
CECILIA M. ORPHAN, Ph.D.

Morgridge College of Education
University of Denver
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EDUCATION

University of Pennsylvania, Philadelphia, PA

Doctor of Philosophy, Higher Education, 2015

Dissertation: “Democracy’s colleges” under pressure: Examining the effects of neoliberal public policy on regional comprehensive universities

Dissertation Chair: Matthew Hartley, Ph.D., Professor, Higher Education, University of Pennsylvania

Portland State University, Portland, OR

Bachelor of Arts, Political Science, *Minor*, English, 2006, *summa cum laude*

PROFESSIONAL EXPERIENCE

2015-present **University of Denver**

Assistant Professor, Higher Education, Morgridge College of Education

2020-present **Alliance for Research on Regional Colleges**

Founding Co-Director

2006-2011 **American Association of State Colleges and Universities**

Executive Director, American Democracy Project

HONORS AND AWARDS

- Crimson and Gold Faculty Member Award, University of Denver (2020)
- Career Champion Award Nominee, University of Denver (2017, 2018, 2019, 2020)
- Finalist, National Academy of Education/Spencer Dissertation Fellowship (2015)
- John Saltmarsh Award for Emerging Leaders in Civic Engagement, American Association of State Colleges and Universities (2011)
- Inductee, Phi Kappa Phi Honor Society (2006)
- President’s Award for Outstanding Community Engagement, Portland State University (2005, 2006)
- Oregon Laurels Scholarship (2004, 2005, 2006)

PUBLICATIONS

Book

Crisp, G., McClure, I. R., & **Orphan, C. M.** (Eds.). (forthcoming, 2021). *Unlocking opportunity through broadly accessible institutions*. Routledge/Taylor and Francis Group.

Journal Articles

Orphan, C. M., Laderman, S., & Gildersleeve, R. E. (accepted). Advocates or honest information brokers? Examining the higher education public policy agenda setting efforts of intermediary public policy organizations. *The Review of Higher Education*.

Orphan, C. M. & Broom, S. (in press). Life at the 'people's universities': Organizational identification and commitment among regional comprehensive university faculty members in the United States. *Higher Education*.

Orphan, C. M. & Hartley, J. M. (2020). How change unravels: The failure of ideal-centered change at regional comprehensive universities. *The Journal of Higher Education*. Advance online publication. <https://doi.org/10.1080/00221546.2020.1809269>

Orphan, C. M. (2020). Not all regional public universities strive for prestige: Examining and strengthening mission-centeredness within a vital sector. *New Directions for Higher Education, Volume 2020(120)*, 9-24.

Diaz Solodukhin, L., & **Orphan, C. M.** (2020). Operationalizing funds of knowledge: Examining a reciprocal research relationship between a white faculty member and a Latino student. *Journal of Diversity in Higher Education*. Advance online publication. <https://doi.org/10.1037/dhe0000286>

Orphan, C. M., Gildersleeve, R. E. & Mills, A. P. (2020). State of rhetoric: Neoliberal discourses for education in state of the state addresses and gubernatorial press releases. *Journal of Education Policy, 35(3)*, 394-420.

Tyson, M., **Orphan, C. M.**, Kiyama, J. M., Nelson, C. A. (2020). Leveraging higher education departments to promote institutional change for equity and the public good. *Journal for the Study of Postsecondary and Tertiary Education, 5*, 39-55.

Orphan, C. M. & Miller, G. N. S. (2020). The company regional comprehensive universities desire to keep: Choosing institutional membership associations. *The Journal of Higher Education, 91(2)*, 300-325.

Orphan, C. M. & McClure, K. R. (2019). An anchor for the region: Examining a regional comprehensive university's efforts to serve its rural, Appalachian community. *Journal of Research in Rural Education, 35(9)*, 1-19.

Hartlep, N. D., Lake, D., Purcell, J. W., Bush, A., Perry, L.G., Fleck, B., Kliwer, B. W., Janke, E. M., Markham, P. N., **Orphan, C. M.**, Saltmarsh, J. A. (2019). Toward an innovative civic engagement pedagogy. *eJournal of Public Affairs, 8(1)*. <http://www.ejournalofpublicaffairs.org/toward-an-innovative-civic-engagement-pedagogy/>

Orphan, C. M., Diaz Solodukhin, L. & Romero, D. (2018). Fostering collective impact: Measuring and advancing higher education's contributions to civic health and equity in Colorado. *International Journal of Research on Service Learning and Community Engagement, 6(1)*, 1-20. <https://ijrslce.scholasticahq.com/article/6981-fostering-collective-impact-measuring-and-advancing-higher-education-s-contributions-to-civic-health-and-equity-in-colorado>

- Orphan, C. M.** (2018). Public purpose under pressure: Examining the effects of neoliberal policy on regional comprehensive universities. *Journal of Higher Education Outreach and Engagement*, 22(2), 59-102.
- Morgan, D. & **Orphan, C. M.** (2016). Student political engagement in the co-curriculum: Understanding the role of senior student affairs officers. *eJournal of Public Affairs*, 5(2).
- Gasman, M., Spencer, D. & **Orphan, C. M.** (2015). “Building bridges, not fences”: A history of civic engagement at private Black colleges and universities. *History of Education Quarterly*, 55(5), 346-379.

Policy Briefs and Reports

- Hicklin Fryar, A., Koricich, A., McClure, K. R., & **Orphan, C. M.** (forthcoming, 2021). Strengthening rural anchor institutions: Federal policy solutions for rural public colleges and the communities they serve. [Policy Report.] Joyce Foundation and Alliance for Research on Regional Colleges.
- Orphan, C. M.** (2020). *Why regional public universities are vulnerable during recessions and must be protected*. [Policy brief]. Third Way. <https://www.thirdway.org/report/why-regional-public-universities-are-vulnerable-during-recessions-and-must-be-protected>
- Orphan, C. M.**, Laderman, S., & Gildersleeve, R. E. (2018). *The role of intermediary public policy organizations in shaping the policy agenda for higher education*. [Policy brief]. 2018 Public Policy Forum, “Higher Education in the Era of the States: Elevating Equity and Advancing Public Policy.” http://morgridge.du.edu/wp-content/uploads/2018/06/Public-Policy-Research-Brief_FINAL.pdf
- Orphan, C. M.** (2018). *Why regional comprehensive universities are vital parts of U.S. higher education*. [Policy brief]. Scholars Strategy Network (SSN). <https://scholars.org/brief/why-regional-comprehensive-universities-are-vital-parts-us-higher-education>.
- Orphan, C. M.** (2018). *How to advocate for regional comprehensive universities*. [Policy brief]. Scholars Strategy Network (SSN). <https://scholars.org/brief/how-advocate-regional-comprehensive-universities>.

Peer-Reviewed Book and Handbook Chapters

- Orphan, C. M.** & McCoy-Simmons, C. (invited submission; forthcoming 2021). Policy framing in higher education in the United States. In Maltais, M., Ness, E., & Rexe, D. (Eds.). *Comparative higher education politics: Policymaking in North American and Western Europe*. Springer.
- Hartley, M. J., Sponsler, L., & **Orphan, C. M.** (invited submission; forthcoming 2023). Helping students prepare for lives of purpose. In J. M. Kiyama & G. McClellan (Eds.), *Handbook for student affairs administration* (5th ed.). Jossey-Bass.
- Orphan, C. M.** & Reynolds, C. (2018). From impostor to infiltrator: Leveraging working-class funds of knowledge to negotiate and change academic culture. In J.S. Olson & C. Johnson (Eds.), *Leaps of faith: Stories from working class scholars* (pp. 117-132). Information Age Publishing.
- Orphan, C. M.** & O’Meara, K. (2016). Next generation faculty in the neoliberal university. In E. A. Post, Ward, E., N. V. Longo & J. Saltmarsh (Eds.). *Publicly engaged scholars: Next-generation engagement and the future of higher education* (pp. 214-231). Stylus Publishing.

Orphan, C. M. (2015). What's graduate education got to do with it?: Graduate school socialization and the essential democratic work of the academy. In H. C. Boyte (Ed.). *Democracy's education: Public work, citizenship, and the future of colleges and universities* (pp. 147-153). Vanderbilt University Press.

Book Reviews

Orphan, C. M. (2019). Review of *Born to Serve: A History of Texas Southern University*. *Journal of Southern History*, 85(2), 499-500.

Orphan, C. M. (2016). Towards a more just society: Considering Islam and Muslims in the classroom. A review of *Muslims and Islam in U.S. education: Reconsidering multiculturalism*. *Educational Theory and Philosophy*, 48(7), 736-740.

Orphan, C. M. & Saltmarsh, J. (2013). Review of *Collaborative futures: Reflections on publicly active graduate education*. *eJournal for Public Affairs*, 2(2).

Manuscripts in Preparation

Orphan, C. M. & Laderman, S. Examining the responses of regional comprehensive universities to the implementation of performance funding in Colorado.

Supplee, L. & **Orphan, C. M.** "The people's universities" as legitimacy-seeking anchor institutions: Tracing the history and evolution of regional comprehensive universities from 1970-2000.

Orphan, C. M. Beyond striving: Legitimacy and prestige-seeking among regional comprehensive universities.

Orphan, C. M. Stewards of place and opportunity: Examining organizational identity among regional comprehensive universities.

RESEARCH

Research Agenda

My research agenda broadly interrogates the following question: What are higher education's purposes in a democratic society? My research agenda is comprised of two strands which examine this question: 1) the societal purposes, institutional functioning, and administrative strategies of Regional Comprehensive Universities (RCUs); and 2) policy discourses and agendas for higher education.

Grant and Fellowship Sponsored Research Activity

External Grants and Fellowships

Research Grant (2020). \$423,400 grant by the Ascendium Foundation given to the Alliance for Research on Regional Colleges. Title of research study: "Defining what it means to be a rural serving institution." (Co-principal investigator.)

Research Grant (2020). \$101,536 grant by the Joyce Foundation. Title of research study: "Federal support for broadly accessible rural-serving institutions in response to COVID-19." (Co-principal investigator.)

Advancing Current Critical Issues in Community Engagement Research Grant (2015): \$5,000 grant sponsored by the New England Resource Center for Higher Education and the Center for

Engaged Democracy. Title of dissertation: “Democracy’s colleges under pressure: Examining the effects of neoliberal public policy on regional comprehensive universities.” (Principal Investigator.)

Spencer/NAEd Dissertation Fellowship (finalist, 2015 – removed myself from consideration because I accepted a tenure track position): \$25,000 Spencer Foundation and the National Academy of Education fellowship. Title of research study: “Democracy’s colleges under threat: Examining the effects of neoliberalism on organizational identity and mission at regionally-focused open access universities.” (Principal Investigator.)

Internal Grants

Flowback Grant (2019): \$19,987 grant sponsored by the Morgridge College of Education Flowback Committee. Title of research study: “Rural community schools.” (Co-principal investigator.)

Faculty Research Fund Grant (2017-2018): \$3,000 grant sponsored by the University of Denver Faculty Senate. Title of research study: “The people’s universities” as legitimacy-seeking anchor institutions: Tracing the history and evolution of regional comprehensive universities from 1970-2000.” (Co-principal investigator.)

University of Denver PROF Grant (2016): \$20,000 grant sponsored by the University of Denver. Title of research study: “Pay for performance: Examining the institutional responses of open access universities to the implementation of performance funding.” (Principal Investigator.)

University of Denver Public Good Grant (2016): \$15,000 grant sponsored by the Center for Community Engagement and Service Learning at the University of Denver. Title of research study: “Leading collective impact: Measuring and advancing higher education’s contributions to civic health and equity in Colorado.” (Principal Investigator.)

Dean’s Summer Research Fellowship, (2012-2014). \$5,000 fellowship sponsored by the Dean of the Graduate School of Education at the University of Pennsylvania, awarded to support summer research activities.

KEYNOTES AND INVITED LECTURES

Keynotes

Orphan, C. M. (2019, October 7). *Civic health and equity: Thoughts on a framework.*

Engagement Scholarship Consortium Outreach and Engagement Practitioners.

Orphan, C. M. (2018, October 30). *Community Engaged Scholars Summit.* University of Northern Colorado, Greeley, CO.

Orphan, C. M. (2018, May 11). *Closing Remarks,* 2018 Public Policy Forum, Denver, CO.

Orphan, C. (2012, July 19). *What it takes: Grit, democracy and graduation.* Frontiers of Democracy National Conference, Boston, MA.

https://www.youtube.com/watch?v=wIWP90t_4lA

Invited Lectures

- Orphan, C. M.** (2020). *Full participation for regional comprehensive universities* (video lecture). Association for the Study of Higher Education. https://www.youtube.com/watch?v=6Qoo0w9iq2M&feature=emb_title
- Felix, E., Powell, C. J. & **Orphan, C. M.** (2020, April). *Critical policy analysis and advocacy*. Higher Education Community Forum. https://uscrossier.zoom.us/rec/play/tMAuduH5-j03GNat5ASDC_V4W9XsL_2s1HIY_PVezRu3VyYKZwbyMrJHa7ZgbgyGSVzZ_eURKOyT245Y?autoplay=true&startTime=1587052847000
- Orphan, C. M.** (2019, November). *The role of intermediary public policy organizations in shaping the policy agenda for higher education*. Education Commission of the States, Denver, CO
- Orphan, C. M.**, Laderman, S. & Gildersleeve, R. E. (2018, May). *The role of intermediary public policy organizations in the era of the states*. 2018 Public Policy Forum. Denver, CO.
- Orphan, C. M.** (2017). *Conducting qualitative interviews*. SAGE Research Methods Videos. SAGE Publications. <https://sagepub.libguides.com/c.php?g=453083&p=5996471>
- Orphan, C. M.** (2017). *Strategies for effective participant recruitment for qualitative research studies*. SAGE Research Methods Videos. Thousand Oaks, CA: SAGE Publications. <https://sagepub.libguides.com/c.php?g=453083&p=5996471>
- Jones, A., Masket, S. & **Orphan, C. M.** (2017, February). *Collaborating for the public good: Scholarship for democracy*. University of Denver Public Good Forum, Denver, CO.
- Orphan, C. M.** (2015, November). “*Democracy’s colleges*” under pressure: Examining the effects of neoliberal public policy on regional comprehensive universities. Lynton Colloquium, Boston, MA.

CONFERENCE PAPERS AND PRESENTATIONS

Refereed Research Paper Presentations

- Jordon, S. M. & **Orphan, C. M.** (2020, April) *Gender versus class: A metasynthesis of working-class women faculty narratives* [Roundtable Session]. American Educational Research Association (AERA) Annual Meeting San Francisco, CA (Conference Canceled).
- Orphan, C. M.** (2020, April) *The paradox of prestige and innovation within the regional comprehensive university sector* [Symposium]. American Educational Research Association (AERA) Annual Meeting San Francisco, CA (Conference Canceled).
- Orphan, C. M.**, Laderman, S., & Gildersleeve, R. (2019). *Policy influencers, shapers and honest brokers: Examining the agenda-setting activities of intermediary public policy organizations*. Association for the Study of Higher Education (ASHE) Annual Conference, Portland, Oregon.
- Orphan, C. M.** & Robert, K. (2019, April). *Neoliberal college access: Resisting the instrumentalization of regional comprehensive universities and their students*. American Educational Research Association (AERA) Annual Conference, Toronto, Canada.
- Orphan, C. M.** & McClure, K. (2018, November). *Rural “stewards of place”*: How regional comprehensive universities engage rural communities. Association for the Study of Higher Education (ASHE) Annual Conference, Tampa, FL.
- Orphan, C. M.** & Laderman, S. (2018, November). *Accountable to whom?: Examining the responses of regional comprehensive universities to Colorado’s funding climate*. Association for the Study of Higher Education (ASHE) Annual Conference, Tampa, FL.
- Diaz Solodukhin, L. & **Orphan, C. M.** (2018, November). *Fostering reciprocal relationships between faculty and Latinx students to further campus-community partnerships at Hispanic-*

- Serving Institutions*. Association for the Study of Higher Education (ASHE) Annual Conference, Tampa, FL.
- Tyson, M., **Orphan, C. M.**, & Kiyama, J. (2018, September). *Leveraging higher education departments to promote institutional change for equity and the public good*. International Conference on Higher Education Reform, Baltimore, MD.
- Orphan, C. M.** (2017, November). *Life at the 'people's universities': Organizational identification and commitment of faculty members at regional comprehensive universities*. Association for the Study of Higher Education (ASHE) Annual Conference, Houston, TX.
- Orphan, C. M.** (2017, November). *Neoliberalism's discontents: How neoliberal public policy affects regional comprehensive universities*. Association for the Study of Higher Education (ASHE) Annual Conference, Houston, TX.
- Supplee, L. & **Orphan, C. M.** (2017, November). *"The people's universities" as legitimacy-seeking anchor institutions: Tracing the history and evolution of regional comprehensive universities from 1970-2000*. Association for the Study of Higher Education (ASHE) Annual Conference, Houston, TX.
- Orphan, C. M.** & Diaz Solodukhin, L. (2017, September). *Leading collective civic impact: Measuring and advancing higher education's contributions to civic health in Colorado*. International Association for Research on Service Learning and Civic Engagement (IARSLCE), Galway, Ireland.
- Orphan, C. M.**, Diaz Solodukhin, L. Schooley, S., Kleinhesselink, K., Romero, D., Volk, D. & Frewaldt, M. (2017, April). *Civic health and equity: A collective impact initiative for higher education institutions*. Continuums of Service Annual Conference, Denver, CO.
- Orphan, C. M.** (2017, April). *Beyond striving: Prestige and legitimacy seeking at regional comprehensive universities*. American Educational Research Association (AERA) Annual Conference, San Antonio, TX.
- Orphan, C. M.** (2017, April). *The role of organizational identity during times of stress at regional comprehensive universities*. American Educational Research Association (AERA) Annual Conference, San Antonio, TX.
- Orphan, C. M.** & Miller, G. (2016, November). *The company regional comprehensive universities desire to keep: Analyzing university choice of presidential association*. Association for the Study of Higher Education (ASHE) Annual Conference, Columbus, OH.
- Orphan, C. M.**, Gildersleeve, R. & Mills, A. (2016, November). *State of rhetoric: Neoliberal ideology in state of the state gubernatorial addresses*. Council on Public Policy in Higher Education, Association for the Study of Higher Education (ASHE) Annual Conference, Columbus, OH.
- Morgan, D. & **Orphan, C. M.** (2015, April). *Student political engagement in the co-curriculum: Understanding the role of senior student affairs administrators*. American Educational Research Association (AERA) Annual Conference, Chicago, IL.
- Morgan, D. & **Orphan, C. M.** (2015, April). *"The personal is political:" Fostering a culture of student political engagement as student affairs professionals*. NASPA: Student Affairs Administrators in Higher Education, New Orleans, LA.
- Orphan, C. M.** & Hartley, J. M. (2013, November). *"Nothing gold can stay": How change processes come unraveled*. Association for the Study of Higher Education (ASHE) Annual Conference, St. Louis, MO.

Hartley, J.M. & **Orphan, C. M.** (2013, July). *Committing to stewards of place—Examining the durability of civic engagement change efforts*. Annual Meeting of the American Association of Colleges and Universities (AACSC), Point Clear, AL.

Workshop Facilitation

Orphan, C. M. (2019, November). *Communicating progress towards racial equity goals*. Workshop given to Utica College. University of Southern California Equity Institutes.

Orphan, C. M. (2019, September). *High impact practices for global engagement simulation*. American Association of State Colleges and Universities and University of Minnesota, Duluth. Duluth, Minnesota.

Orphan, C. M. (2019, March). *Communicating progress towards racial equity goals*. Workshop given to Swarthmore College. University of Southern California Equity Institutes.

Orphan, C. M. (2019, October). *Understanding and navigating identity a faculty member*. Workshop given to San Jacinto College. University of Southern California Equity Institutes.

Romero, D., *Kleinhesselink, K. & **Orphan, C. M.** (2018, March). *Leveraging collective impact to reposition institutional narratives and community voices in assessing civic health and equity*. Campus Compact National Conference, Indianapolis, IN.

Orphan, C. M., Diaz Solodukhin, L., Schooley, S., Kleinhesselink, K., Frewaldt, M., Romero, D. & Volk, D. (2017, November). *Campus Contributions to Regional Civic Health and Equity*. National Webinar.

Diaz Solodukhin, L. & **Orphan, C. M.** (2017, April). *Civic health and equity workshop: Using data to tell the story of impact*. Continuums of Service Annual Conference, Denver: CO.

Orphan, C. M. (2017, February). *Blended Learning Possibilities*. Teaching and Learning Week, University of Denver, Denver, CO.

Avery, J., Baxter, A., Brajkovic, L. & **Orphan, C. M.** (2017, February). *Alphabet soup: Engaging with national organizations in higher education*, Division J American Education Research Association (AERA) Twitter Chat hosted online.

Orphan, C. M., Oroz, K., Perna, L. & Vereen, S. (2015, April). *Understanding how to best collect and use data to demonstrate program performance and improve programmatic activities*. National Partnership for Educational Access (NPEA) Conference, Philadelphia, PA.

Panel Presentations

Orphan, C. M. (2018, October). *Community partner panel*. Community Engaged Scholars Summit, University of Northern Colorado, Greeley, CO.

Boscan, E., McClaren, M., Sarrubi, M., Vigil, D., Nittman, K. & **Orphan, C. M.** (2016, July). *Leadership through innovation: Research-driven recommendations for regional comprehensive universities during uncertain times*. Summer Academic Affairs Meeting, American Association of State Colleges and Universities, Denver, CO.

Saltmarsh, J., Maisto, M., O'Meara, K. & **Orphan, C. M.** (2014). *Faculty contingency and community engagement: Developing a research agenda*. International Association for Research on Service Learning and Community Engagement (IARSLCE), New Orleans, LA.

Ahmed, I., Ellison, J. & **Orphan, C. M.** (2012). *The American Commonwealth Partnership: Organizing around the 150th anniversary of The Morrill Act*. Annual Meeting of the American Association of Colleges and Universities, Washington, DC.

- Mehaffy, G., Murphy, B., Nudelman, F., **Orphan, C. M.** & Tambe, N. (2011). *The Democracy Commitment and the American Democracy Project*. American Democracy Project National Meeting, Orlando, FL.
- Fearon, D., Francis, E., **Orphan, C. M.** & Stookey, S. (2011). *Communities collapsing around us: It's time for collaborative action*. Eastern Academy of Management National Conference, Boston, MA.
- Bush, A., Longo, N., **Orphan, C. M.**, Post, M. & Saltmarsh, J. (2010). *What is the future of civic engagement in higher education? Next Generation Engagement—undergraduates, graduate students, and early career faculty*. Civic Studies, Civic Practices Conference, Tufts University, Medford, MA.
- Orphan, C. M.** (2010). *eCitizenship 101: Using social networking tools for civic engagement*. eCitizenship Institute, Detroit, MI.
- Kranich, N., O'Meara, K. & **Orphan, C. M.** (2010). *Making "we the people" a reality: Strategies for curricular and co-curricular change*. Civic Agency Institute, Washington, DC.
- Boyte, H. & **Orphan, C. M.** (2010). *Strategies for institutionalizing civic engagement*. Civic Agency Institute, Washington, DC.
- Musil, C. M. & **Orphan, C. M.** (2010). *The spectrum of community engagement: Where we've been and where we're going*. American Council on Education (ACE), Alexandria, VA.
- Blumberg, M. & **Orphan, C. M.** (2010). *Preparing Generation Y to be stewards of place*. American Political Science Association (APSA), Chicago, IL.

MEDIA ENGAGEMENT

***Request for comment about issues concerning higher education finance and/or regional comprehensive universities/ **media coverage of my research/ ***interviews**

- *Gonzales, J. (2020, October 23). Pandemic's impact on Colorado's colleges creates questions about the future of part-time instructors. *Chalkbeat Colorado*.
<https://co.chalkbeat.org/2020/10/23/21530849/pandemics-impacts-colorado-colleges-future-of-part-time-adjunct-instructors>
- *Gonzales, J. (2020, August 11). Colorado hopes a new higher ed funding formula will make a difference for students. It might not be easy. *Chalkbeat Colorado*.
<https://co.chalkbeat.org/2020/8/11/21364218/colorado-outcomes-based-funding-model-challenges-make-difference-disadvantaged-students>
- *St. Amour, M. (2020, July 28). How will regional publics fare this fall? *InsideHigherEd*.
<https://www.insidehighered.com/news/2020/07/28/regional-public-colleges-prepare-return-campus-learning>
- *Gonzales, J. (2020, July 17). Colorado's return to college campus in the fall brings about concern for professors, students. *Chalkbeat Colorado*.
<https://co.chalkbeat.org/2020/7/17/21328932/colorado-return-to-college-campus-fall-coronavirus-pandemic-concern-for-professors-students>
- **Hebel, S. & Smallwood, S. (2020, June 19). How COVID threatens the regional college. *Open Campus*. <https://www.opencampusmedia.org/2020/06/19/a-glimpse-at-a-for-profit-rebound/>
- *Adame, J. (2020, June 8). Diversity position in works at UAFS. *Arkansas Democrat Gazette*.
<https://www.arkansasonline.com/news/2020/jun/08/diversity-position-in-works-at-uafs/?latest>

- *Bauman, D. (2020, May 11). Public regional colleges were already struggling. COVID-19 may push some to the brink. *The Chronicle of Higher Education*.
<https://www.chronicle.com/article/Public-Regional-Colleges-Were/248751>
- ***Morona, A. (2020, April 29). How will Coronavirus impact small colleges? *Newsy*.
<https://www.newsy.com/stories/how-will-the-coronavirus-impact-small-colleges/>
- ***McCann, A. (2019, December 9). Best college towns and cities in America. *WalletHub*.
<https://wallethub.com/edu/e/best-worst-college-cities-and-towns-in-america/8974/>
- *Adame, J. (2019, September 13). Board approves Drale to serve two-term as UALR chancellor. *Arkansas Democrat Gazette*. <https://www.arkansasonline.com/news/2019/sep/13/board-approves-drale-to-serve-two-year-/>
- *St. Amour, M. (2019, July 20). Some faculty worry president’s new positions make CU system admin-heavy. *Daily Camera*. <https://www.dailycamera.com/2019/07/20/some-faculty-worry-presidents-new-positions-make-cu-system-admin-heavy/>
- *Seltzer, R. (2019, September). *Squeezed from all sides: Opportunities and challenges for regional public universities*. An *InsideHigherEd* Special Report.
<https://www.insidehighered.com/content/squeezed-all-sides-opportunities-and-challenges-regional-public-universities>

TEACHING AND ADVISING

Courses Taught

HED 4220	Organization and Governance	Fall 2015, Winters 2016-2020
HED 4294	Seminar in Higher Education	Winter 2016, 2017; Fall 2019
HED 4212	Introduction to Public Policy	Winter 2016; Fall 2018, 2019
HED 4210	Critical Higher	Winter 2017
HED 4226	The Community College	Summer 2017
HED 4242	Educational Policy Analysis	Spring 2018, 2019, 2020

Dissertations Chaired

Sophia Laderman	Proposal defended July 2020	Ph.D.
<i>Does publicness matter? Determining the impacts of public funding and state oversight on higher education’s ability to achieve state goals</i>		
Awarded Spencer NAEd Dissertation Fellowship (2020-2021)		
Jacquelynn Rich-Fredericks	Completed April 2020	Ed.D.
<i>ASSETS: A case study of in-state resident tuition for undocumented migrant students</i>		
Ally Garcia	Completed August 2019	Ed.D.
<i>A policy discourse analysis of disciplinary transcript notation in case of sexual assault on college campuses</i>		
Julie A. Wienski	Completed August 2019	Ed.D.
<i>Women coaches navigating the leadership labyrinth at a Division II regional comprehensive university: Queering discourse and narratives</i>		
Kimberly Bernie	Proposal defended October 2019	Ed.D.

Co-Chair, 2018 Public Policy Forum (2017-2018). The Higher Education Department at the Morgridge College of Education at the University of Denver, in partnership with Affiliate Faculty Member, Dr. Kim Hunter Reed, Executive Director, Colorado Department of Higher Education, hosted a national Public Policy Forum entitled, “Higher Education in the Era of the States: Elevating Equity and Advancing Public Policy.” The two-day Forum convened representatives from 15 postsecondary institutions and 13 intermediary public policy organizations including the American Indian College Fund, Complete College America, The Education Trust, the State Higher Education Executive Officers Association (SHEEO), the Western Interstate Commission for Higher Education (WICHE), Young Invincibles, the Lumina Foundation, and the National Center for Higher Education Management Systems (NCHEMS). Keynote addresses were given by Drs. Stella Flores, Associate Professor of Higher Education and Director of Access and Equity, Steinhardt Institute for Higher Education Policy, New York University, and Ted Mitchell, President, American Council on Education. The Forum generated 128 unique Tweets using the hashtag [#DUPolicyForum](#). Responsibilities included:

- Wrote and oversaw scholarly Call for Proposals.
- Offered opening and closing remarks.
- Prepared Indigenous Land Acknowledgement.
- Identified, invited, and liaised with keynote speakers.
- Oversaw program committee.
- Oversaw fundraising; secured \$31,200 in sponsorships.
- Hosted Student IGNITE! Policy Competition.
- Oversaw promotion and outreach.
- Oversaw logistical planning including catering, staff supervision, budgeting, printed collateral, and room reservations.

Co-Director, Netter Center College Access Mentoring Program, University of Pennsylvania (Penn) (2013-2015). The Netter Center Mentoring Program matches Penn graduate and undergraduate students with first-generation graduates of color from under-resourced Philadelphia high schools for year-long, college-focused mentoring relationships. Mentors provide individualized, high-touch college advising and guidance. 30 pairs of mentors and mentees. Responsibilities included:

- Co-directed program implementation and evaluation.
- Oversaw recruitment of, and professional development for, mentors and mentees.
- Assisted in programming and event planning for mentor/mentee events.

Executive Director, American Democracy Project (ADP), American Association of State Colleges and Universities (AASCU) (2006-2011). ADP is national initiative focused on higher education’s role in preparing the next generation of informed, engaged citizens for U.S. democracy. The project began in 2003 as an initiative of AASCU in partnership with *The New York Times*. ADP involves 240 Regional Comprehensive Universities and 2.3 million students. Responsibilities included:

- Oversaw the creation, design and implementation of eight sub-initiatives involving 185 campuses: eCitizenship: New Tools, New Strategies, New Spaces; Deliberative Polling; Civic Agency; Political Engagement Project; America’s Future: Protecting the Fiscal Health of Our Democracy; Seven Revolutions: Educating Globally Competent Citizens; Stewardship of Public Lands; and, Electoral Voices: Engaging College Students in Elections.
- Negotiate, broker, and lead strategic national partnerships with organizations such as Public Agenda, *The New York Times*, The Carnegie Foundation for the Advancement of Teaching, the

Center for Democracy and Citizenship at Augsburg College, the Center for Deliberative Democracy at Stanford University, the National Conference on Citizenship, the New England Resource Center for Higher Education at the University of Massachusetts Boston, the Center for Information and Research on Civic Learning and Engagement (CIRCLE) at Tufts University, the Kettering Foundation, and the Center for Strategic and International Studies (CSIS).

- Academic programming for five National ADP Annual Conferences (2007 – 2011).
- Programming and management of eight initiative-based institutes (America’s Future, 1 institute; Civic Agency, 3 institutes; Deliberative Polling, 2 institutes; eCitizenship, 2 institutes).
- Management of budget accounts for ADP and sub-initiatives. Total budget: \$300,000.
- Supervised four interns (2007 - 2010).
- Assisted with the creation of AASCU’s Innovations Exchange, an online repository for campus leaders to access innovative practices and pedagogies.
- Oversaw social media outreach and engagement (Facebook, Twitter, wikis, YouTube, blog).
- Conducted evaluation and research on the effects of ADP programming on college campuses.
- Editor, *Academic Leadership and Change* digest series.
- Contributing Editor, *American Democracy Project Blog*.

FELLOWSHIPS AND APPOINTMENTS

- Equity Institute Fellow, University of Southern California (2018-present)
- Dean’s Fellow, Graduate School of Education, University of Pennsylvania (2011-2015)
- Pre-Doctoral Fellow, Alliance for Higher Education and Democracy (AHEAD), University of Pennsylvania (2014-2015)
- Co-Director and Senior Fellow, Imagining America Publicly Active Graduate Education, Syracuse University (2011-2014)
- Editorial Fellow, International Association for Research on Service Learning and Community Engagement (IARSLCE) (2012)
- Visiting Scholar, Next Generation Engagement Project, New England Resource Center for Higher Education (NERCHE), University of Massachusetts Boston (2009 - 2015)
- Community Partner Liaison, Center for Academic Excellence, Portland State University (2004-2006)
- Bonner Leader, Bonner AmeriCorps Scholars, Portland State University (2004-2006)

PROFESSIONAL MEMBERSHIPS AND DEVELOPMENT

Professional Memberships

- Member, American Educational Research Association (AERA) (2012-present)
- Member, Association for the Study of Higher Education (ASHE) (2012-present)
- Member, Scholars Strategy Network (2018-present)

Professional Development

- Emerging Issues in College Affordability Research and Policy Forum, ASHE Council on Public Policy and Higher Education and the Lumina Foundation (2018, July)
- Course Design Institute, Office of Teaching and Learning, University of Denver (2018, June)

- Data Visualization Workshop, Anderson Academic Commons, University of Denver (2018, April)
- Intercultural Diversity Inventory, Morgridge College of Education (2017, February)
- Autoethnography: Product, Process and Possibility for Public Scholarship to Educate Diverse Democracies, American Educational Research Association (AERA) Annual Meeting (2016, April)
- Emerging Scholars Workshop, American Educational Research Association (AERA) Annual Meeting (2016, April)
- Council for the Advancement of Higher Education Programs Early Career Workshop, Association for the Study of Higher Education (ASHE) (2015, November)
- Council for Public Policy in Higher Education Workshop, Association for the Study of Higher Education (ASHE) (2015, November)
- Center for Community Engagement and Service Learning Scholars Program, University of Denver (2015, December)
- Office of Teaching and Learning New Faculty Workshop, University of Denver (2015, September)
- Symposium on Democracy and Deliberation, Kettering Foundation (2013, May)
- National Dialogue to Develop a National Action Plan on Civic Learning and Democratic Engagement in College, American Association of Colleges and Universities (AAC&U) and the United States Department of Education (2010, December)
- Workshop on Community Colleges, Higher Education, and Democracy, Kettering Foundation (2010, October)
- Faculty Congress Workshop, Deliberative Democracy Exchange, Kettering Foundation (2008, May)

SERVICE

National Service

- Research Consultant, Brookings Institution (2019-present)
- Service to the Association for the Study of Higher Education (ASHE)
 - Section Co-Chair, Organization, Administration, & Leadership, ASHE Annual Conference (2019-present)
 - At-Large Member, Council on Public Policy in Higher Education Executive Committee (2019-present)
 - Chair, Council on Public Policy in Higher Education Executive Committee Awards Committee (2019-present)
- Service to the American Educational Research Association (AERA)
 - Co-Chair, Policy, Finance and Economics Program Committee, Division J, AERA Annual Conference (2016-2017)
- Editorial Board Member, *eJournal for Public Affairs* (2015-present)
- Editorial Board Member, *Journal for the Study of Postsecondary and Tertiary Education* (2019-present)
- Editorial Board Member, *Perspectives on Urban Education*, University of Pennsylvania (2012-2015)
- Reviewer for academic journals

- *AERA Open*
- *Higher Education*
- *Journal of Diversity in Higher Education*
- *Journal of Higher Education*
- *Teacher-Scholar*
- *Association of Mexican American Educators Journal*
- Conference Proposal Reviewer
 - AERA (2015, 2016, 2017, 2018, 2019, 2020)
 - ASHE (2015, 2016, 2017, 2018, 2019)
- Grant Proposal Reviewer
 - State Higher Education Executive Officers Association (SHEEO) (2020)
- Steering Committee Member, Partnership for College Completion Study on College Affordability in Illinois (2019-2020)
- Conference Planning Committee Member, International Association for Research on Service-Learning and Civic Engagement, (2016-2017)
- Board Member, The Democracy Imperative (2011- 2014)

University Service

- Member, Provost Search Committee (2019-2020)
- Member, Associate Dean Search Committee, Morgridge College of Education (2019-2020)
- Member, Assistant Professor Higher Education Search Committee, Morgridge College of Education (2018-2019)
- Faculty Advisor, College of Education Student Association (2016-2020)
- Member, Diversity in Faculty Hiring and Retention Taskforce (2018-2019)
- Consultant, Faculty Senate (2017-present)
- Member, Graduate Student Enrollment and Financial Support Workgroup of the Enrollment and Financial Support Strategic Cluster (2017-2018)
- Member, Strategic Initiatives and Mission-Driven Diversity Policies, Financial Aid Pilot Program Committee (2017)
- Coordinator, Ed.D. Program Assessment, Higher Education Department, Morgridge College of Education (2017)
- Member, Search Committee, Dean of Colorado Women's College (2017)
- Coordinator, Social Media, Higher Education Department, Morgridge of Education. (2017-present)

Public Service

- Partner, Education Sector Partnership in Colorado (2018-2019)
- Member, Statewide P-20 Committee, Colorado Civic Health Network, Denver, CO (2015-2018)
- Mentor, Netter Center College Access Mentoring Program, (2013-2015)
- Volunteer, Philadelphia AIDs Thrift (2012-2014)
- Special Ballot Clerk, District of Columbia Board of Elections (2008 - 2009)
- Volunteer Coordinator, Martin Luther King, Jr., Elementary (2005 - 2006)
- Mentor, Youth Innovation Fund Board funded by Kellogg Foundation (2003 - 2004)