 2015  
  - Leadership in Cinema  
    Fall 2013, Fall 2014  
  - Success Central/First Year Experience  
    2008 – 2011
Adjunct Faculty in Global Leadership and Service
  o 2013: Peru
  o 2014: South Africa
  o 2015: Costa Rica, Uganda, Nicaragua
  o 2016: Cuba, Uganda

• University of Oklahoma- Department of International and Area Studies

Adjunct Faculty in Political Science
  o Model United Nations 2014-Present
  o Introduction to Graduate Studies in International Relations 2015-Present
    Stuttgart, Germany (Panzer Army Base) Fall 2016
  o The International System and the UN:
    Midenhall, England (Midenhall Air Force Base) Fall 2016
    Oklahoma City, USA (Tinker Air Force Base) Spring 2016
    Mons, Belgium (SHAPE, NATO) Summer 2015
    Aviano, Italy (Aviano Air Force Base) Spring 2017

Advisor of Model United Nations
  o Model United Nations High School and College simulations 2014-Present

• University of Central Oklahoma – Office of the President

Coordinator of Special Programs and Events 2008 – 2010
  o Assist with the planning and coordination of all established events and projects of the Office of the President. Also assists with the creation and maintenance of new projects
  o Work with the President’s staff to maintain representation on all appropriate university, community and statewide committees/workgroups
  o Serve as advisor to the President’s Leadership and Leaders of Tomorrow Scholarship Councils
  o Manage the application, interview and selection process of the President’s Leadership Council with the approval of the President
  o Assist with the PLC fall leadership development course for incoming recipients
  o Coordinate and manage the Lessons in Leadership speaker series/course
  o Assist with staffing and management of the Office of the President

• University of Oklahoma – Institute of Public Affairs

Assistant Evaluator 2004-2008
  o Managed databases and evaluation for the Southwest Center for Application and Prevention Technologies (Division of the Substance Abuse and Mental Health Services Administration).
  o Developed evaluations and managed results reporting for a 9 state region. Evaluations were developed to test for training and technical assistance effectiveness of the Southwest CAPT staff.
  o Developed monthly, quarterly and yearly progress reports on training and technical assistance activities and events.
  o Trained in SPSS statistical software and internet based evaluation tools
• Federal Bureau of Investigation  
  **Honors Interns Program**  
  - Qualified for Top Secret Security Clearance
  - Managed database used for reporting purposes

**Published Papers**


**Funded Research**

• *Coordinated Human Service Transportation: Impediments and Solutions at the State and Local Level*, *United States Department of Transportation, Federal Transit*. Graduate Research Assistant for Tom James, Primary Investigator. Summer 2005, 2007.


**Conferences and Presentations**

• *Sustainable Model UN Experiences* – American Model UN – Chicago, IL – November of 2013

• *Engaging Global and Service Learning* – National Society for Experiential Educations – Baltimore, MD – October 2014


• *The Importance of Family Conditions for Mitigating Youth Risky Behavior* – Southwest Political Science Conference – Albuquerque, NM – March 2007

• “*The United Nations at 70*” – Great Decision Series – Foreign Policy Association – Norman– 2016

• *Transformative Learning and Assessment* – Texas A&M– San Antonio – Faculty Orientation — 2015

• *Leadership and Development* – Gulu University – Gulu, Uganda – Visiting Lecture — 2015

• *Nuclear Proliferation* – Southwest Model UN – Conference Keynote Speaker – 2014, 2015

• *The United Nations* – Saratov State University – Saratov/Engels, Russia – Visiting Lecture - 2014

**Public Service/Speaking Invitations**

• **Political Moderator**
  City of Choctaw Legislative Panel Moderator – June 2012 Primary Elections
  City of Luther Town Board Panel Moderator – Spring 2013 General Elections

• **Keynote Speaker**
  Alpha Lambda Delta Freshman Honor Society – New Member Induction – Spr. 2012
  Alpha Delta Pi Sorority – New Member Induction – Spr. 2014
Awards/Grants/Honors

- World Experiences Foundation – Global Educational Leader: Higher Education – Fall 2016
- President’s Award for Leadership and Civic Engagement – UCO – Fall 2014
- Educator’s Leadership Academy – Graduate – 2013
- Honorary Member – Golden Key International – UCO Chapter – 2013
- Leadership Oklahoma – Linking Oklahoma’s Young Adult Leaders Class VII Graduate – 2012
- Edmond’s top 30 under 35 citizens – 2008
- Presidential Fellowship Travel Award – Vichy, France – Sum. 2006
- Graduate Student Senate Association Travel Grant – Fall 2006
- Political Science Departmental Travel Grant – Fall 2006
- Leadership UCO - Class I Graduate – 2002

Activities/Philanthropy

- United Nations Association – USA – Member
- United Nations Association – Oklahoma City, OK – Member
- University of Central Oklahoma Alumni Association President – 2012-2014
- University of Central Oklahoma Alumni Association Vice President – 2010-2012
- University of Central Oklahoma Alumni Board Member – 2010 to present.
- ACACIA Alumni Association – President – 2004 to present
- Oklahoma Regional Food Bank Volunteer
- Habitat for Humanity
  - Global Village Team Leader Certified
  - OKC/Edmond Volunteer
  - Global Build: Chiang Mai, Thailand and Esteli, Nicaragua (Team Leader)
- Turning Point Ministries Volunteer
- Advanced Diver Certification, Open Water Scuba Certification – PADI Scuba
OFFICE ADDRESS
Office for Institutional Effectiveness
Administration Building 218
University of Central Oklahoma
Edmond, OK  73034
email:  gsteward@uco.edu
Ph  405-974-3514
Fax  405-974-3871

EDUCATION
1999   Ph.D., Sociology, Oklahoma State University, Stillwater, Oklahoma.
1991   B.A., Sociology, Central State University, Edmond, Oklahoma.

POSITIONS/RANK HELD
2015 – Pres  Associate Vice President
Office for Institutional Effectiveness
University of Central Oklahoma, Edmond, Oklahoma

2012 – 2015  Dean
College of Liberal Arts
University of Central Oklahoma, Edmond, Oklahoma

2012 (sm/fall)  Interim Dean
College of Liberal Arts
University of Central Oklahoma, Edmond, Oklahoma

2005 - 2012  Associate Dean
College of Liberal Arts
University of Central Oklahoma, Edmond, Oklahoma

2004 - 2005  Assistant Dean
College of Liberal Arts
University of Central Oklahoma, Edmond, Oklahoma
Positions/Rank Held con’t.

2007 - pres **Professor**
Department of Sociology, Criminal Justice, and Substance Abuse Studies
College of Liberal Arts
University of Central Oklahoma, Edmond, Oklahoma

2003 - 2007 **Associate Professor**
Department of Sociology, Criminal Justice, and Substance Abuse Studies
College of Liberal Arts
University of Central Oklahoma, Edmond, Oklahoma.

1998 - 2003 **Assistant Professor**
Department of Sociology, Criminal Justice, and Substance Abuse Studies
College of Liberal Arts
University of Central Oklahoma, Edmond, Oklahoma.

1997 - 1998 **Adjunct Professor**
Department of Sociology and Criminal Justice
College of Liberal Arts
University Of Central Oklahoma, Edmond, Oklahoma.

1993 - 1997 **Teaching Assistant-Instructor**
Oklahoma State University, Stillwater, Oklahoma.

1996 **Research Assistant,**
Oklahoma State University, Stillwater, Oklahoma.
Developmental Disability Grant.

1994 - 1995 **Assistant Editor, Free Inquiry in Creative Sociology**
Oklahoma State University, Stillwater, Oklahoma.

1991 - 1992 **Graduate Assistant**
University of Central Oklahoma, Edmond, Oklahoma.

**AREAS OF SPECIALIZATION AND TEACHING INTERESTS**

Social movements and collective behavior, deviance, new religious movements, sociology of death and dying, and qualitative methods.
AWARDS, HONORS, AND NOMINATIONS

The College of Liberal Arts Outstanding Teaching Award (Nomination only)
(February 2005) Nominated by the chair of the Department of Sociology, Criminal Justice, and Substance Abuse Studies. University of Central Oklahoma, Edmond, Oklahoma.

Neeley Excellence in Teaching (Nomination only)
(May 2004) Nominated by the chair to represent the Dept of Sociology, Criminal Justice, and Substance Abuse Studies. Univ of Central Oklahoma, Edmond, Ok.

Faculty Merit-Credit

Neeley Excellence in Teaching (Nomination only)
(May, 2003) Nominated by the chair to represent the Department of Sociology, Criminal Justice, and Substance Abuse Studies. University of Central Oklahoma, Edmond, Oklahoma.

Neeley Excellence in Teaching (Nomination only)
(May, 2002) Nominated by the chair to represent the Department of Sociology, Criminal Justice, and Substance Abuse Studies. University of Central Oklahoma, Edmond, Oklahoma.

Educators’ Leadership Academy
(2001/2002) Selected to represent the College of Liberal Arts, University of Central Oklahoma, Edmond, Oklahoma.

Outstanding Junior Faculty Member of the College of Liberal Arts
(April, 2001) University of Central Oklahoma, Edmond, Oklahoma.

Neeley Excellence in Teaching (Nomination only)
(August, 2000) Nominated by the chair to represent the Department of Sociology, Criminal Justice, and Substance Abuse Studies. University of Central Oklahoma, Edmond, Oklahoma.

AAHE Annual Conference
(June, 2000) Selected to represent the College of Liberal Arts, University of Central Oklahoma, Edmond, Oklahoma.

Comprehensive Exams with Honors
(August, 1995) Oklahoma State University, Stillwater, Oklahoma.
Awards and Honors con’t.

**Graduate Assistantship**  

**Outstanding Graduate Student**  

**Outstanding Undergraduate Student**  
(1990) Department of Sociology and Criminal Justice, *Central State University*, Edmond, Oklahoma.

**Oklahoma Sociological Association**  

### PROFESSIONAL SERVICE

#### University Service

<table>
<thead>
<tr>
<th>Year</th>
<th>Position/Taskforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016- Pres</td>
<td>Higher Learning Commission Steering Committee, Chair</td>
</tr>
<tr>
<td>2014- Pres</td>
<td>University Planning Council, Co-Chair</td>
</tr>
<tr>
<td>2012-2013</td>
<td>University-Wide Strategic Planning Team</td>
</tr>
<tr>
<td>2010-2012</td>
<td>Higher Learning Commission, Co-Chair, Criterion Four</td>
</tr>
<tr>
<td>2010-2012</td>
<td>Higher Learning Commission Steering Committee</td>
</tr>
<tr>
<td>2009-2010</td>
<td>Program Prioritization Taskforce</td>
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<tr>
<td>2008-2011</td>
<td>Assistant Football Coach, Volunteer</td>
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<tr>
<td>2006-2007</td>
<td>GA/TA/RA/LA Taskforce, Co-Chair</td>
</tr>
<tr>
<td>2006- (fall)</td>
<td>HLC Midterm Report on General Education</td>
</tr>
<tr>
<td>2005-2008</td>
<td>Continuous Quality Improvement Team</td>
</tr>
<tr>
<td>2005-2009</td>
<td>University Admissions Appeal Committee</td>
</tr>
<tr>
<td>2005-2007</td>
<td>University Core Committee (member)</td>
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<tr>
<td>2005-2008</td>
<td>Academic Affairs Curriculum Committee</td>
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<td>2005-2008</td>
<td>Continuous Improvement Facilitators</td>
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<tr>
<td>2005- (Fall)</td>
<td>University BOLD Committee</td>
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<td>2005-2006</td>
<td>University 2+2 Committee</td>
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<td>2004-2010</td>
<td>Academic Affairs Executive Committee</td>
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<td>2004-2008</td>
<td>Institutional Assessment Advisory Board</td>
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<tr>
<td>2004-2005</td>
<td>Academic Affairs subcommittee on Strategic Goals</td>
</tr>
<tr>
<td>2004-2005</td>
<td>GX (A committee of the Deans’)</td>
</tr>
<tr>
<td>2002-2005</td>
<td>AAUP Executive Council</td>
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<tr>
<td>2002-2005</td>
<td>Destination: UCO</td>
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<tr>
<td>2000-2001</td>
<td>North Central Accreditation Subcommittee (Crit. Three)</td>
</tr>
<tr>
<td>2000-2001</td>
<td>Institutional Assessment Advisory Board</td>
</tr>
</tbody>
</table>
Professional Service con’t.

College Service
2005- 2012  Associate Dean, College of Liberal Arts
2005- 2008  Core Curriculum Coordinator (Chair)
2005- 2007  Library Committee (Chair)
2005- 2010  Curriculum Committee (Chair)
2004- 2005  Assistant Dean, College of Liberal Arts
2004- 2008  Academic Continuous Improvement Council (Chair)
2003- (Spr)  Awards Committee (Member)
2002- 2004  LA Faculty Development Representative
2000- 2004  Faculty Sponsor, UCO Judo Club
2001- 2002  Faculty Sponsor, UCO Single Parent Resource Service
1999- 2005  Faculty Sponsor, UCO Budo Club
1999- 2004  Faculty Sponsor, UCO Delta Tau Chi (Crim Justice Club)
1999- 2005  Symposium Committee
1999- 2004  Assessment Committee
1998- 1999  Faculty Wellness Committee

Departmental Service
2003- 2004  Criminal Justice Hiring Committee
2003- 2004  Tenure Review Committee (Chair)
2002- 2004  Assistant Chair
2000- 2004  Assessment Committee, (Chair)
2000- 2001  NCA Levels of Implementation Committee
1999- 2000  Criminal Justice Hiring Committee
1998- 1999  Criminal Justice Hiring Committee
1998- 2004  Criminal Justice Curriculum Committee
1998- 2005  Criminal Justice Comp Exam Committee
1998- 1999  Criminal Justice Adm/Mngt (Five-Year Program Review)

OTHER PROFESSIONAL ACTIVITY

Reviewer
Spr 2006  Reviewed manuscript for Sociological Spectrum (#1505)
Fall 2005  Reviewed manuscript for Sociological Spectrum (#1493)
Spr 2005  Reviewed manuscript for Sociological Spectrum (#1460)
Sum 2004  Reviewed manuscript for Sociological Spectrum (manu # unav)
Sum 2003  Reviewed manuscript for Sociological Spectrum (manu # unav)
Spr 2003  Reviewed manuscript for Sociological Spectrum (#1380)
Other Professional Activity-Reviewer con’t.

Sum 2002 Reviewed manuscript for *Sociological Spectrum* (#1349 & #1349R)

Fall 2000 Reviewed manuscript for *International Review of Modern Sociology*/*International Journal of Sociology of the Family*.

Elected Positions

Fall 2003- 04 President, *Oklahoma Sociological Association*

Fall 2002- 03 President-elect, *Oklahoma Sociological Association*

New or Substantially Revised Courses (*2003 to present*)

Leadership

*Charismatic Leadership*

Sociology

*Cults and Followings*
*Sociology of Death and Dying*
*Deviant Religious Movements*
*Sociology of Evil*
*Brotherhoods and Conspiracies*

Criminal Justice

*Administration of Correctional Institutions*
*Innovations of Corrections and Penology*
*Critical Issues in Corrections*
*Community-Based Corrections*

Thesis Committees/Student Mentoring

2015- 2016 Member of a thesis committee (Jenny Milner)

2013- 2014 Served as a reader for a thesis (Bill Paige)

2008- 2009 Member of a thesis committee (Elizabeth Wood).

2002 - 2004 Served as a mentor for the McNair Scholar program.

2002 - 2003 Member of a thesis committee (Hosok O).

2002 - 2003 Member of a thesis committee (Yukie O).

2003 - 2003 Member of a thesis committee (Bonnie Dyeus).
PROFESSIONAL DEVELOPMENT

Faculty Enhancement Day

NCCI/NACUBO

It’s Not About Bells and Whistles: Using Technology in the Classroom to Enhance Student Retention and Increase Faculty Effectiveness.
(Summer 2003) Received a mini-grant from Title III for the development of effective power-point presentations in large venues. University of Central Oklahoma, Edmond, Oklahoma.

Information Technology
(May 2003) Attended a day-long training session entitled, “Using Technology in the Classroom.” University of Central Oklahoma, Edmond, Oklahoma.

Office of Assessment

Faculty Enhancement Day

Faculty Enhancement Day
(August 2002) Attended the session, “Getting Em to Rite Rite.” University of Central Oklahoma, Edmond, Oklahoma.

AQIP/Quality Initiative in Higher Education
(February 2002) Attended Dr. John Dew’s Seminar on continuous improvement. Seminar conducted in Pegasus Theater, College of Liberal Arts, University of Central Oklahoma, Edmond, Oklahoma.

Educators’ Leadership Academy
(2001/2002) The goal of the academy is toward the development of leadership skills cogent to higher education. The academy met for four weekend retreats in the course of an academic year.

AQIP/Quality Initiative in Higher Education
(February 2002) Attended lecture by Dr. John R. Dew, offered by the Faculty Enhancement Center. University of Central Oklahoma, Edmond, Oklahoma.
Professional Development con't.

**Power Point 1, 2, 3**  
(Fall 2001) Attended and completed training in power point offered by Faculty Development Committee. *University of Central Oklahoma*, Edmond, Oklahoma.

**Lead Technology Teacher**  
(June 1999) Successfully completed telecommunications and distance learning, level 2 competencies. *University of Central Oklahoma*, Edmond, Oklahoma.

**PUBLICATIONS, PROCEEDINGS, AND MANUSCRIPTS**


Publications, Proceedings, and Manuscripts con’t.


"Drugs, Self-Concept and Street Gangs as They Relate to Juvenile Delinquency: Phase II of a Drug Assessment Study with Young Offenders in a Secure Detention Setting." With William A. Johnson and Richard P. Rettig. *Oklahoma County Commission and Oklahoma County Juvenile Justice Bureau*.


**PROFESSIONAL PRESENTATIONS**


*Professional Presentations con’t.*


2007 “Structuring your College for CQI.” With Pamela Washington. Presented at the National Consortium for Continuous Improvement (NCCI) Regional Conference (October 11-12). The University of Central Oklahoma, Edmond, Oklahoma.


2005 “Shock Effect: Moving From Data to Goals.” With Stacy Southerland and David Macey. Presented at the National Survey of Student Engagement (NSSE) regional conference (fall). The University of Central Oklahoma, Edmond, Oklahoma.


Professional Presentations con’t.


2001 “Becoming a Functionary in a Metaphysical Movement.” Presented at the *Southwestern Social Science* annual conference (March), Ft. Worth, Texas.

2000 “An Introduction to Focus Groups as an Assessment Tool.” Presented at the *University of Central Oklahoma Faculty Enhancement Day* (August), Edmond, Oklahoma.


2000 “Millennium Madness! Y2K: A Content Analysis of Related Themes in the Print Media.” With David Ford and Juanita Bacus. Presented at the *Southwest Social Science* annual meeting (March), Galveston, Texas.


1999 “Tattooing and Youth Fad.” With Wm. Daniel Martin. Presented at the *Western Social Science* annual meeting, (Spring), Ft. Worth, Texas.


1998 “Crucial Components of a Metaphysical Movement.” Presented at the *Mid-South Sociological Association* annual conference, (Fall), Lafayette, Louisiana.

1997 "Inked: A Dramaturgical Analysis of Tattooing," With Wm. Daniel Martin. Presented at the *Oklahoma Sociological Association* annual meeting (Fall), Langston University, Langston, Oklahoma.

1997 "Correlates of Drug Use Among Generation X College Students: An Exploratory Study," With Michael Collins. Presented at the *Southwest Sociological Association* annual meeting, (March), New Orleans, Louisiana.

*Professional Presentations con’t*

1996  "Theoretical Considerations and Gerontological Counseling: An Analysis of Two Dominant Theories and Substantive Counseling Issues."  Presented at the Mid-South Sociological Association annual meeting, (October), Little Rock, Arkansas.


1995  "A Descriptive Account of the Oklahoma County Commissioners Scandal."  With Wm. Daniel Martin.  Presented at the Sixth Annual Graduate Research Symposium, (spring), Oklahoma State University, Stillwater, Oklahoma.


1991  "Gangs, Drugs and Delinquency."  With William Johnson and Richard P. Rettig.  Presented at the Improving the Quality of Community Life: A Regional Conference for Building Better Communities (November), Oklahoma Center for Continuing Education, Oklahoma City, Oklahoma.

Professional Presentations con’t
1990  "Anti-Semitism as it Relates to Religious Belief and Affiliation, Locus of Control and Educational Attainment."  Presented at the *Central State University Liberal Arts Symposium*, (spring), College of Liberal Arts Symposium, Edmond, Oklahoma.

1990  "Anti-Semitism as it Relates to Religious Belief and Affiliation, Locus of Control and Educational Attainment."  Presented at the *Oklahoma Sociological Association Student Paper Contest*, (November), Rose State College, Oklahoma City, Oklahoma.

**CONFERENCE PARTICIPATION AND INVITED LECTURES**


2003  **Round-Table Facilitator**, "The Effectiveness of a State-Wide Academic Discipline Association" *Oklahoma Sociological Association* annual conference, Rogers State University, Claremore, Oklahoma.


2002  **Session Chair**, “Collective Behavior/Social Movements.”  *Mid-South Sociological Association* annual meeting, (Oct), Memphis, Tennessee.


2001  **Panel Discussant**, “Career Opportunities in Substance Abuse Counseling and the Criminal Justice System.” (spring), *University of Central Oklahoma*, Edmond, Oklahoma.


*Conference Participation and Invited Lectures con’t.*

2000  **Session Facilitator**, “How Can We Assess a Competency-Based Curriculum” Facilitator for a session conducted by Tom Angelo. *American Association for Higher Education* Annual Conference (summer), Charlotte, North Carolina.


1999  **Session Chair**, “Collective Behavior.” *Western Social Science Association* annual meeting, (spring), Ft. Worth, Texas.

1998  **Panel Discussant**, “Inequality.” *Oklahoma Sociological Association* annual meeting, (fall), The Capitol Rotunda, Oklahoma City, Oklahoma.

1997  **Session Discussant**, "Aging." *Mid-South Sociological Association* annual meeting, (October), Huntsville, Alabama.

1997  **Session Discussant**, "Religion." *Mid-South Sociological Association* annual meeting, (October), Huntsville, Alabama.

1997  **Session Discussant**, "Popular Culture." *Mid-South Sociological Association* annual meeting, (October), Huntsville, Alabama.

1996  **Session Discussant**, "Sociological Theory." *Mid-South Sociological Association* annual meeting (October), Little Rock, Arkansas.


1994  **Co-Chair, Discussant**, with Wm. Daniel Martin. "Continuing the Theme: Does Postmodernism Have a Role in the Social Sciences?" *Oklahoma Sociological Association* annual meeting, (fall), University of Central Oklahoma, Edmond, Oklahoma.


**VOLUNTEER PARTICIPATION**
Oklahoma Heart Walk (2009)

Assistant Football Coach (2008- 2011)

Oklahoma Heart Walk (2005)


PROFESSIONAL MEMBERSHIPS

American Association of University Professors (2001 - 2004)
Mid-South Sociological Association (1997 - 2008)
Oklahoma Sociological Association (1995 - 2006)
Southwestern Social Science Association (1997 - 2001)
Kenneth Kickham, Ph.D.
Curriculum Vitae
Last Updated August, 2019

6312 Chatham Rd.
Oklahoma City, OK  73132
(405) 517-3836
(405) 974-5275
kkickham@uco.edu

ACADEMIC APPOINTMENTS

Chair, Department of Political Science, University of Central Oklahoma, 2019 – present
Assistant Chair, Department of Political Science, University of Central Oklahoma, Jan. – June, 2019
Professor of Political Science, University of Central Oklahoma, 2014 – present
Associate Professor of Political Science, University of Central Oklahoma, 2010 – 2014
Assistant Professor of Political Science, University of Central Oklahoma, 2005 – 2010
Instructor in Political Science, University of Oklahoma, August 2001 – 2010
Instructor in Statistics, Oklahoma State University, 2004
Graduate Research Assistant and Teaching Assistant, University of Oklahoma, 1996 – 1999

OTHER PROFESSIONAL EXPERIENCE

Comptroller
Budget Unit, Finance Division, Oklahoma Department of Human Services
Oklahoma City, Oklahoma
October 2004 – August 2005

Senior Researcher
Office of Planning, Policy and Research, Oklahoma Department of Human Services
Oklahoma City, Oklahoma
September 2000 – October 2004

Management Analyst
Planning and Research Unit, Oklahoma Department of Human Services
Oklahoma City, Oklahoma
October 1999 – August 2000

EDUCATION

M.Ed., Adult and Higher Education, University of Central Oklahoma, 2016
Ph.D., Political Science, University of Oklahoma, 2000
MPA, Public Administration, University of Oklahoma, 1994
B.S., Accounting, Oklahoma State University, 1992
ACADEMIC AWARDS AND HONORS

Meritorious Teaching Award, College of Liberal Arts, 2013
College of Liberal Arts Outstanding Teaching Award Nominee, 2012
College of Liberal Arts Outstanding Teaching Award Nominee, 2010
Research Grant, College of Liberal Arts, University of Central Oklahoma, 2008
Neely Excellence in Teaching Award Nominee, Department of Political Science, University of Central Oklahoma, 2007 and 2008
John H. Leek Memorial Scholarship, 1997-1999
Graduate College Travel Grant, 1997
Political Science Department Travel Grant, 1996

TEACHING

NEW PROGRAM APPROVED

Master of Public Administration, 2012

NEW COURSES DEVELOPED

University of Central Oklahoma

- Political Science 5033: Research Methods (Online), 2018
- Political Science 5123: Budgeting for Cities & States, 2017
- Leadership 4213: Ethics and Leadership (Online), 2014
- Political Science 2413: Introduction to Public Administration (Online), 2013
- Leadership 3990: Transforming Society through Servant Leadership, 2013
- Political Science 2623: Applied Research for Public Administration, 2009
- Political Science 4463/5193: Public Finance and Budgeting, 2008
- Political Science 4523/5523: Public Program Evaluation, 2008
- Political Science 2413: Introduction to Public Administration (Online), 2007

University of Oklahoma


COURSES TAUGHT

University of Central Oklahoma

- Political Science 5413/4413: Public Policy Analysis
- Political Science 5193/4463: Public Finance and Budgeting
- Political Science 5163/4603: Intergovernmental Relations
- Political Science 5033: Research Methods
- Political Science 5023: Scope of the Discipline
- Leadership 4213: Ethics and Leadership
- Leadership 3990: Measuring/Evaluating Leadership
- Leadership 3990: Transforming Society through Servant Leadership
Political Science 3313: Municipal Management and Politics
Political Science 2623: Applied Research for Public Administrators
Political Science 2413: Introduction to Public Administration
Political Science 2103: Elements of Political Science
Political Science 2013: Information Management
Political Science 1203: State and Local Government
Political Science 1113: American National Government

Oklahoma State University

Statistics 5013: Statistics for Experimenters I

University of Oklahoma

Political Science 3542: Human Resource Management
Political Science 3173: Theory of Public Organizations
Political Science 3170: Problems in Public Administration: Welfare Reform
Political Science 2173: Administration and Society
Political Science 1113: Introduction to Political Science

DISSERTATION COMMITTEE MEMBER

Dean Findley, Oklahoma State University, Defended 11/18/2015
Krista Schumacher, Oklahoma State University, Defended 4/3/2015

THESIS CHAIR

Da’Mon Smith, “Reforming the Criminal Justice System,” 12/16/2011

THESIS COMMITTEE MEMBER

Chris Crawford, “British and French Experiences with Colonialism,” 10/04/2018
Sara Foster, “Democratization and Gender Inequality in Egypt” 11/29/2012
Jared Bowyer, “Repairing a Strategic Partnership” 11/19/2012

CAPSTONE DIRECTOR

Samuel Kurtz, “Trump Supporters and Authoritarianism,” 5/2017
Kaala Releford, “Meeting Child Support Obligations in Oklahoma: A Qualitative Analysis,” 5/2017
Jennifer Swann, “A Case Study on Corn Subsidies,” 5/2017
Kyle Brown, “Not in This House: LGBT Youth Experiencing Homelessness,” 4/2017
Hien Nguyen, “Local Health Initiatives in Oklahoma City and Portland: A Comparative Case Study,” 3/2017
Shaker Alghanem, “The Association between the Number of Nurses and the Presence of Elderly Abuse in Nursing Home Facilities within the U.S.,” 3/2017
James McDowell, “The Effect of High Commitment HRM on Imposter Phenomenon in Public Employees,” 7/2015
Kurt Fifelski, “The Importance of Implementation in the Success of Carbon Taxes,” 5/2014
Andria Campbell, “Governments and Big Data,” 5/2014
Yeongjung Choi, “Ideology and Political Process,” 7/2013
Jason Robison, “Transportation Sector and Budgeting,” 5/2013
Changuu Park, “Regulatory Reform in Korea,” 7/2012

SCHOLARSHIP

BOOKS


BOOK CHAPTERS


PEER-REVIEWED ARTICLES


OTHER ARTICLES AND PUBLISHED RESEARCH


**CONFERENCE PRESENTATIONS**


“Food or Thought? Assessing Internal and External Factors Affecting Evaluations of Instructor Effectiveness,” presented at the Transformative Learning Conference, Oklahoma City, April 1, 2016 (with John Wood and Ryan Kiggins).


“Impact of Indigent Defense Spending on Rates of Female Incarceration,” presented at the 95th Annual Meeting of the Southwestern Social Science Association, April 9, 2015, Denver, Colorado (with Jaime Burns and David A. Ford).


“Academia’s ‘Leaky Pipeline’: The Effect of Gender on Satisfaction with Work-Personal Life Balance among Tenure Track Faculty,” presented at the 75th Annual Meeting of the Midwest Sociological Society, March 26, 2011, St. Louis, MO (with Krista Schumacher and Jean Van Delinder).


“Effects of Weight-Based Stigma and Discrimination on Obesity,” presented at the 90th Annual Meeting of the Southwestern Social Science Association, April 2, 2010, Houston, TX (with Krista Schumacher).


“FEMA and Presidential Politics: Is There a Good Time to Have a Disaster?” presented at the Oklahoma Political Science Association Annual Conference, November 7, 2008, Lawton, OK (with Dean Findley).


“Are State Marriage Initiatives Having an Effect?” presented at the 47th Annual Workshop of the National Association for Welfare Research and Statistics, August 22, 2007, Charleston, WV.


“Baby Boomers’ Retirement: Are We Prepared?” presented at the 2003 PartnerShips for Aging Conference, Southwest Society on Aging and Mid-America Congress on Aging, Tulsa, OK (with Zohre Salehezadeh).


CONFERENCES ORGANIZED AND PROGRAMS CHAIRED

Program Chair, 88th Annual Meeting, Southwestern Political Science Association, Public Administration and Administration Section, Las Vegas, NV, March 12 – 17, 2008.


SESSIONS ORGANIZED


INVITED SCHOLARLY SPEECHES


“Welfare Reform in Oklahoma,” Department of Human Environmental Sciences, Oklahoma State University, Stillwater, OK, October, 1999 – 2004 (each Fall semester).

PANEL DISCUSSIONS


“Productivity and Wages,” Living Wages for Oklahomans Forum (Panelist), Norman, OK, November 12, 2007.


PROGRAM EVALUATIONS AND OTHER REPORTS

Cliff Effects of Tax and Transfer Programs in Oklahoma, Tulsa, OK: Oklahoma Policy Institute (with Paul Shinn and David Blatt, August 2019).


Analysis of Survey Results: Families of Children under Five Years Old, Oklahoma City, OK: Oklahoma Partnership for School Readiness Foundation (May 2018).


Economic Impact of DHS Services, Oklahoma City, OK: Department of Human Services (July 2017).


“Assessing the Effects of Raising A Reader in Oklahoma,” Oklahoma Child Care Resource & Referral Association, Oklahoma City (July 2006).

“Oklahoma City and General Motors: Assessing the Alternatives,” United Auto Workers, Oklahoma City (December 2005).


“Oklahoma Seat Belt Observation Study,” Institute for Public Affairs, University of Oklahoma (with David R. Morgan, July 1999).


“Oklahoma Child Restraint Observation Study,” Institute for Public Affairs, University of Oklahoma (with David R. Morgan, July 1997).

“Oklahoma Seat Belt Observation Study,” Institute for Public Affairs, University of Oklahoma (with David R. Morgan, July 1997).


GRANTS AWARDED


2010, Project Co-Director for University of Central Oklahoma, on Oklahoma Humanities Council Grant “Teaching Civic Engagement” (Project No.: Y10.501). Total Budget: $17,004.46.


Kenneth Kickham 10
2003 through 2006, Lead Evaluator for the Oklahoma Department of Human Services, on U.S. Dept. of Health and Human Services, Administration for Children and Families Grant No.: 90-CW-1115. Total Budget: $600,000.

1996 through 1999, Project manager and methodologist, Institute for Public Affairs at the University of Oklahoma. Under contract for the Department of Transportation, conducted 9 seat belt and child restraint usage surveys and reported findings (approx. $360,000).

BOOK REVIEWS


SERVICE

UNIVERSITY OF CENTRAL OKLAHOMA

STLR Training Completed, Activity Tagged, and Student Evaluated, Spring 2019

NASPAA Accreditation Committee, Department of Political Science, 2015 - present

Curriculum Committee, College of Liberal Arts, Fall 2005 – Spring 2019

Department of Sociology/Gerontology/SAS Tenure Review Committee, Fall 2017 and Fall 2018

Department of Sociology/Gerontology/SAS Promotion Committee, Fall 2016 (Chair), Fall 2017 and Fall 2018

Oklahoma State Regents for Higher Education Course Equivalency Project, UCO Representative, Fall 2017

College of Liberal Arts Promotion Review Committee, Chair, 2017

Department of Political Science Tenure Review Committee, Fall 2017

Department of Political Science Promotion Committee, Fall 2016

College of Liberal Arts Tenure Review Committee, Fall 2016 and Fall 2018

College of Liberal Arts Dean’s Hiring Committee, 2016

Faculty Group, Downtown UCO Higher Learning Commission visit, 2016
Online Quality Evaluator Training Workshop Participant, April 2015
Qualtrics Quality Rubric Evaluator, Center for eLearning and Customized Education, May 2015
College of Liberal Arts Promotion Committee, 2015
Department of Sociology/Gerontology/SAS Promotion Committee, 2015
ELA Outstanding Professor’s Academy, 2014 - 2016
Faculty Grievance Committee, 2014 - 2016
College of Liberal Arts Tenure Committee, 2014
Hiring Committees (3), Department of Political Science, 2014 - 2016
SSCI Reviewer, Department of Kinesiology and Health Studies, 2014
Leadership Minor UCO Advisory Board, 2013
Strategic Planning Committee, 2013 - 2014
Faculty Senator, 2012 – 2015
Curriculum Committee, Academic Affairs, 2012 – 2014
Grants Coordinator, College of Liberal Arts, 2010 – 2013
Internship Coordinator, Dept. of Political Science, 2005 – 2010
Discussant and Moderator, College of Liberal Arts Symposium, 2006 – 2010
Application Coordinator, Oklahoma Quality Award Team, 2008 – 2009
Continuous Quality Improvement Facilitator, Academic Affairs, 2007 – 2008
Coordinator, Self-Study for Continuous Improvement, Political Science, 2006 – 2007

JOURNAL OF BUSINESS ETHICS
Reviewer, 2017 – 2018 (2 articles)

SOCIETY FOR PSYCHOLOGICAL ANTHROPOLOGY
Member, 2017

OKLAHOMA POLITICAL SCIENCE ASSOCIATION
Member, 2012-13

MIDWEST SOCIOLOGICAL SOCIETY
Member, 2011

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION
Member, 2008 – 2010, 2014

SOUTHWESTERN POLITICAL SCIENCE ASSOCIATION

Member, 2007 – 2011

Program Committee, 2008

NATIONAL ASSOCIATION FOR WELFARE RESEARCH AND STATISTICS

Board Member, 2001 – 2010

President, 2003 – 2004

OKLAHOMA MARRIAGE INITIATIVE

Research Advisory Group Member, 2001 – 2004

FAMILY ECONOMIC SELF-SUFFICIENCY COALITION

Data Group Member, 2000 – 2004

UNIVERSITY OF OKLAHOMA

Designated Representative, ICPSR, 1998 – 1999

EXPERT TESTIMONY GIVEN


Oklahoma Merit Protection Commission, Grievance Adjudication (Sampling Theory), June 24, 2005.

MEDIA INTERVIEWS

WalletHub.com (regarding federalism and intergovernmental relations), March 20, 2018.

Laura M. Butler Claussen

P: (805) 400-8114  |  E: lauramerissabutler@gmail.com  |  LI: linkedin.com/in/laura-butler-claussen

EDUCATION

CALIFORNIA POLYTECHNIC STATE UNIVERSITY | San Luis Obispo, CA
Master of Arts, Counseling and Guidance
Specialization: Higher Education and Student Affairs

OKLAHOMA STATE UNIVERSITY | Stillwater, OK
Bachelor of Arts, Journalism/Public Relations
Bachelor of Arts, Sociology; Emphasis: Criminal Behavior Studies
Studied Abroad: Regent’s College, London, England

CERTIFICATIONS

Leadership & Public Administration • Public Administration Municipalities • Nonprofit Management • Conflict Mediation • Restorative Justice

SKILLS & EXPERTISE

Public Affairs • Alternative Dispute Resolution Practices • Leadership and Professional Development • Marketing • Assessment • Diversity & Inclusion Trainings • Event Management and Program Development • Policy Analysis

TRAININGS

Veteran Populations • Title IX • ’Dear Colleagues’ letter • Office of Violence Against Women • Saying ‘Yes, and’ to Authentic Leadership • Diversity Advocacy • Social Justice • Intergroup Dialogue • LGBTQIA+/ Ally • TED Talks

EXPERIENCE

UNIVERSITY OF CENTRAL OKLAHOMA | Edmond, OK
Legislative Liaison 2020- current
Served as Interim Assistant Vice President, Feb.- May 2020, position renamed
Responsible for all facets of the university’s relationships with municipal, county, tribal, state, and federal governments. Develops the institutional comprehensive strategy in connecting governments and communities in support of the University’s goals. Serves as a liaison between the University and other agencies/departments and other organizations on governmental relations matters. Educates public officials on issues of importance to the University.

- Tracks priority legislation and advises the President and university leadership on government affairs issues;
- Establishes and implements short- and long-range goals, objectives, policies, and operating procedures for the university’s government relations and public affairs efforts.
- Interfaces with campus governing bodies, Regional and State governing bodies, the Office of the Governor, state legislators, Oklahoma City and City of Edmond elected officials, and State Executive Departments.


Director Public Affairs and Leadership 2014 – Feb. 1, 2020
Reclassified from Assistant Director for Student Leadership, 2016
Create public affairs initiatives, outreach materials and develop trainings for campus to promote institutional objectives and educate campus populations on how to engage with legislators and policy makers about legislation impacting higher education. Cultivate community outreach, program development and community relation, while advocating on behalf of higher-education initiatives.

- Manage comprehensive leadership scholarship groups, streamlining program logistics, recruitment strategies, assessment and retention. Manage the leadership scholarship and selection process for over 1,800 incoming freshman, transfer and continuing students.
- Manage high profile institutional and presidential speaker series overseeing $250,000 budget and collaborating with community partners including: TEDxUCO, John Legend, Oscar award winning artist; Thomas Friedman, Best-Selling Author and New York Times Columnist; Barbara Hager and Jenna Bush, First Daughters and Bruce Katz, Brookings Institution and Metropolitan Revolution author.
- Adjunct faculty for three courses; develop curriculum and instruct Cultural Competency & Leadership, focus on facilitating health dialogue and recognizing the importance of diversity and leadership on local, state, national and global scales, Success Central, a retention and success course and Lessons in Leadership.

Committees Served: Empowerment for Excellence, 2018-2020; Staff Senate: Vice President, 2017-2018/ Member 2015-2017
Student Group Advisor: President’s Leadership Council, Leaders of Tomorrow Council; American Democracy Project; Public Affairs Task Force; TEDxUCO
Conduct Specialist, Center for Student Conduct
2012 – 2014

Work with the Dean of Students portfolio and collaborate with key campus resources to enhance the student experience and strategize with students of concern on academic and behavioral intervention methods to holistically manage student development and crises.

- Developed comprehensive Title IX outreach website, materials and resources aligning with federal guidelines and best practices.
- Adjudicated over 250 cases analyzing policies while integrating social justice philosophies and development practices. Managed bi-annual educational outreach events, reaching over 1,200 users.
- Created outreach tools to promote awareness of policies and procedures with limited budget including a campaign that accrued 153,752 impressions during an academic year to educate on and provide resources.
- Created assessment surveys, rubrics and scoring methodology to access process, policies and procedures. Mapped results and aligned with goals and objectives


Leadership & Judicial Affairs Coordinator
2010 – 2012

Redesigned Leadership Program, developed brand and implemented educational leadership development opportunities through: leadership programming, series and trainings; chaired the campus annual leadership conference and awards committees.

- Revised and streamlined policies/ procedures. Adjudicated academic and behavioral misconduct while aligning to UC standards and best practices; managed 95% of academic policy violations.

Committees Served: Student Affairs Retreat, 2011; Campus Orientation, 2011-2012; Executive Vice Chancellor professional search committee, 2012; Ombud professional search committee, 2012; Residential Life Leadership Coordinator professional search committee, 2012; Student Group Advisor: Afrikan Black Coalition, 2011

Academic Advisor, Athletic Department
2008 – 2010

Promoted after 3 months from academic coordinator

Advised student athletes and organized NCAA national program, Champs Challenge, focusing on holistic development. Served as liaison for school and academic departments by interpreting academic policies, procedures and curriculum.

- Evaluated and aided in development; success rate 70% improved academic performance
- Organized department awards banquet for over 500 attendees

Families & Supporters Programmer, Orientation Programs
2008 - 2009

- Designed parent transitional session; facilitated 10 sessions with approximately 800 parent participants
- Managed community resource fair partnering with over 50 campus and local representatives
- Trained and supervised student staff leaders of approximately 200 to facilitate and manage events


Marketing, Sales & Outreach
2007-2010

- Advertised events/ products ranging over $3,500; Assisted with event logistics for over 2,500 attendees.
- Monitored international event progress on European cruises

HONORS

EDMOND VOLUNTEER OF THE YEAR, INTEGRIS HEALTH and EDMOND AREA CHAMBER OF COMMERCE | Edmond, OK 2019

EXCEPTIONAL WOMAN, UNIV. OF CENTRAL OKLAHOMA WOMEN’S OUTREACH CENTER 2019

TINKER AIR FORCE HONORARY COMMANDERS | Midwest City, OK 2018- 2019
- Graduate of civic leadership program, pairing state and community leaders with Tinker Air Force Base’s senior leaders
- speaker at graduation commencement and incoming 2019-2020 leadership cohort recognition

TOP 20 UNDER 40, THE EDMOND SUN, HONOREE | Edmond, OK 2017

OKLAHOMA COLLEGE PUBLIC RELATIONS ASSOCIATION ACHIEVEMENT AWARD 2017
- Recognition for creative public affairs outreach materials
LEADERSHIP EDMOND PROGRAM GRADUATE | Edmond, OK 2014
• Selected as one of 38 community members to participate in community leadership program

CALIFORNIA COLLEGE PERSONNEL ASSOCIATION, EXECUTIVE BOARD | California 2010-2014
Director of Professional Development, 2012-2014
• Manage Professional Team; plan and implement bi-annual statewide conferences
  o State Appropriation Bill 540 and undocumented students, Azusa Pacific University, 2013
  o Innovation in Higher Education, featuring ACPA President, 2012
Previous: University of California Representative, 2011-2012; Regional Conference Muslim Student Population Program Assessor, 2010

ASSOCIATION OF STUDENT PERSONAL ADMINISTRATORS (NASPA) 2008-2016
• National new professional/graduate student case study competition judge, 2010
• Case Study Overall Winner, 2009

NATIONAL ORIENTATION DIRECTORS ASSOCIATION (NODA) 2008-2009
• Case Study Overall Winner, 2009

COMMUNITY OUTREACH

OKLAHOMA REGENTS ECONOMIC DEVELOPMENT COMMITTEE | Oklahoma City, OK 2019-present
• Spokesperson and Chair for 2019-2020 outreach and state-wide annual event

EDMOND AREA CHAMBER OF COMMERCE | Edmond, OK 2017-present
Government Relations Council Member
• Meet with community officials; discuss priorities and develop annual legislative agenda
Leadership Edmond Chair of Executive Committee 2015-present
• Analyze assessment and create structure for community leadership program
Previously served as Executive Committee Member, 2015-2018, Co-Chair 2018-2019
Annual Fundraiser Planning Committee 2014-present
Youth Leadership Edmond Selection Committee 2014-16/2019

OKLAHOMA STATE CHAMBER and GREATER OKC CHAMBER Member 2017-present

EDMOND MOBILE MEALS VOLUNTEER | Edmond, OK 2014-present
• Coordinate reoccurring bi-monthly volunteers to assist with organizational needs
• Little Chefs, youth leadership program volunteer; discuss the importance of servant leadership

OKLAHOMA CITY BALLET, THE ASSOCIATES PROFESSIONAL GROUP EXECUTIVE BOARD 2015-2018
• Cultivate performing arts and professional development within the Metro community by increasing awareness and support for the Oklahoma City Ballet and fine arts through member outreach and events

DRUG & ALCOHOL SERVICES. YOUTH TASK FORCE | San Luis Obispo, CA 2010
• Federal grant (DFC 101) targeting college bound students with alcohol/substance abuse problems; Collaborated on outreach tactics to target at risk populations

DRUG TEEN COURT, THE COUNCIL ON ALCOHOL & DRUG ABUSE | Santa Maria, CA 2010
• Supervise average of 15 juveniles during court hearing, deliberations and decision-making processes
• Explicate repercussions and contracts with juveniles and parent/guardian/representatives
• Cultivate personal and ethical development amongst diverse youth population

LGBTQUIA+ CONFERENCE COMMITTEE | San Luis Obispo, CA 2009-2010
• Assisted with program objectives/review for annual state-wide conference for 23 California State Universities

ADDITIONAL OUTREACH & INVOLVEMENTS: Endeavor Games (National competition for athletes with physical disabilities); Edmond HOPE Center; United Way; Boys & Girls Club; Special Olympics; AIDS Network; Beyond Shelter; Cal Poly Culture Fest; San Luis Obispo AIDS Memorial Garden; Battered Women’s Shelter; Humane Society; Merced Food Bank; American Association of State Colleges and Universities (AASCU) Higher Education and Government Relations, 2014-present

REFERENCES AVAILABLE UPON REQUEST
Angela MeShawn Green

12313 Williamsport Ave, Oklahoma City, OK 73120 • (405) 204-5535 • a.meshawngreen@gmail.com

Professional Highlights

- Office of Diversity and Inclusion director for over 10 years.
- Trusted facilitator of diversity trainings addressing topics of implicit bias, microaggressions, privilege, and facilitating difficult conversations.
- Active leader on the Committee on Diversity, a campus-wide committee that guides the diversity, inclusion, and equity work at the University of Central Oklahoma
- Instrumental in championing a campus diversity plan for the University of Central Oklahoma.
- Researched, organized and implemented over 100 campus programs that promote diversity, cultural competence and inclusion.

Education

Doctor of Philosophy, Oklahoma State University
Emphasis: Higher Educational Leadership and Policy Studies
In Progress

Master of Education, University of Central Oklahoma
Emphasis: Adult Education
Spring 2004

Bachelor of Art, University of Central Oklahoma
Emphasis: Corporate Communication
General Journalism
Fall 2000

Core Competencies

Strategic Leadership

- Led the Office of Diversity and Inclusion (formally Multicultural Student Services) fifteen years of my eighteen-year career.
- Trusted diversity, inclusion, and equity leader serving as an advisor to campus departments, offices, and committees. Including meeting with university president and cabinet members to discuss support initiatives for underserved students.
- Experienced diversity trainer facilitating diversity discussions for campus and community organizations.
- Served as a consultant to institutions of higher education interested in creating similar offices of Diversity and Inclusion.
- Manage full time staff, graduate assistants, and student interns.
- Researched, through quantitative and qualitative measures, the needs of underserved students and created partnerships with campus and community organizations to address those needs resulting in the Black Male Initiative, Native American Success Initiative, and Hispanic Success Initiative.
- Expanded Office of Diversity and Inclusion programming to include over 100 campus-wide programs, with more than 4,000 participants yearly, and 6,000 visits yearly to the Office of Diversity and Inclusion.
• Conduct annual planning and implementation retreat for the Office of Diversity and Inclusion.
• Developed systematic assessment procedures to evaluate Office of Diversity and Inclusion programs.
• Established the University of Central Oklahoma Women’s Outreach Center designed to support the leadership development of women students.

Support and Advance an Increasingly Diverse Student Body
• Instrumental in the establishment of the Black Male Initiative, Hispanic Success Initiative, and Native American Success Initiative at the University of Central Oklahoma.
  o The Black Male Initiative was the recipient of the American Association of State Colleges and Universities’ 2017 Excellence & Innovation Award for Student Success & College Completion.
  o The Black Male Initiative students were retained at a higher rate (58% retention rate) than first-time full-time black male freshman who were not in the program (55% retention rate). These students also have a grade point average 14.8 percentage points higher than their first-time full-time black male freshman counterparts.
  o Students of the Hispanic Success Initiative experienced an 87% retention rate and have an average 2.76 grade point average.
  o Students in the Native American Success Initiative are retained at a higher rate (73.3% retention rate) than first-time, full-time Native American freshman students who did not participate in the program (61% retention rate).
  o Oversaw the creation of partnerships with AAA, Oklahoma City Public Schools and Representative George Young for Student Initiatives students to receive internships and professional mentoring.
• Designed Cultural Competence and Leadership Course aimed to introduce students to foundational theories of diversity and social justice.
• Served as advisor and advocate for the Asian American Student Association, Black Student Association, Hispanic American Student Association and Native American Student Association.
• Develop, coordinated, and implemented campus-wide programs celebrating cultural diversity such as:
  o Annual Asian Moon Festival program that grew from less than 100 in attendance to over 400 in attendance and engages the UCO and Oklahoma Metro communities.
  o Latinx Heritage Month that include cultural celebratory programs as well as programs that address social justice topics that impact the Latinx communities.
  o Native American Heritage Month that includes programs that educate the UCO community on the needs and interest of the Native population.
  o Black History Month that is implemented by the Black History Month Taskforce which includes faculty, staff, students and community members.
• Coordinate educational programs and campus events to promote a diverse intellectual and social environment that include:
  o King Week at Central comprising of an annual oratory competition sponsored by Enterprise and co-sponsored by the Volunteer and Service Learning office.
  o Established Tunnel of Oppression program at the University of Central Oklahoma.
• Implemented programs to aid in the academic and personal success of students.
  o Developed peer mentoring program with a 96% retention rate of students.
  o Implemented tutoring and study skills workshops for students.
Intentional Diversity Recruitment, and Retention

- Developed campus-wide efforts to create a more welcoming and inclusive climate for students of diverse backgrounds, experiences and social identities including:
  o Multicultural Student Orientation to welcome underrepresented students to the campus and provide essential information needed for a successful freshman year.
  o Established more in-depth week to connect UCO’s multicultural faculty and staff to incoming students.
- Met with faculty candidates to discuss Office of Diversity and Inclusion and the myriad of ways that they can connect to the University of Central Oklahoma therefore creating a sense of belonging and connectedness for those potential faculty members.
- Member of the African American Faculty Staff Association, Latino Faculty Staff Association and Native American Faculty Staff Association. Assisting these organizations with their connection with students and intentionally creating environments for faculty and staff to find support.
- Created Diversity Peer Educators. A group of students who I train to provide campus programs and discussions that address cultural competence.
- Developed Diversity Leadership Institute that examines the concepts of discrimination, racism, privilege, prejudice, and stereotyping through the lens of Individual Identity Development theory.
- Collaborated with faculty, staff and students to create the “Cultural Competence in the Classroom: From Theory to Practice” series.
- Created Black Male Summit. A program that has 500 African American male students from across Oklahoma in attendance.
  o Co-chair Black Male Summit Advisory Board. A board including campus and community members that guide the Black Male Summit
- Created Primeros Pasos, a student recruitment day designed for Latinx students. Chaired the advisory board made of students, faculty and staff that advised the establishment of the program.

Job History

Director of Office of Diversity and Inclusion (Formally Multicultural Student Services)
University of Central Oklahoma
August 2006 - current

Assistant Director of Campus Life
University of Central Oklahoma
January 2005 - August 2006

Multicultural Student Services Coordinator
University of Central Oklahoma
October 2003 – January 2005

Representative
University of Central Oklahoma
January 2001 – October 2003
Publications


Presentations

- Annual Collegium on College Teaching Practices – Difficult Conversations in the Classroom
- Coalition of Urban & Metropolitan Universities – Implementing Black Male Initiative Programs: A Model of Promoting African-American Male Success at a Metropolitan University
- University of Central Oklahoma, Transformative Learning Conference – Cultural Competence: From Concept to Practice
- Hispanic Association of Colleges and Universities – Enhancing the Institutional Environment for Hispanic Student Success at UCO
- National Association for Campus Activities - Diversity Leadership Institute: Expanding Cultural Identity Through Domestic Travel Tours
- University of Central Oklahoma – Microagressions that are a Big Deal
- University of Central Oklahoma, Human Resources Department – The Power of Diversity within the Workplace
- University of Central Oklahoma – True Leadership is Multicultural Leadership
- Oklahoma Association Student Personnel Administrators – Oklahoma Conference on College Student Character
- Symposium on the Recruitment and Retention of Students of Color – Students Leading Students
- Oklahoma Day/Night Association – Recruiting Minority Students: More than Just a Face on a Brochure

Notable University Committees

Committee on Diversity
College of Education Recruitment and Retention
Indigenous People Day Committee
Student Affairs Assessment Team
Enrollment Committee
University Budget Taskforce
Program Prioritization Committee
Diversity Recruitment Committee
Transformative Learning Committee
Student Leadership Award
University Budget Taskforce
**Organization Affiliation and Leadership**

Oklahoma City for Community Justice Inclusive Leadership Institute  
Leadership Edmond, Class XXX

Oklahoma College Student Personnel Association, Conference Chair and Membership Chair

Oklahoma Diversity Officers/Practitioners Consortium

University of Central Oklahoma African American Faculty Staff Association, President & Secretary

African American Alumni Alliance, Secretary

National Association Student Personnel Administrators

Delta Sigma Theta Sorority, Inc., Recording Secretary

Big Brothers/Big Sisters, Mentor

YMCA, Executive Committee

Family Reunion Chair
VITAE

Rozilyn Miller, Ph.D.
Associate Dean
College of Liberal Arts
University of Central Oklahoma
Edmond, OK 73034

Telephone: (405) 974-5451
E-mail: rozmiller@uco.edu

Professional Preparation
- Doctor of Philosophy: Instructional Leadership and Academic Curriculum, University of Oklahoma, December 2007
- Master of Arts in Speech: Oklahoma State University, July 1990
- Bachelor of Arts in Oral Communication: Central State University, July 1980

Professional Experience
August 1998-present  Communication/Mass Communication/Leadership, University of Central Oklahoma, Edmond, Oklahoma
- January 2019 - present  Associate Dean
- January 2016 - January 2019  Assistant Dean
- August 2017 - January 2019  Professor
- August 2013 - July 2017  Associate Professor
- January 2008 - July 2013  Assistant Professor
- August 1998 - December 2007  Instructor
- January 1997 - May 1998  Adjunct Lecturer

Scholarly Activities

Publication

Conference Papers


Panel Presentations

“Supporting ‘Adjunct Faculty:’ Building, Engaging, and Sustaining Lasting Relationships and Opportunities for Diverse Adjunct Faculty Through Mentorship and Other Professional Development Opportunities.” Panel Presentation conducted at the National Communication Association Conference, Dallas, November 17, 2017.


“This is what a Feminist Looks Like: Feminists Acts and Ideological Challenges on a University Campus.” Panel presentation conducted at the Oklahoma Women in Higher Education Conference, UCO, November 16, 2012.

“iPad Academy: Stories From the Front.” Panel presentation conducted for the 13th Annual Collegium on College Teaching Practice, UCO, August 15, 2012.


“Hardball for Women: Winning at the Game of Business Round Table Discussion.” Panel presentation conducted for a UCO FEC sponsored Lunch and Learn, Tuesday, April 12th, 2011.


“Touchstone Project.” Panel presentation conducted at UCO’s Faculty Enhancement Day, August 17, 2005.

“Evaluating Communications Teacher Education Programs.” Panel presentation conducted at the National Communication Association Convention, New Orleans, November 23, 2002.


"An EAWS in Time Can Save Nine." Presentation conducted at the National Institute for Staff and Organizational Development (NISOD), University of Texas, Austin, TX, May 1994.

"Select Advising." Presentation conducted at the National Institute for Staff and Organizational Development (NISOD), University of Texas, Austin, TX, May 1994.

**Poster Presentation**


**Planning/Chairing/Moderating Conference Sessions**

- Chaired “Women at the Heart of Rhetoric: Undergraduate Student Papers” at the Central States Communication Association Conference, Kansas City, Missouri, April 8, 2005.
- Program Planner, Forensics Section, Oklahoma Speech Theatre Communication Association (OSTCA) Convention, September 6, 2003.
- Program Planner, Communication Section, OSTCA 2000 Convention.
- Chaired/Moderated the "Showcase of Outstanding Undergraduate and Graduate Research Papers" for the OSTCA Convention, September 2000.
- Chaired/Moderated the "Blocking for Duo and One-Act Plays" session for the OSSAA Teacher's Workshop for Speech, Drama, and Debate, September 2000.
- Chaired/Moderated the "Stock Set for One-Act Competition" session for the OSSAA Teacher's Workshop for Speech, Drama, and Debate, September 2000.
- Program Planner, Communication Section, OSTCA 1999 Convention.
- Chaired/Moderated the "Tournament Conduct and Behavior" session for the OSSAA Teacher's Workshop for Speech, Drama, and Debate, September 1999.
- Chaired/Moderated the "Oral Interpretation" session for the OSSAA Teacher's Workshop for Speech, Drama, and Debate, September 1998.

**Textbook Reviews**

- Reviewed second edition of *Uncivil Wars: Political Campaigns in a Media Age* for Bedford/St. Martin’s, a textbook for political communication written by Thomas A. Hollihan, in May 2007, published in Fall 2008.

**Grants**

- Awarded $1,000.00 Friends of the Library Faculty Grant for Women’s Rhetorical Historical Documents FY 2010/2011, April 2010.
- Awarded Technology White Paper Mini-Grant by the Faculty Technology Advisory Committee, sponsored by the Office of Information Technology and Office of Academic Affairs, University of Central Oklahoma, January 2008: “Using Technology to Enhance Team Communication Skills in Leadership Communication.”

**Creative Activities**

- “Oklahoma: Myth vs. Reality or Red Dirt Wind A mad bomber and Football.” Created/directed reader’s theatre presentation based on Oklahoma stereotypes interweaving songs, poetry, fiction, movies, humor, historical events, facts, and statistics with perceptions of non-Oklahomans across the nation which won State, Conference, and National Championships during Spring 2004.
- Established, recruited, and coached Individual Events (Public Speaking & Interpretation) Forensics Team (1997-2004).
Within seven years, the team matured from competing in one tournament and winning zero awards to competing in seven tournaments and winning 42 awards.

Seven to twenty-two students competed each year.

In the last year of competition, the team won one state championship, four conference championships, and three national championships.

During the seven years the team existed, 85 students competed in 28 tournaments bringing home 201 awards.

- Directed and performed a reader’s theatre poetry selection (“On the Pulse of Morning” by Maya Angelou) for UCO’s World Within Celebration on October 22, 2001.
- "Looking Forward, Looking Back: The Ideal of the Educated Woman." Created/directed reader's theatre presentation interweaving the works of Plato, Jean-Jacques Rousseau, Mary Wollstonecraft, Catherine Beecher, Charlotte Perkins Gilman, and Jane Roland Martin with journal writings from a women’s studies graduate course, contemporary poetry, and humor performed at the Central States Communication Association Conference, St. Louis, MO, April 1999.

Curriculum Resource Guides
  1. “Argumentation”
  2. “Broadcasting Activities and Resources”
  3. “Communication Apprehension”
  4. “Costuming”
  5. “Improvisational Acting”
  6. “Lincoln-Douglas Debate”
  7. “Listening”
  8. “Mass Communication”
  9. “Oral Interpretation”
  10. “Public Speaking”
  11. “Student Congress”

Training and Development
- “Put Your Best Foot Forward: Positive Instructor Immediacy Behaviors in the Classroom.” Faculty Teaching and Learning Institute & New Faculty Orientation, UCO, August 11, 2011.
- “Put Your Best Foot Forward: Positive Instructor Immediacy Behaviors in the Classroom.” Faculty Teaching and Learning Institute & New Faculty Orientation, UCO, August 12, 2010.

Invited Speaker
- Keynote Speaker, G. O. OCU Student Leadership Conference, Oklahoma City University, September 24, 2016.
- “Role of the Department Chair and Chair Models.” Presenter for Higher Education Chair Academy, ELA, UCO, May 16, 2016.
- Keynote speaker for Leadership UCO Class XII Graduation, May 5, 2015.
- "Stereotypes, Socialization, Sex, Gender and Expectations for (Mis)Communication: Part One"; Lunch and Learn, UCO Faculty Enhancement, March 31, 2011.
- "Stereotypes, Socialization, Sex, Gender and Expectations for (Mis)Communication: Part Two"; Lunch and Learn, UCO Faculty Enhancement, April 21, 2011.
- “How to Survive and Thrive as Chair.” Panel Presentation, Educator’s Leadership Higher Education Chairs Academy, UCO, May 19, 2010.
- “Women’s Pedagogy in the Academy.” Invited panelist for luncheon discussion on feminist pedagogy sponsored by the UCO Faculty Enhancement Center in February and March 2007.
- “Propaganda and Gender.” Invited speaker, UCO, Summer Intersession JOUR 4910 Propaganda course, August 7, 2003.

**Textbook Supplement**
- Co-editor with Steve Strickler and Dr. Kenneth Cox. "Theatrical Supplement" to *Types of Drama: Plays and Essays* by Barnet, Berman, and Burto, the textbook used in Introduction to Theatre at Oklahoma State University, January 1990-May 1991. (The supplement focused on production-oriented information for the scripts in the textbook. Research on original productions, significant productions since the original, playwrights, directors, actors, designers, and reviews were provided in the supplement which students were required to purchase.)

**Teaching Activities**

**Courses Taught**
- COMM 1103 Voice and Diction
- COMM 2013 Intro to Human Communications
- COMM 2023 Communication for Teachers
- COMM 2113 Performance of Literature
- COMM 3142 Directing Speech Activities in the Secondary Schools
- COMM 3173 Women’s Rhetoric (developed)
- COMM 3990 Speak Up/Act Out for Social Change (three-credit hour course developed for Intersession)
- COMM 3990 Performance for Social Change (three-credit hour course developed for Intersession)
- COMM 4843 Methods of Teaching Speech/Drama/Debate in the Secondary Schools
- COMM 4990 Nonverbal Communication
- LEAD 2213 Theories of Leadership (online)
- LEAD 3533 Women and Leadership (developed for Leadership minor)
- LEAD 3631 Leadership and Immediacy Behaviors (developed as a one-credit hour weekend course for the Leadership minor)
- LEAD 4213 Leadership and Ethics (significant course redesign for online)
- LEAD 4893 Leadership Capstone (developed online course for Leadership minor)
- LEAD 4950 Internship in Leadership
- MCOM 1113 Fundamentals of Speech (traditional face-to-face and hybrid online)
- MCOM 3053 Principles of Persuasion
- MCOM 3093 Presentation Techniques (significant course redesign)
- MCOM 3193 Political Communication (significant course redesign)
- MCOM 3423 Communication and Gender (significant course redesign)
- MCOM/LEAD 3513 Leadership Communication (developed for Leadership minor)
- MCOM 3990 Sex, Love, Romance and Mass Media (three-credit hour course developed for Intersession)

**Advising, Supervising, and Mentoring Students**
- Mentored student research paper awarded Top Undergraduate Paper at the Sooner Communication Conference in Norman, OK (March 2010).
- Mentored student research paper chosen to represent the Department of Mass Communication in the Dean’s Symposium Award for Excellence in Research or Creative Activity (February 2010) and awarded 3rd Place (April 2010).
- Mentored student research paper chosen to represent the Department of Mass Communication in the LA Dean’s Outstanding Student Research Paper Competition for Symposium (February 2008); awarded 3rd Place in the OG&E Outstanding Undergraduate Research Paper Competition (Spring 2008); awarded Outstanding Undergraduate Research Paper at the Sooner Communication Conference in Norman, OK (March 2008); and published in the New Plains Review (Spring 2008).
- Mentored two student papers accepted for presentation at the Theodore Clevenger, Jr. Undergraduate Honors Conference held in conjunction with the Southern States Communication Association Conference, Dallas, April 2006.
- McNair Faculty Mentor for the McNair Scholars Summer Research Internship 2005.


Coached/Supervised Communication Education majors on the competitive Individual Events Team (1997-2004).

Supervised and mentored COMM 3142 Directing Speech Activities in the Secondary Schools students to host a high school tournament which involved tournament planning, preparing, and management.


**Professional Development in Teaching**

- Completed STLR Refresher Training, Spring 2018.
- Fall 2017 CETTL Book Discussion Group Member: Beyond the Asterisk: Understanding Native Students in Higher Education
- Completed Part I and II of STLR Training, Spring 2016.
- “Cultural Competency: LGBTQ on Campus.” Dr. David Macey, CETTL, UCO, September 22, 2015.
- Educator’s Leadership Academy, Dr. Mary Lou Higgerson, Managing Conflict and Especially Difficult People Workshop, UCO, May 24, 2013.
- Educator’s Leadership Academy Alumni, Dr. Daniel Goleman, Emotional Intelligence, UCO, October 4, 2011.
- T.E.A.C.H. Distance Education Workshop, Fall 2008
- Completed Certified Distance Education Trainer Program, State University of West Georgia, January-July 2007: 5-month professional program offered completely online. The program's goal was to enable instructional designers and distance learning support personnel to better prepare the faculty and staff with whom they work.

Short courses at the National Communication Association Convention in San Antonio, TX, November 18, 2006:

1. “A Short Course on Teaching American Women’s Public Address”
2. “Teaching the Connection between Leadership and Communication: Creating Learning Sites for Action”

Short courses at the National Communication Association Convention in Chicago, November 11-13, 2004:

1. “Teaching Online Public Speaking: From Development to Delivery”
2. “Conquer Speech Anxiety: Design a Module or Workshop That Works”

Attended Pedagogy and Theatre of the Oppressed Conference in Milwaukee, May 29-June 1, 2003:

1. Performances
2. Workshops
3. Intensive workshop with Augusto Boal, Brazilian political activist and founder of Theatre of the Oppressed

Short courses at the National Communication Association Convention in New Orleans, November 21-23, 2002:

1. “Classroom Assessment Techniques in Communication”
2. “Teaching the College Course in Gender Communication”
3. “Managing Communication Teacher Education Programs”
4. “Advantages of MERLOT, the Web for Educational Materials”

Short courses at the National Communication Association Convention in Atlanta, Georgia, November 2-3, 2001:

1. “Teaching the College Class in Small Groups”
2. “Teaching the College Course in Nonverbal Communication”
3. “Performing Autobiography”

Seminars at the National Communication Association Association’s Summer Conference on “Engaging 21st Century Communication Students” on June 7-10, 2001:

1. “Distance Education in Communication Studies”
2. “Scholarship of Teaching and Learning”
3. “Service Learning in the Communication Curriculum”
Service Activities

University

- Strategic Enrollment Planning Team (Spring 2020)
- Prior Learning Assessment Process Review Team (Spring-Summer 2020)
- Online Programs Advisory Group (Spring 2019-present)
- Selected for UCO’s Executive Leadership Program Class II (2018-2019)
  - Co-chaired the presentation and report of ELP2 UCO’s Online Presence & 100% Online Programs to ELP, Academic Affairs, University Planning Committee, and President Betz
  - ELP2 Report resulted in $1 million devoted to new Connected Campus Initiative
- Event Coordinator for “An Afternoon with Jon Meacham,” UCO Distinguished Speaker Series (Jon Meacham – The Soul of America), February 27, 2019
- University Sexual Misconduct/Title IX Panel Member (Fall 2015-2019)
  - The Sexual Misconduct/Title IX Panel hears cases involving allegations of gender discrimination including sexual misconduct and/or other Title IX policy violations. This panel is composed of nominated faculty and staff members whose selection is based upon the completion of continued education on Title IX related training, including investigations, hearing procedures, and other areas consistent with federal guidance and applicable laws.
  - Panel Member Training: November 27, 2018; October 11, 2017; November 4, 2016; and July 31, 2015
- NCUR Moderator (6 sessions), April 5-7, 2018
- Self-Study for Continuous Improvement Template Revision Task Force, 2017-2018
- Guest Leader Panel Member, UCO LeaderShape, Oakridge Camp, Anadarko, OK on July 26, 2017.
- Served as a Mentor for Educators’ Leadership Academy Participants:
  - Higher Ed Department Chair Academy, UCO, May 16-18, 2016
  - New Chairs & Assistant Chairs Orientation, UCO, May 19, 2016
  - Educational Administrators’ Academy, 2016-2017 and 2019-2020
- Faculty Handbook Editorial Board (2015-16)
- Educators’ Leadership Academy/Gender Issues in Leadership, 2014.
- President’s Council Strategic Planning (2012-2013, 2013-2014)
- President’s Council Strategic Planning Team B: Assisted Team B develop qualitative interview questions for use with Oklahoma leaders and ran pilot interview to test questions (June 2013)
- Facilitator for Oklahoma A+ Schools, Principals, Springlake Metro Tech, November 9, 2012
- Educators’ Leadership Academy/Higher Education Department Chair Academy Class I (2009-2010)
- Academic Affairs Curriculum Council (Fall 2008-Spring 2011)
- Faculty Handbook Editorial Board (2008-2009)
- State Regents Course Equivalency Project Faculty Committee (2008-2009)
- Educators’ Leadership Combo Academy, Class XI (2008-2009)
- Leadership UCO Class V (2007-2008)
- BOLD (Bachelor of Organizational Leadership Degree) Accelerated Degree Program Committee (Fall 2005)
- Touchstone Project, Phase III, Pilot Assessment of Rubric and Writing Artifacts to Assess University Core Curriculum (Summer 2005)
- UNIV 1012 Success Central Inaugural Faculty Member (Spring 2003 to Spring 2004)

College

- Associate Dean, College of Liberal Arts (January 2019-present)
  - CLA Liaison for Architectural & Engineering Services
    - Multi-year collaboration with Beck Design architects, Alvine IT Design, Lippert Brothers Construction as well as UCO Architectural & Engineering Services and Information
Technology on 55,000 square foot addition (South Wing) to the Liberal Arts Building: 15 classrooms, 30 faculty/staff offices, 208 seat lecture hall, atrium, coffee bar/restaurant, and multiple student study spaces ($18.3 million).

- Chairing CLA Curriculum Committee and CLA Representative to Academic Affairs Curriculum Council
- CLA Liaison for Business Continuity Plan, Facilities, Information Technology, Digital Measures, and Title IX
- CLA Liaison with Photographic Society of America (PSA) (Fall 2013-present)
  - PSA has a MOU with UCO to house an extensive collection of photography
  - Worked with PSA resulting in four $2,000.00 scholarships annually for Photographic Arts students
  - Promote the use of the PSA collection by students, faculty, and the community
- Supervise Graphic Designer Coordinator, Development Coordinator, and five Student Success Advisors
- Coordinate schedule build process each semester and monitor enrollment data to work with departments to add additional courses or cancel low enrolled courses
- Review and approve Irregular Enrollment, Course Substitutions, Permission to Enroll, Verification of Attendance, Change in Class Schedule, Intersession Proposals, and IRB Applications

- Assistant Dean, College of Liberal Arts (January 2016-December 2018)
  - CLA Liaison for Architectural & Engineering Services, Facilities, Center for eLearning and Connected Environments, Digital Measures, Information Technology, 2+2 Transfer Agreements with Community Colleges, and Title IX.
  - Chairing CLA Curriculum Committee and CLA Representative to Academic Affairs Curriculum Council; CLA Web Oversight; and assisting departments with Self-Study for Continuous Improvement reports.
- CLA Chairs Council (Fall 2009-present)

**Leadership Minor**

- Director, Leadership Minor (Fall 2009-present). *This minor was initially housed in Academic Affairs, served as Director from Fall 2009 to April 1, 2015. The Leadership Minor transferred to the College of Liberal Arts on April 1, 2015.*
- Promote the Leadership Minor; interview and hire adjunct faculty; schedule sections and adjunct faculty; observe, evaluate, and mentor adjunct faculty; advise students on courses and sequencing; maintain permanent records of course evaluations (SPIEs), distribute to instructors, and evaluate instructor’s performance in terms of future teaching; coordinate curriculum proposals; and oversee assessment program.
- Significant accomplishments in recent years
  - The Leadership Minor can be completed 100% online. Action taken several years ago to develop and offer required and elective courses for online delivery.
  - Created multiple one-credit hour courses for weekend delivery that have been popular and fulfilled student needs for one-credit hour courses.
  - $1,500.00 Study Tour Travel Grants initiated for students declared in the Leadership Minor for College of Liberal Arts study tours.
  - Created a successful proposal to move the Leadership Minor from being housed in Academic Affairs to being housed in the College of Liberal Arts.
  - Conducted and wrote Self-Study for Continuous Improvement, Fall 2013.

**Departmental**

- Chair, Department of Mass Communication (August 2009-December 2015)
  - Facilitated Self-Study for Continuous Improvement in Fall 2009 and Fall 2014
  - Oversee the supervision, evaluation, and professional development of 25 full-time faculty, 25-30 adjunct faculty, and seven staff members.
  - Oversight of student media: *The Vista* Student Newspaper; *UCentral News HD*: live newscast, sports programs, and other student news video programs; *UCentral News* converged website: online news, video, photography, social media, and student produced shows; *UCentral KZUC 99.3 Radio*; and student produced documentaries.
Successful participation in UCO’s Summer Revenue Pilot Project for scheduling summer courses during the summers of 2010-2014 resulting in the department earning $184,135.00 to use to increase the number of faculty offices through small construction projects and for faculty office furniture, faculty travel, and faculty development.

- Assistant Chair, Department of Mass Communication (July 2005-July 2009)
- Interim Core Curriculum Coordinator (October 2008-July 2009)
- Academic Continuous Improvement Council Committee (2005-2009)
- Sponsored 1-8 student panels per year for the Liberal Arts Symposium (1997-2004 & 2008)
- Interim Basic Course Director – Core Curriculum – (Spring/Summer 2006)
- Curriculum Committee Chair for Department of Communication (2001-2005)

_Teacher Education (1999-2006)_

- Council of Teacher Education (2004-2005)
- Council of Teacher Education Admissions Committee (2004-2005)
- Teacher Education Program Coordinator for Communication Education (1999-2006)

_Special Recognition_

<table>
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<tr>
<th>Year</th>
<th>Award Description</th>
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<tbody>
<tr>
<td>2019</td>
<td>UCO Provost Award – “Modeling the Way”</td>
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<tr>
<td>2019</td>
<td>Consensus Builder Award, Executive Leadership Program 2018-2019</td>
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<td>2008</td>
<td>Outstanding Service Award – UCO College of Liberal Arts</td>
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<tr>
<td>2003</td>
<td>OSTCA Fred Tewell Outstanding College Communication Educator Award</td>
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<tr>
<td>2002</td>
<td>Outstanding Creative Activity Award 2002 – UCO College of Liberal Arts</td>
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<tr>
<td>2002</td>
<td>Outstanding Creative Activity Award 2002 – UCO Department of Communication</td>
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<tr>
<td>1994</td>
<td>NISOD Teaching Excellence Award</td>
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Adrienne D. Nobles, APR
405-361-4271, adrienne.nobles@gmail.com

Experience
University of Central Oklahoma, Edmond, OK
VICE PRESIDENT FOR COMMUNICATIONS AND PUBLIC AFFAIRS
January 2020-Present
Lead the offices of University Communications and Public Affairs for Oklahoma’s leading public metropolitan university. This includes oversight for:
- Brand management,
- Media relations,
- Advertising and marketing,
- Public relations,
- Government relations, and
- KUCO Classical Radio.

Includes service on the President’s Cabinet and the University Planning Committee, among other high-level committees and councils. Represent the university in advocacy efforts and at various community events.

ASSISTANT VICE PRESIDENT FOR UNIVERSITY COMMUNICATIONS
August 2012-December 2019
DIRECTOR OF COMMUNICATIONS AND MARKETING
February 2008-August 2012
Promoted in 2008 to director and then in 2012 to assistant vice president in the university’s central communications office to develop and initiate integrated marketing and branding strategies campus-wide. Award-winning efforts contributed to consecutive years of increased – sometimes record – enrollment. Specific duties include:
- Manage UCO News Bureau – write, edit and distribute news releases, respond to media inquiries, pitch stories, arrange interviews and serve as spokesperson.
- Develop and manage integrated branding efforts, including using targeted market research to direct efforts; review and approval of print, online/social networking and video/electronic promotional collateral and implementation of targeted advertising to ensure brand integrity and support of strategic university goals; and building buy-in throughout campus.
- Served in a leadership role on two comprehensive market research/rebranding initiatives and two institution-wide website redesigns.
- Working with University Communications team, generate and implement creative vision for university promotional collateral to support the university brand.
- Develop/produce promotional content and copy for print, social and video/electronic media.
- Develop marketing plans for each fiscal year, maximizing the budget.
- Serve as liaison with campus communications officers and lead Communicators Council.
- Serve on university’s crisis management team with NIMS training and regular participation in preparedness exercises.
- Assist faculty and staff with development of marketing campaigns and strategies for their programs, ensuring support of university brand.
- Selected to serve as division representative on numerous committees, including 125th Anniversary Steering Committee (chaired gala), Presidential Search Committee, Inauguration Committee and Strategic Planning Committee.
- Supervise Social Media and Web Content Coordinator, Marketing and Communications Coordinator, Video Services Coordinator, contract video producer and student intern.
University of Central Oklahoma, Edmond, OK

ADJUNCT PROFESSOR
January 2015-Present
- Teach Principles of Public Relations, Theories of Leadership and Leadership and Strategic Communications. Only one class per semester taught.

University of Central Oklahoma Foundation, Edmond, OK

October 2006 – February 2008
DIRECTOR OF PUBLIC RELATIONS AND MARKETING
Developed and implemented public relations and marketing strategies for the university’s fundraising and development office to raise awareness and increase donations and support.
- Developed monthly, quarterly and annual publications and other marketing collateral
- Wrote and distributed news releases
- Served as media liaison and spokesperson
- Coordinated production of promotional videos (including voice over and interviews)
- Coordinated development of new website with subsequent maintenance duties

TAP Architecture, Oklahoma City, OK

November 2005-October 2006
MARKETING DIRECTOR
Directed and coordinated marketing efforts for medium-sized architecture firm.
- Developed responses to requests for proposals and qualifications
- Wrote and distributed news releases for TAP and TAP clients
- Wrote marketing copy for targeted collateral materials and coordinated advertising efforts
- Represented TAP at interviews and presentations
- Cultivated and maintain media contacts
- Coordinated design of and maintained website

University of Central Oklahoma, Edmond, OK

September 2001-October 2005
MARKETING AND PROMOTIONS COORDINATOR
Coordinated short and long-range public relations and marketing strategies for the UCO’s College of Arts, Media and Design and UCO Jazz Lab.
- Wrote news releases, advertising copy (electronic/paper) and other marketing copy
- Cultivated media contacts and pitching story ideas
- Managed all publicity for performing arts, visual arts and the UCO Jazz Lab concert venue
- Developed print and broadcast advertising strategies
- Media buying – print, radio and television
- Developed and edit new publications
- Managed $100,000+ budget
- Supervised assistant and student workers
- Produced and voice bi-weekly arts radio report
- Development activities: soliciting sponsorships, developing donor/sponsor recognition
- Assisted with production of recruiting videos
- Event planning (gala fundraisers, receptions, press conferences)
- Supervised content and design of the college and UCO Jazz Lab websites
**November 2001-Present**

**FREELANCE WRITER/VOICE-OVER & ON-AIR TALENT**
- Copy writing for Branded News division of Ackerman McQueen agency
- Contributing writer for “Edmond Life and Leisure,” a paper in Edmond, OK
- Contributing writer for “ITEM Magazine,” distributed in Phoenix, Los Angeles and Las Vegas
- On-air talent for “Discover Oklahoma: Urban Address” episode
- Voice-over talent for select clients

WTVW-TV Evansville, IN  
**March 1999-July 2001**

**REPORTER/FILL-IN ANCHOR/PRODUCER**
- Researched, wrote and edited packages/stories daily which covered a variety of topics
- Extensive live field experience
- Fill-in anchor and producing duties

WKAG-TV Hopkinsville, KY  
**October 1997-March 1999**

**ANCHOR/REPORTER/PRODUCER**
- Produced, anchored, and one-man-band reported for 5 and 6 news
- Anchored news and weather on weekends for 6 months
- Live field experience

**Education**

University of Central Oklahoma  
Master of Public Administration with Honors

Western Kentucky University  
Major: Broadcast Journalism, Minor: Government  
Degree: B.A., Summa Cum Laude

**Professional Development (highlights)**
- Accredited Public Relations Professional (APR)
- Leadership Oklahoma City, Class 36
- UCO Executive Leadership Academy (2016-17)

**Community Activities**
- Commissioner, Oklahoma Community Service Commission (2018-Present)
- Board member, Oklahoma College Public Relations Association (OCPRA) (2009-present); Vice President (2011-12); President-elect (2012-13); President (2013-14)
- Oklahoma State Regents for Higher Education Communications Council (2011-present); Vice Chair (2013-14); Chair (2014-15)
- Member, Junior League of Oklahoma City (2007-present), Communications VP (2012-13), Nominating Chair (2015-16), Membership VP (2017-18), Community VP (2019-20)
- Board Member, Edmond Mobile Meals (2016-2019)
- Board member, Summerstock Theater (2009-2012)
- Board member, Individual Artists of Oklahoma (2005-07); Vice President (2007)
- Board member, Alliance of Emerging Professionals (2004-06)
- Board member, March of Dimes, Central Oklahoma Chapter (2005-06)
- Presenter, Artist, Inc. Oklahoma City and Tulsa, Marketing Workshops (2013-2018)
- Presenter, Oklahoma Visual Arts Coalition ASK Workshops “No Stress Press” (2008-09, 2013)
• Branding Task Force Member, Oklahoma Visual Arts Coalition (2012)
• Committee, Friends of 2012, OKC Boathouse Foundation (2009-2012)
• Committee/2011 Chairperson, Oklahoma City Museum of Art Omelette Party (2006-
2015)
• Committee, Lyric Theatre Broadway Ball, Auction Chair (2007-2010)
• Committee, OKC Arts Council, Arts Festival (2007-2012), Opening Night (2007-09)
• Committee, deadCenter Film Festival, Public Relations Committee (2008-2013)
• Committee, Oklahoma Visual Arts Coalition 12x12 Exhibition Committee (2005-07)
• Recruitment Advisor – UCO Chapter (2001-11, 2015-present), Regional Recruitment
International Fraternity
• Member, Public Relations Society of America, PR Committee Co-chair (2013), PRSA
UCO Student Chapter Liaison (2015-Present)

Honors and Awards
• 2015 Natalea Watkins Communicator of the Year (awarded by the Oklahoma College
Public Relations Association)
• Leukemia Lymphoma Society Oklahoma City Chapter 2015 Woman of the Year (raised
more than $37,000 for research and treatment in 10-week campaign)
• OKC Biz’s “40 Under 40” 2008 Class
• The Journal Record’s “Achievers Under 40” 2005 Class
• Best of Show – Total Integrated Marketing Campaign, 2015 Higher Education Marketing
Report Advertising Awards
• CASE District IV Bronze Award (Television Spot), ACM at UCO TV Spot, 2010
• OCPRA Grand Award (Direct Mail Piece), 2016
• OCPRA Excellence Award (Website), “UCO Downtown Site.” 2016
• OCPRA Achievement Award (Campaign), “Connect to Central Launch,” 2016
• OCPRA Achievement Award (Admissions/Viewbook), 2016
• OCPRA Achievement Award (Square Peg), “Elevator Wraps,” 2016
• OCPRA Grand Award (Digital Advertising), “UCO at 125 Digital Billboard,” 2015
• OCPRA Achievement Award (Admissions/Viewbook), 2014
• OCPRA Excellence Award (Video Spot), “Reach Higher,” 2012
• OCPRA Achievement Award (Bright Idea) “Enroll Early Campaign,” 2012
• OCPRA Silver Award (Video Spot) “This is How I Live Central,” 2011
• OCPRA Grand Award (Ad Campaigns), “Enroll in Summer Classes,” 2010
• OCPRA Grand Award (Shoe String Award), ACM at UCO TV Spot, 2010
• OCPRA Achievement Award (Video Spot), ACM at UCO TV Spot, 2010
• OCPRA Honorable Mention (Video Spot), “Live Central” Promo, 2010
• OCPRA Grand Award (Events and Promotions), ACM at UCO Announcement, 2009
• OCPRA Grand Award (Shoe String Award), “UCO no ‘K’” Video, 2009
• OCPRA Achievement Award (Video Spot) “UCO no ‘K’” Video, 2009
• TV Spot News Honorable Mention, Indiana Associated Press, 2000
• TV Newscast Second Place, Kentucky Associated Press, 1999
• TV General News Honorable Mention, Kentucky Associated Press, 1999
• TV General News Honorable Mention, Kentucky Associated Press, 1998

References and a portfolio of work available upon request.