

February 27, 2021

Dear Esteemed Members of the Colorado Mesa University Board of Trustees, the Search Committee, and the campus family of Colorado Mesa University:

I am honored to have been nominated for this exceptional opportunity. After reading the position requirements and researching the University, I believe I can provide the energetic, innovative, and visionary leadership that will further the University's mission. I am a principled, engaged, and strategic entrepreneurial servant leader who exemplifies integrity, fairness, and strength of character. I have always maintained a commitment to shared governance and to consistent dialogue with all university constituents. I share Colorado Mesa University's commitment to student success and to providing an "excellent, rigorous and affordable education that prepares graduates for productive and successful lives in the 21<sup>st</sup> century."

I believe my multi-faceted background will contribute meaningfully to Colorado Mesa. Like many students at CMU, I was a first-generation U.S. college student from an underrepresented group. I obtained my post-graduate education as a non-traditional student while raising a young family. My academic experience (as a president, dean, and faculty member), my experience as a trustee for an academic system and a UNESCO international organization, and my business experiences outside of the Academy give me the skills and breadth of perspective necessary to provide CMU with the innovative and mission-driven leadership it desires and deserves. I possess a successful record of leading financially complex organizations as well as significant experience in the operations of higher education institutions. I have a strong record of leading institutional growth, mergers and acquisitions, operations and change, and a keen understanding of the evolving landscape in higher education.

During my career in banking, my executive leadership roles grew while I continued to be responsible for a substantial commercial portfolio. I believe my success was in part due to my ability to cultivate and maintain relationships, to develop strategic partnerships, to recognize and appreciate individual efforts, and to foster a culture of transparency and trust. From my role in corporate America, I saw a need to increase diversity, expand access, and create new avenues in higher education. Averett University provided me the unique opportunity to be the architect of one of the first executive fast-track MBAs in Virginia. The University of Richmond provided me the opportunity to lead faculty and staff, and to develop, implement and administer statewide, national, and worldwide curricula and workforce training initiatives. Under my leadership, we created and implemented a new strategic and marketing plan that led to the financial turn-around of the executive education division. Indispensable to our success was my ability to build friendships around the world and to position the University as a premier, world-class institution.

While serving as Special Assistant to the Chancellor of the Virginia Community College System (VCCS), one of my responsibilities was to strategically position, through various initiatives, Virginia's Community Colleges as vehicles to serve the needs of our diverse communities. I was later appointed by the Governor as a Trustee of the Virginia State Board for Community Colleges. As a Trustee, I was an active participant in the financial oversight and the strategic direction of a 23-College, 41-campus and \$1.4 billion system.

As the senior executive of the Reginald F. Lewis College of Business at Virginia State University, I led the College to develop a new strategic plan and to embrace new technologies. With input from industry, we redesigned the business curriculum and our facilities. The College of Business made history by being the first school in the country to launch an integrated core curriculum, predominantly delivered in a digital format. This digital initiative resulted in a more than a thirty-percent increase in student retention in our core courses and saved students more than \$1,121,000 in a three-year period.

As president of Fort Hays State University. I was appointed to be an entrepreneurial and transformational leader, to fundraise, to increase the visibility, to grow enrollment, and to ensure the financial stability of the institution at a time when the state of Kansas was experiencing close to a \$1 billion deficit. We implemented a dynamic "re-engineering" plan that led to beneficial changes in the organization and operation of the University. We attracted enrollment of Kansas' brightest minds by creating an Honors College and implementing an Honors curriculum. Under my administration, the financial condition of FHSU and its ability to administer annual operating and capital budgets were excellent as evidenced by its cash reserves, low tuition, and its capability to manage most capital projects with no debt. The University became the only institution in the state to create an integrated living and learning environment focused on entrepreneurship. Built entirely through private philanthropy, this program brings together interested students from all disciplines and provides them with hands-on business opportunities while living, learning, and earning their degrees. I also implemented the Hispanic College Institute (HCI), a program I had previously led in Virginia with great success. This program introduces first-generation Hispanic students and their families to a university environment and teaches them how to apply, enroll, and succeed in college. Under my leadership at Fort Hays State, several strategic enrollment management initiatives were implemented to ensure enrollment growth, including an innovative and comprehensive wait-list strategy. The University set enrollment records each year of my tenure. National rankings of its academic programs also increased significantly.

When I assumed the presidency of Fairmont State University, the University was operating with a \$2.86 million deficit, and enrollment had declined 18.9% over the previous eight years. Cost-containment and reorganizational initiatives have resulted in a more than \$12

million positive turnaround in University finances during my tenure. Recruitment efforts, including implementing a data-driven recruitment and marketing plan, heightened off campus recruiting, and an innovative SOAR (Scholarship Opportunity Award Recognition) program, reversed the persistent enrollment decline and yielded Fairmont State's largest incoming freshman class in the fall of 2018 – a 10% increase year over year. Our enrollment increases for fall 2020 are impressive under any circumstances, but during a historic global crisis, they are exceptional. Out-of-state enrollment grew by 2% and first-time freshman posted enrollment gains of 3%. Our graduate enrollment outpaced 2019 enrollment by 15%; dual enrollment topped last fall's figures by over 50% and our admissions yield rate rose almost 16% (from 34% to 49.7%). Growing enrollment is not only measured by the number of students that gain access to a university, but most importantly, by those it retains and graduates. Since my arrival, Fairmont's retention rate rose 4% for 2019 and an additional 6% for 2020. Our six-year graduation rate has also increased by 7%.

The University has added five MS programs and 2 BS programs to meet the needs of our students and industry. We also launched the first FAA 141 flight program in the state. Further, our new partnerships with the FBI, NASA and NOAA have yielded significant internship and placement opportunities. We have received approval to launch a Police Academy as part of our Criminal Justice program. We are also awaiting HLC approval for an innovative cross-country partnership with a university in Mauritius.

Earning the trust and support of local and state office holders, their staffs, and legislators is essential to the successful operation of any institution. In 2018, I was appointed to the *West Virginia Blue Ribbon Commission for Higher Education*. I led the effort that created a state funding recalibration formula, which was used by the Legislature to equitably distribute funds to all public institutions. The implementation of the recalibration formula yielded additional annual funding for all institutions, including Fairmont State University, the first increase in state funding in eight years.

With decreasing support from public funds, all institutions must seek external sources of income to diversify their funding streams. As Executive Vice President of the John Tyler Community College Foundation, I worked with healthcare executives to create one of the most successful public-private partnerships (P3s) in Virginia. It provided the College with a new state-of-the-art building used to conduct its nursing classes, ongoing significant financial support for the nursing program, and clinical opportunities and scholarships for students. Participation in other P3s followed while I was employed at other universities, including the private-public partnership that brought Rolls Royce and a center for advanced manufacturing to Virginia.

While at Fort Hays State, fundraising for scholarships allowed the university to convert all two-year scholarships to four years. Enrollments with partner universities in China reached an all-time high. We also established a promising new partnership with Cambodia in 2016. In 2015, we also launched the largest, most aggressive comprehensive capital campaign in the University's history, a \$100-million Journey Campaign. The silent phase of this five-year campaign took less than 16 months to complete, raising more than \$57 million.

At Fairmont State University, we are creating a culture of philanthropy where none existed before. It is being fueled by a positive response from all our constituents to the clear and positive vision now articulated. Our fundraising efforts are yielding significant successes, increasing year over year. Recently, we established a partnership with a regional health care system to support our Nursing Programs. The partnership and the Scholars Program will increase hiring capacity for nursing faculty, provide scholarships for LPN, ASN and BSN students, and promises to provide employment in the Hospital system for our Nursing graduates. This partnership will yield nearly a \$1 million investment in our program over two years. Further, work has begun on a university-wide capital campaign.

One of the main things that attracted me to apply for the position of President at Colorado Mesa is the value the University places on innovation and student success. CMU is dedicated to preparing each student to approach life, graduate school, and work from a socially conscious, creative, and collaborative perspective - essential skills for leading a life of consequence in the 21<sup>st</sup> century. It is with great enthusiasm that I submit this letter of interest and request the privilege to join Colorado Mesa University as its next President.

Warmest regards,



Mirta M. Martin, Ph.D.



# Mirta M. Martin, Ph.D.

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## EDUCATION

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

## SUMMARY OF ACADEMIC AND ADMINISTRATIVE POSITIONS

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- President, Fairmont State University, Fairmont, West Virginia, October 2017- present
- Senior Education Adviser to former Mexican President Vicente Fox and to Centro Fox, January 2017 - 2019
- AASCU Senior Fellow, Washington DC, December 2016 - 2018
- Presidential Adviser, Kansas Board of Regents and Fort Hays State University, Hays, Kansas, 12/2016-6/2017
- President, Fort Hays State University, Hays, Kansas, July 2014 –November 2016
- Dean and Professor of Management, Reginald F. Lewis College of Business, VSU, 2009– 2014
- Special Assistant to the Chancellor of the Virginia Community College System, 2009
- Special Assistant to the President, John Tyler Community College; Executive Vice President and Executive Director, John Tyler Community College Foundation, 2005-2009
- Education and Executive Consultant, 2004- 2005
- Associate Dean, Robins School of Business and Executive Director, Management Institute 2000-2003
- Interim Dean/Regional Director, Averett University 1995
- Associate Professor, Averett University 1992-2001
- Senior Vice President, First Union National Bank (successor by merger to Dominion Bank), 1993-1994
- Vice President, Dominion Bank, 1991-1993
- Assistant Vice President, Dominion Bank, 1988-1991
- Branch Manager and Banking Officer, First Virginia Bank Colonial, 1985-1988
- Assistant Branch Manager, First Virginia Bank Colonial, 1984-1985
- Management Associate, First Virginia Bank Colonial, 1982-1984

## GUBERNATORIAL APPOINTMENTS

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BLUE RIBBON COMMISSION ON FOUR-YEAR HIGHER EDUCATION, Member; Appointed in 2018 by Governor Jim Justice, West Virginia. Selected to serve in Finance Sub-Committee; ex-officio Governance Committee.

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

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

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

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

## PROFESSIONAL DEVELOPMENT

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- Federal Bureau of Investigation Citizens Academy, October 8 – November 18, 2019
- 2019 Governors Education Retreat: Advancing Cross-State Conversations; Washington DC, March 11-13, 2019
- Harvard Institute for Higher Education, Harvard Seminar for Presidential Leadership; Harvard Graduate School of Education, November 11-13, 2018
- Spectrum Executive Leadership Fellow, American Council on Education, 2013
- Advancing Women’s Leadership; 80<sup>th</sup> National Women’s Leadership Forum, American Council on Education, 2012
- The Virginia Network for Women in Higher Education, American Council on Education; Senior Leadership Seminar, 2010
- Future Presidents Institute, Hockaday-Hunter and Associates, The Center for School Leadership Development, University of North Carolina at Chapel Hill, 2007
- Advancing to the Presidency Program, American Council on Education Leadership Programs. 2006

## ACADEMIC/PROFESSIONAL HONORS

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- 2020 West Virginia Living Wonder Woman
- 2020 West Virginia Inspiring Women
- 2019 West Virginia Educator of the Year
- 2019 Recognized by West Virginia Executive Magazine as “Talent Transplant”
- 2018 Named by NCWV Life Magazine as a “Woman of Distinction”
- 2018 Named to the Anti-Terrorism Advisory Council (ATAC) in the Northern District of West Virginia
- 2017 Senior Adviser to former Mexican President Vicente Fox and to Centro Fox
- 2017 National Outstanding New Program Award from the NASPA: Student Affairs Administrators in Higher Education -- Latino/a Knowledge Community – Hispanic College Institute (HCI)
- 2016 Deputy Director; Association of International Universities representing the Americas
- 2016 Sigma Phi Epsilon Fraternity; University Partner of the Year
- 2015 ‘Best Paper in Session Award’ -*Self-determination’s Intrinsic Value of Post-exile Cuban-American Women*. The Clute Institute International Business Conference Maui, HI. January 2015
- 2014 Finalist; Innovation in Education Educator of the Year Award, Richmond, Virginia
- 2013 Named one of “Most Influential Women” in Chesterfield County, Virginia
- 2013 Metropolitan Business League Humanitarian Award for Educational Excellence Recipient
- 2012 Winner of the *RichTech* Technology Innovation Deployment Award
- 2012 Phi Kappa Phi Honor Society; Alumni Inductee
- 2012 Named Best Business Program in nation (among 108 HBCUs)
- 2011 Recipient of the Governor’s Award for Technology in Innovation in Higher Education
- 2010 - HBCU Faculty/Administrator of the Year - Finalist - Nominated by the Center for HBCU Media Advocacy, Inc. – Nomination recognizes crowning achievement in leadership
- 2010 Recipient of Hispanic College Fund Legacy Award
- 2010 – 2012 - Most Inspiring Dean Award – Presented by the Virginia State University Students
- 2009 Recipient of The President of the United States’ Volunteer Service Award – President’s Council on Service and Civic Participation
- 2009 - Appointed First Female Hispanic Dean of the Commonwealth of Virginia
- Beta Gamma Sigma National Honor Society for Business
- Phi Theta Kappa – Honorary Member – For leadership and service to students – 2006
- Averett University’s *Outstanding Faculty of the Year* – In honor of teaching Excellence, 1999, 2001
- Phi Alpha Alpha Honor Society, Virginia Commonwealth University, May 1996.
- Phi Kappa Phi Doctoral Merit Scholarship, (Recognizing academic excellence). Virginia Commonwealth University.

## **EXPERIENCE**

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### **President – October 2017 – Present**

Fairmont State University, Fairmont, West Virginia

Fairmont State University is a comprehensive, regional university committed to educating global citizen leaders. Founded in 1865 and located in Fairmont, West Virginia, the University delivers over 100 undergraduate and graduate programs. It has regional campuses in Harrison County, the Gaston Caperton Center in Clarksburg, Charles Point, and the Robert C. Byrd National Aerospace Education Center in Bridgeport.

#### ***Highlighted Achievements***

- Accomplished \$12.4 million turnaround change in net position. 2017: \$2.86 million deficit. 2018: \$1.9 million net positive position; 2019: \$5.4 million increase in net positive position; \$5.2 increase in net positive position
- Total Funds raised (by year): 2018 - \$3,104,865; 2019: \$3,281,243; 2020: \$5,579,751
- Composite Financial Index (CFI): 2017: 0.76; 2018: 1.92; 2019: 2.56; 2020: 2.66
- Fall 2020:
  - Enrollment Growth: 2% Out-of-state; 3% First time freshman; 15% graduate; 50% Dual Enrollment
  - Admissions Yield Rate: 15.7% increase
- Retention:
  - 2019 – Increased 4%
  - 2020 – Increased 6%
- Only public university in WV that passed all financial stress indicators according to *The Hechinger Report's Financial Fitness Tracker* (reported August 2020)
- Developed “recalibration model” used in 2019 WV legislative session yielding an increase of \$3 million to Fairmont State University’s baseline funding – first funding increase in eight years
- Awarded a grant for nearly \$1.8 million for a continued collaborative partnership with NASA’s Independent Verification and Validation (IV&V) Program
- Fairmont State University ranked in 2018 #2 in West Virginia by OnlineColleges.com
- School of Nursing ranked in 2019, 2020 #1 in WV as the Best Ranked Nursing Program by RNCareers.org
- School of Nursing ranked in 2020 as #48 Best Nursing Schools in the Country by Study.com
- School of Education earned “A” Rating by the National Council on Teacher Quality (NCTQ)
- School of Education ranked in 2020 as #25 Best Education School in the country by Study.com
- Fairmont State University marching band was named Best Small Collegiate Band in the United States
- Fall to fall retention rates increased across campus 2%, first-time freshman retention rates increased 5% over 2019, and transfer retention rates increased 7%
- Created new Tutoring Center to provide free assistance to students
- Fairmont State University’s Veteran Services has received the first-ever college placement of a dog from Dogs2DogTags, a nonprofit, that works to place dogs with veterans suffering from Post-Traumatic Stress Disorder
- Fairmont State University was recognized as a top ranked institution offering the best online Military Friendly Colleges by Intelligent.com
- Fall 2018: Record-breaking enrollment
  - 11.1% increase in first time enrollment
  - Brought in the largest incoming class since becoming a university
  - Retained a larger percentage of returning current students than the previous year
- Fairmont State has added programs in the following areas of study:
  - Master of Science in Healthcare Management
  - Bachelor of Science in Strategic Leadership
  - Bachelor of Science degree in Surveying and Geomatics Engineering Technology
  - Master of Arts in National Security and Intelligence
  - Master of Science in Engineering and Management
  - Graduate Certificate in Educational Leadership
  - Master of Business Administration Area of Emphasis in Cybersecurity Management

- Maintained stability of Moody's A2 bond rating
- University re-brand: Implemented a brand launch for the university
- Successful HLC Composite Financial Index Panel Review Report
- Implemented Central Store to help with cost containment and purchasing power
- Negotiated new Food Service contract providing upgrades and bringing to campus two new national chain food options
- Created *Falcon Meals on Wheels* to provide non-meal plan students with one hot meal a day
- Athletics – Mountain East Conference (MEC)
  - Second year in a row ranked 3<sup>rd</sup> in the MEC Commissioners Cup (up from 6<sup>th</sup> place)
  - Increased Student Athletes' overall GPA – from 3.25 in FY19 to 3.351 in FY20
  - Increased roster size from 328 student athletes in FY20 to 406 student athletes for FY21
  - Team Accolades:
    - Women's Soccer Team Mountain East Conference Northern Division Champions, first in the six year history of the program; 2019, 2020
    - Women's Soccer MEC Tournament Runner-up, 2020
    - Men's Tennis: First-ever NCAA Division II Tournament bid in school history, first round victory; 2019
    - Women's Swimming (First-ever Mountain East Conference swimming champion in league history), 2019; MEC Runner-up
    - Men's Swimming – MEC Runner-up, 2020
    - The swimming teams combined for 45 all-conference performances at the MEC/GMAC Championships, including 21 first team performances
    - Acrobatics & Tumbling (MEC Regular Season and Tournament Championship);2018
    - Acrobatics & Tumbling (NCATA National Championship – No. 5 seed)
    - Men's Basketball (NCAA Atlantic Regional – bid); 2019, 2020
    - Men's Golf (NCAA Individual Qualifier);2019, 2020
    - Five programs earned regional rankings (football, women's soccer, men's basketball, men's golf, men's tennis)
  - Academic Honors
    - 215 student-athletes recorded a 3.0 GPA or higher during the Spring 2020 Semester (71 percent of all student-athletes)
    - 76 student-athletes had a perfect 4.0 during the spring semester
    - 153 student-athletes earned MEC academic honors during the 2020-21 academic year (85 were named to the MEC All-Academic Team with GPA of 3.70 or higher)
  - All-Conference Honors
    - 27 athletes earned first-team All-MEC honors during the fall and winter (spring sport All-Conference Teams were not announced)
    - Football, 12 total (First Team: 6, Second Team: 4, Honorable Mention: 2)
    - Soccer, 6 total (First Team: 4, Second Team: 1, Honorable Mention: 1)
    - Volleyball, 3 total (Second Team: 1, Honorable Mention: 1, All-Freshman: 1)
    - Men's Basketball, 3 total (First Team: 2, Second Team: 1)
    - Women's Basketball, 2 total (First Team: 1, Second Team: 1)
    - Men's Swimming, 15 total (First Team: 7, Second Team: 6, Third Team: 2)
    - Women's Swimming, 18 total (First Team: 7, Second Team: 6, Third Team: 5)
    - Men's Golf, 3 total (Second Team: 2, Honorable Mention: 1)
    - Postseason all-conference awards were not announced for the following sports: baseball, softball, men's tennis, women's tennis, acrobatics & tumbling
    - 5 Programs appeared in Atlantic Region Rankings
    - 4 Mountain East Conference Athlete of the Year award winners
    - 2 National Tournament appearances
    - 2 Mountain East Conference Freshman of the Year award winners
    - 1 MEC Regular Season Championship
    - 1 MEC Tournament Championship
    - 1 National Coach of the Year
    - 1 MEC Coach of the Year

**Senior Education Adviser to Former Mexican President Vicente Fox–January 2017 – 2018**

Centro Fox, Mexico

Provide guidance and advice regarding American-based institutions and programs that can be implemented to improve higher education attainment in Central Mexico. Work with President Fox to explore opportunities and maintain oversight of all potential international partners. Provide leadership and scale-up education programs in Centro Fox, including leading the education team in-country. Lead the educational team at Centro in developing a higher education strategy and liaise with the Ministry of Education, donors and partners. Ensure Centro Fox is well-positioned to fulfil President Fox's ambitious education strategy to build a strong higher education system that provides for a better quality of life in Central Mexico.

**President – July 2014 – November 2016**

Presidential Adviser, Kansas Board of Regents and Fort Hays State University – November 2016 – June 2017

Fort Hays State University, Hays, Kansas

Founded in 1902, the University is located on a 4525-acre campus in Hays, Kansas. With over 14,600 students, Fort Hays State University delivers over 80 undergraduate and graduate programs through three modalities: on-site; internationally; and through the Virtual College. Over 1300 faculty and support staff guide baccalaureate, master's, doctorate and Education Specialist degree programs in five colleges and one school: The College of Arts, Humanities and Social Sciences; College of Business and Entrepreneurship; College of Education, Health and Behavioral Sciences; College of Science, Technology and Mathematics (SteM) and in the Graduate School. The University recognizes FHSU-AAUP as the exclusive representative for the University Faculty Bargaining Unit for the purpose of meeting and conferring conditions of employment. Both the administration and the AAUP work on a three-year Memorandum of Understanding. The Board confirms all MOUs.

***Highlighted Achievements***

- Record-breaking enrollment – Became third largest university in Kansas in FY17
  - 3.8% and 3.11% increase in enrollment growth in Fall 15 and Fall 16 defying all state and national trends. All other Regent Universities were flat or declining
  - 8% increase in credit hour production on-line; increased net revenues by 24% in FY15 and 49% in FY16
  - Increased graduate school enrollment by 10.46%
  - Increased SteM college enrollment by 10.1%
  - Brought in largest Chinese incoming class in 15-year history: 1383 freshman
- Virtual College (on-line) – Rankings, November 2016:
  - Named #1 – Best on-line college in Kansas
  - Named #1 – Best on-line program in nation: Marketing, Tourism & Hospitality Program
  - Named #1 – Best on-line RN to BSN program
- Achieved Gold Level Military Friendly School designation in November 2016
- Increased Bond Rating: New financial and enrollment strategies led the University's bond rating to be upgraded to Moody's rating of A1 stable, 2016 - at a time when the state of Kansas' rating and most Kansas institutions' ratings were downgraded
- Launched \$100 million comprehensive campaign a year ago; went public in October 2016 with \$57 million raised; named two colleges with largest gifts each to the University
- Increased retention – from 68.7% Fall FY15 to 72.3% Fall FY16
- Organizational re-engineering of the university resulting in strategic economies of scale and increased efficiencies, research, grant and funding opportunities.
  - Doubled scholarship support to students
  - Created new College of Science, Technology and Mathematics (STeM); an International division; a Technology division; and an Honors College
- Launched first doctoral program (Doctor of Nurse Practice) in University's history
- Installed enhancements to the security and network infrastructure; launched a new email system, and in mid-stages of implementing a new university-wide enterprise systems (ERP).
- Awarded more than 400 STEM degrees
- Created 45 new faculty lines in 3 years; 15 new staff positions
- 95% after graduation placement rate

- FHSU has been ranked above 95% of peers in last two years; up from 93%
- \$88 million new construction with only \$22M in debt – new track & field facility; entrepreneurship hall; residence hall; academic building
- Designed and launched first Hispanic College Institute (HCI) in Kansas to instruct under-represented, first generation Hispanics how to navigate the American educational system to enroll and graduate from college
- Implemented new protocols to assess potential partners; resulting in a new on-site cross border program in Cambodia, and established new exchange agreements with five other Universities.
- Implemented strategies to increase social media presence - increased 18% in Twitter and 43% in Facebook
- Increased alumni chapter engagement by growing the number of paid membership

### **Dean and Professor of Management – August 2009 – July 2014**

Reginald F. Lewis School of Business, Virginia State University

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

#### ***Highlighted Achievements***

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

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

Virginia Community College System

Accountable directly to the Chancellor of the Virginia Community College System, provide support to strategically position Virginia's 23 community colleges as the catalysts for higher education participation in Virginia through various initiatives, including, but not limited to; increasing visibility, funding support for the System's initiatives, special programs, and *Great Expectations* – an effort aimed at increasing the number of foster care youth who pursue and complete a college program. This is a 6-month to a year unique opportunity, on the model of an ACE Fellow, designed to promote and provide administrators with opportunities to experience and participate in presidential, cabinet-level decision-making in a multi-campus, multi-cultural, billion-dollar system enterprise.



**Special Assistant to the President****Executive Vice President and Executive Director - Foundation, 2005-2009**

John Tyler Community College

Academic Rank: Professor

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

***Additional responsibilities***

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

***Highlighted Achievements***

- Increased Foundation's assets by 62% in three years (from \$3,271,063 to \$5,295,839)
- Increased donations to the Foundation by 270% in three years (from \$509,590 to \$1,886,228/year)
- Calibrated organizational strategy to create partnerships to complement and expand outreach and programs
- Directed negotiations to establish an unprecedented public private partnership between the College and HCA—which included a gift from HCA to the Foundation for a 15,000-square-foot facility to house JTCC's nursing program (estimated value of \$1,762,303 – The gift was the first of its kind in Virginia).
- Negotiated MOU between HCA and the Foundation for \$435,000 in operating funds and \$30,000 for scholarships for 5 years, enabling nursing program to increase admissions by 35%
- Negotiated a partnership between the College, the City of Petersburg and Virginia Power to open a downtown "Gateway Outreach Center" at no cost to the College (to provide college counseling, testing and admission services) and secured \$150,000 to provide scholarships for area students
- Created a Manufacturers' Coalition to unite area manufacturers through Quick Connect – byproduct of the Coalition - to respond to a critical industry need
- Negotiated a partnership between the College and the Mexican Consulate to deliver training solutions
- Created a College-wide grant protocol to provide uniformity and increase external funding
- Created an Alumni Association and the first on-line community for Virginia Community Colleges
- Established a model allowing Foundations to hire employees (not employees of the Commonwealth)
- Revitalized Foundation Board by increasing number of members, participation and involvement
- Secured \$264,000 to hire Career Coaches and partnered with local high schools; created model for VCCS
- Implemented new accounting system for Foundation – audited, settled and synchronized all accounts between the College, the Foundation and the Investment firm

### **Education and Executive Consultant**

Consulting Alliance Group, Inc., January 2004 –February 2005

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

#### *Additional responsibilities*

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

### **Executive Director, Management Institute, Associate Professor of Management Development,**

**Associate Dean, Robins School of Business,** University of Richmond, Virginia,

October 2000 – December 2003

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

#### *Additional responsibilities*

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

#### *Highlighted Achievements*

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

**Associate Professor, Tenured**

Averett University, Richmond, Virginia, November 1992 – July 2001

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

***Additional responsibilities***

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

**Interim Dean/Regional Director**

Averett University, Richmond, Virginia, July 1995 – December 1995

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

***Additional responsibilities***

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

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

Provided leadership for service delivery and external relations. Oversaw long range strategic planning. Led the financial, business, personnel and physical facilities for multi branch bank - Increased job knowledge, employee development, commercial and consumer portfolio management, branch administration, policy development and implementation, team building and dynamics. Assisted the President and Area Managers with economic development initiatives working with industry, profit, and non-profit groups.

***Additional responsibilities***

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

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

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

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

***Highlighted Achievements***

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

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

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

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

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

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

**ACADEMIC AND EDUCATIONAL ASSOCIATIONS / MEMBERSHIPS**

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- NASA WV Space Grant Consortium – Director, 2021
- West Virginia Council of Presidents – Member, 2017- present; President, 2018 - present
- International Association of Universities (IAU)- Official Partner of UNESCO – Director representing the Americas, 2015 - present
- Regents Institutions Council of Presidents – 2014 – 2016; Chair, 2015
- Kansas Council on Economic Education – Director; 2014- 2017
- American Association of Community Colleges – Director at Large, 2014- 2017
- American Association of State Colleges and Universities (AASCU) – Council of Presidents, Member; 2014- 2018
- Association to Advance Collegiate Schools of Business (AACSB) BizEd Advisory Council; Director; 2009 - 2018
- Virginia Latino Higher Education Network (VALHEN); President, President Emeritus and Founding Director; 2006 -present
- Virginia Community Colleges State Board Committees– Academic, Student Affairs and Workforce Development; Audit; Personnel; Reengineering Sub-Committee; 2011-2014
- State Board for Virginia Community Colleges - Board Liaison to Reynolds Community College and John Tyler Community College; 2011-2014
- Women Executives in Virginia Higher Education (WEVHE); 2009 - 2014
- Judge, Final Selection Committee –State Council of Higher Education for Virginia (SCHEV) - Virginia Outstanding Faculty Awards; 2009- 2012
- Association to Advance Collegiate Schools of Business (AACSB); 2009-2014
- Association to Advance Collegiate Schools of Business (AACSB) - New Deans Affinity Group Co-Chair; 2009 - 2014

- Southern Business Administration Association (SBAA); 2009- 2014
- Chair, 2013, 2012 Hispanic College Institute held at Virginia State University
- Chair, Governor’s 2011 and 2010 Hispanic Youth Symposium held at Virginia State University
- Chair, Governor’s 2009 Hispanic Youth Symposium held at George Mason University
- Chair, Governor’s 2008 Richmond Hispanic Youth Symposium held at University of Richmond
- Academy of Management
- Virginia Community College Association
- Virginia Commonwealth University, Phi Alpha Honor Society, Vice President

## **CIVIC, CHARITABLE, BUSINESS, PROFESSIONAL ORGANIZATIONS**

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- Governor’s Cyber Security Advisory Committee – Member, 2018-present
- Rotary of South Fairmont -Member, 2018- present
- Marion County Chamber of Commerce – Director, 2018- present
- Fairmont Regional Medical Center Board of Advisers – Director, 2018 - 2020
- United Way of Marion County – Director, 2018 - present
  - 2019, 2020 Honorary Campaign Chair
- Anti-Terrorism Advisory Council (ATAC) in Northern District of West Virginia, Member, 2018-present
- Kirchner Group – Managing Director, 2017 - present
- Valley Hope Association – Director; 2015 - 2017
- Racing Toward Diversity Magazine Advisory Board – Director; 2012 - present
- Greater Richmond Chamber of Commerce – Board Member; 2009 - 2014
- Metropolitan Business League - Board Member; 2009 - 2014
- Housing Opportunities Made Equal (HOME) – Board Member; Fundraising Committee; 2010 - 2014
- REDC Community Capital Group – Board Member; 2010 - 2014
- Safe Harbor – Board Member; Fundraising/Finance Committee; 2010-2014
- American Heart Association: Go Red for Women -Executive Leadership Team, Fundraising Committee; 2009 - 2014
- “Design for Excellence 2020” – Strategic Planning Committee; Chesterfield County Public Schools; Co-Chair, Citizenship, Core Values and Innovation Team; 2010
- Superintendent’s Advisory Council - Multicultural Committee – Chesterfield County, Virginia
- League of United American Citizens (LULAC) Council 4611; Founding member
- Chesterfield Chamber of Commerce
- Petersburg Chamber of Commerce
- American Heart Association, Chairman
- Chesterfield County Schools/Business Partnership Program, Pilot Founder and Coordinator
- Southport Trade Merchants' Association; Director, President, Chairman of the Board
- Community Reinvestment Act (C.R.A.) Coordinator for Chesterfield County
- United Way Team Leader

## **UNIVERSITY/COLLEGE SERVICE**

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- Higher Education Policy Commission, West Virginia
  - Member, Council of Presidents; 2018 - present
  - President, Council of Presidents; 2019 - present
- Fairmont State University
  - Ex-Officio Member, Foundation; Alumni Association
- Mountain East Conference,
  - Appointed to COVID-19 Taskforce
  - Appointed to Membership Committee
- Kansas Board of Regents
  - Chair, Council of Presidents, 7/2015 – 6/2016
  - Member, Council of Presidents
- Fort Hays State University
  - President’s Executive Leadership Team
  - President’s Cabinet
  - Emergency Management Team

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

## **UNIVERSITY PROGRAMS DESIGNED/DEVELOPED/RESTRUCTURED**

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

## **ACADEMIC COURSES DEVELOPED**

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- BSA 103 - Leadership
- BSA 205 - Business Management
- BSA 260 - Business Case Study
- BSA 313 - Management Theory and Practice
- BSA 314 - Business Communications
- MSYS 330 - Organizational Behavior

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

## **SELECTED PRESENTATIONS/SEMINARS TO COMMUNITY ORGANIZATIONS**

“Surviving COVID-19 in Higher Education.” Webinar speaker for session for College Presidents and CEOs. Sponsored by GradCast.com; May 26, 2020.

“The Clery Act: Importance of Implementation, a President’s Perspective.” Panel Discussion at NACCOP Conference. July 26, 2019

“Robotics: Foundation for Careers of the Future.” FIRST LEGO League Mountain State Invitational Tournament, Opening Ceremonies July 12, 2019, Fairmont, WV

“Becoming a Destination.” Harrison County Economic Development Corporation’s Annual Membership Meeting. July 10, 2019; Bridgeport, WV

“Education across the Ages.” Inaugural Black Excellence Academic Celebration. March 28, 2018, Fairmont, WV

“Location, location, location: It’s not just about real estate.” Fairmont Board of Realtors; March 7, 2018; Fairmont, WV

“The Power of One.” Marion County Invisible. March 10, 2018; Fairmont, WV

“Passing it Forward – the role of servant leadership.” West Virginia Student Leadership Conference; Keynote speaker; Mary 14, 2018; Jackson’s Mill, Weston, WV

“Honoring the Past.” WV Retired School Employees Conference. August 29, 2018; Flatwoods, WV

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

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

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

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

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

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

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

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

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

- “Education: The Real American Dream.” Keynote. VALHEN’s Virginia Hispanic College Institute; July 18, 2015. Blacksburg, Virginia.
- Testimony provided to the House Foreign Affairs Committee, Subcommittee on Africa, Global Health, Global Human Rights, and International Organizations of the Foreign Affairs Committee, U.S. House of Representatives. June 25, 2015. Washington DC
- “Education, Diversity, and Inclusion Yields Success.” Keynote speaker. Kansas ACT Conference. April 21, 2015. Wichita, Kansas.
- “Girls who get I.T.” Conference Co-Chair and Organizer. J. Sargeant Reynolds Community College, November 14, 2013.
- “Women and Leadership: Courage; Risk Taking; Inspiration; Lessons Learned.” Panelist/Keynote Speaker. Richmond Leadership Summit, Commercial Real Estate Women (CREW), November 7, 2013.
- “Digital Open Textbooks: Increased Student Access and Outcomes.” OpenVA Virginia’s First Annual Open and Digital Learning Resources Conference. Presenter. October 15, 2013.
- “Developing the Hispanic Workforce through Higher Education.” VALHEN’s Encuentro (Conference). Panelist; Content Leader. October 10 – 11, 2013
- “Leadership through Education: The Path Less Taken.” Keynote, Hispanic College Institute, July 17, 2013.
- “A Tale of Two Institutions: Approaches to Digital Implementation.” Presentation for the Virginia Network Women’s Conference. Martin, Mirta and Joy Hatch. Hotel Roanoke, Roanoke, May 31, 2013
- “Education through Digital Technologies: How to reach out to Underserved Populations.” Keynote in honor of Hispanic Heritage Month. Longwood University; November 16, 2012.
- “Creating a Pathway to an Affordable and Accessible Education.” Keynote; Dinwiddie Chamber of Commerce, November 13, 2012
- Educational Access and Affordability through Digital Textbooks: Retention Success. Presentation before the Commonwealth of Virginia’s Senate Finance Committee, Education Subcommittee – September 18, 2012.
- “Teaching, Learning, and the Impact of Open Educational Resources.” Panelist. 2012 Chancellor's Annual Planning Retreat. August 6 – 7, 2012.
- “A Conversation on What It Means to Be an Educated Virginian.” Panelist. *Sponsored by the State Council of Higher Education and the Virginia Assessment Group.* June 13, 2012
- White House Initiative on Education Excellence for Hispanics. Panelist. April, 9, 2012.
- “Small Businesses: Key to success for the American Economy.” Presented at the Symposium for Small Businesses, Petersburg, Virginia, September 20, 2011.
- “Digital at the Core.” Presented at The Southern Business Administration Association (SBAA), Greensboro, North Carolina, July 12, 2011.
- “The Educational Crisis.” Radio Interview Hosted by Sarah McConnell of *With Good Reason • A Program of the Virginia Foundation of the Humanities.* Aired July 2 – 8, 2011.
- “If there is a Dream, there is a Way.” Keynote, Latino Education Advancement Program. The Steward School, Richmond, Virginia. June 23, 2011.



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

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

“Achieving the Dream through Education.” Keynote, Los Padres Foundation, Washington DC. April 20, 2011. Virginia Latino Higher Education Network, Annual Conference, Panelist, Northern Virginia Community College, Arlington, Virginia, March 2011.

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

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

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

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

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

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

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

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

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

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

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

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

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

## **SELECTED PUBLICATIONS**

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Martin, Mirta M; Jacob Abrams (2020), “The evolving need to diversify financial models: Impact on higher education and US university presidents.” International Association of Universities (IAU) Horizons. Volume 25, No 1, April 2020. [https://www.iau-aiu.net/IMG/pdf/iau\\_horizons\\_vol.25.1web.pdf](https://www.iau-aiu.net/IMG/pdf/iau_horizons_vol.25.1web.pdf)

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

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

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

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

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

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

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

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

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

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

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

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

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