



Alabama Community College Leadership Academy July 14-July 17, 2008

Overall Curriculum Theme: Foundations and Leadership Theory

Monday, July 14, 2008

Today's Theme: The History of Alabama Community Colleges, Trends and Issues in Higher Education and Postsecondary Education

- 8:00-8:30 a.m. Registration & Continental Breakfast
Bryant Conference Center, Rast A
- 8:30-9:00 a.m. Introduction to the Academy
David E. Hardy, Ph.D., Associate Professor, Educational Leadership, Policy and Technology Studies, College of Education, The University of Alabama; and **Geri Stone**, Associate Director, Division of Professional Development and Conference Services, College of Continuing Studies, The University of Alabama
- 9:00 -10:15 a.m. Campus Poster Session (set-up and discussion), Rast A, Bryant Conference Center
- 10:15-10:30 a.m. Break
- 10:30–10:45 a.m. Welcoming Ceremonies
Carolyn Dahl, Ed. D., Dean, College of Continuing Studies, The University of Alabama
- 10:45 a.m.-noon **Session 1: The History of Alabama Community Colleges**
Dr. Stephen Katsinas, Professor, Educational Leadership, Policy, and Technology Studies, College of Education, The University of Alabama
Jackie Smith, Assistant Professor of Management, College of Business, Athens State University
- 12 noon-1:30 p.m. “Kick Off” Luncheon
Governor’s Room, Four Points Sheraton Hotel

- 1:45-2:15 p.m. Class Photo and Break
- 2:15-3:30 p.m. Session 2: Managing Change in Organizations
Dr. David Hardy, Associate Professor, Educational Leadership, Policy and Technology Studies, College of Education, The University of Alabama
- 3:45-5:00 p.m. Session 3: Trends and Issues Affecting the Community College System (Group Discussion)
Dr. David Hardy, Associate Professor, Educational Leadership, Policy, and Technology Studies, College of Education, The University of Alabama
- 5:00 p.m. Adjourn Day 1
- Dinner: On your own; or with tomorrow's speaker, Dr. Leila Gonzales Sullivan at Wings (Dinner is the financial responsibility of the participant)

Tuesday, July 15, 2008

Today's Theme: Leadership Theories and Competencies

There will be a van to shuttle the class from the Four Points Hotel to Graves Hall. It will leave the hotel at 7:30 a.m. and will make four trips. If you prefer to walk, there is a map included in your notebook.

- 8:00-8:30 a.m. Continental Breakfast
The University of Alabama College of Education, Graves Hall, Room 102
- 8:30-8:45 a.m. Welcome
Dr. Stephen Tomlinson, Department Head & Professor of Educational Leadership, Policy and Technology Studies, The University of Alabama
- 8:45-10:00 a.m. Session 1: 21st Century Leaders for Community Colleges
Dr. Leila Gonzalez Sullivan, W. Dallas Herring Professor of Community College Education, North Carolina State University, Raleigh, North Carolina
- 10:00-10:15 a.m. Break
- 10:15-12:00 noon Session 2: Seven Challenges for Community College Leaders
Dr. Leila Gonzalez Sullivan
- 12:00 -1:30 p.m. Lunch and Meeting with Credit Course Registration (only for those interested in graduate credit) **Kim Luzius**, Program Manager, and **Nina Smith**, Program Manager, Adult Student Programs, College of Continuing Studies, Academic Outreach, The University of Alabama, Room 313
- 1:30-2:30 p.m. Session 3: Leadership Theory, Collaborative Leadership, Strategic Leadership, and Ethical Leadership
Dr. Michael Harris, Assistant Professor, Educational Leadership, Policy and Technology Studies, College of Education, The University of Alabama
- 2:30-2:45 p.m. Break
- 2:45-4:00 p.m. Session 3: Leadership Theory, Collaborative Leadership, Strategic Leadership, and Ethical Leadership (continued)
- 4:00-4:15 p.m. Break
- 4:15-5:15 p.m. Session 4: Trends and Issues Affecting Higher Education
Dr. Charles Nash, Vice Chancellor for Academic Affairs, The University of Alabama System
- 5:30 p.m. Adjourn Day 2 Dinner (on your own)
- 5:45-6:15 p.m. Session for Credit Students Only
David Hardy, Ph.D., Associate Professor, Educational Leadership, Policy And Technology Studies, College of Education, The University of Alabama

Wednesday, July 16, 2008

Today's Theme: Personal Dimensions of Leadership

- 6:30-8:00 a.m. Breakfast Buffet at Champs in the Four Points Hotel
- 8:00-8:30 a.m. Car Pool to Shelton State Community College
- 8:30-8:45 a.m. Welcome, Room 1941 (Please use the Bean Brown Theater Parking lot and come in that door. Take the first hallway to the left to Room 1941.)
Camille Cochran, *Dean of Instructional Services and Coordinator of Planning, Shelton State Community College*
Tommy Taylor, *Dean of Student Services, Academy Graduate 2006, Shelton State Community College*
- 8:45-9:45 a.m. Session 1: National Issues for Community College Leaders Results From the 2007 National Survey of Community College State Directors
Dr. Stephen Katsinas, *Professor, Educational Leadership, Policy, and Technology Studies, College of Education, The University of Alabama, and*
Becky Reamey, *Coordinator, Blackburn Institute, The University of Alabama*
- 9:45-10:45 a.m. Session 2: National Issues for Community College Leaders Results of a 2007 Survey of Community College Chief Executives and Chief Academic Officers
Dr. Kristie Rankin, *Coordinator of Career Services, Lawson State Community College*
- 10:45-11:00 a.m. Break
- 11:00-noon Session 3: Health and Wellness (Stress Management) – Wellness Center
Dr. Milady Murphy, *Director, Wellness Center, Shelton State Community College*
- 12 noon-1:00 p.m. Class Lunch with today's speakers - A Conversation, Questions and Answers – D Room directly off the dining area (see map)
- 1:00-3:00 p.m. Session 4: Trends and Issues Affecting Community Colleges
Dr. Mike Bailey, *President, Alabama Technology Network*
- 3:00-3:15 p.m. Break and move to the Fire College (you will need to drive from Shelton State to the Fire College)
- 3:15-4:30 p.m. Session 5: Tour and Demonstration at the Alabama Fire College
Welcome
Allan Rice, *Executive Director, Alabama Fire College*
Tour and Demonstration
Jerry Laughlin, *Deputy Director*
- 4:30 p.m. Adjourn Day 3 Dinner (on your own)

Thursday, July 17, 2008

Today's Theme: Team Leadership, Presidential Leadership, and Collaboration

- 8:00-8:30 a.m. Continental Breakfast
Bryant Conference Center, Rast A
- 8:30-11:30 a.m. Session 1: Presidential Perceptions of Leadership
- **Col. James Benson**, *President, Marion Military Institute*
 - **Dr. David Campbell**, *President, Northeast Community College*
 - **Dr. Humphrey Lee**, *President, Northwest Shoals Community College*
 - **Dr. Susan McBride**, *President, Jefferson Davis Community College*
 - **Dr. James Mitchell**, *President, George Corley Wallace State Community College*
- Moderator: Dr. Margaret King, Clinical Professor of Higher Education, The University of Alabama*
- 11:30 a.m.-1:00 Lunch with the Presidents, Governor's Room, Four Points Sheraton Hotel
- 1:00-2:00 p.m. Session 2: Team Building
James Rowell, *President, HRD Associates, Inc., Birmingham, AL*
- 2:00-2:15 p.m. Break
- 2:15-3:30 p.m. Session 2: Team Building (continued)
- 3:30-5:00 p.m. Introduction of ACCLA Project and Project Teamwork Sessions
Dr. David Hardy, Ph.D., *Associate Professor, Educational Leadership, Policy and Technology Studies, College of Education, The University of Alabama*
- 4:30 p.m. Adjourn Day 4

Hotel Information

Lodging is available for the nights of July 13-16, 2008, and will be held until July 6, at The Four Points Hotel, 320 Bryant Drive, Tuscaloosa, AL 35401. Their phone number is 888-627-7070. Nightly rates are \$89 (single/double), plus tax. Please mention you are with the "The Academy". Lodging arrangements and expenses are the responsibility of individual participants.

Speaker Information

Mike Bailey, Ed.D was named President of the Alabama Technology Network in January 2005. Prior to joining ATN, Dr. Bailey was president of Bessemer State Technical College for 20 years.

He earned a Doctor of Education Degree in Vocational and Adult Education from Auburn University, a Master of Science Degree in Vocational, Technical and Career Education from Oklahoma State University, and a Bachelor of Science Degree in Business Administration from The University of Alabama

Colonel James H. Benson, United States Marine Corps (Retired), became the 15th president of Marion Military Institute, Marion, Alabama on July 15, 2004. Colonel Benson retired from the Marine Corps in 1995 and subsequently served as Executive Assistant to the President and Director of Planning and as Vice President for Administration at Bridgewater College, Virginia from March, 1995 until July, 2004.

As Vice President at Bridgewater College, Colonel Benson managed the offices of Admission, Financial Aid, Intercollegiate Athletics, Institutional Research, Student Affairs, Facilities, Auxiliary Services and the College's Information Technology Center.

Colonel Benson received a Bachelor of Arts degree from Bridgewater College and holds a Master of Science Degree from the University of Tennessee, a Master of Public Administration Degree from Penn State University, and is completing his dissertation in Higher Education Administration at The George Washington University. Colonel Benson is also a graduate of the Armed Forces Staff College and the Army War College.

Colonel Benson's military career included assignments as Commanding Officer, JTF-129, Special Operations Counter-terrorism Joint Task Force; Commanding Officer, Sixth Marine Regiment; and Chief of Staff/Assistant Division Commander of the Second Marine Division. He is a decorated combat veteran of the Vietnam War. Colonel Benson was awarded the Defense Superior Service Medal, three Legion of Merit Awards, two Bronze Stars with "V" for Valor, the Meritorious Service Medal, the Joint Service Commendation Medal, the Vietnamese Cross of Gallantry with Palm, three Navy Commendation Medals one with "V" for Valor and the Nancy Achievement Medal.

Colonel Benson recently completed a book published by Trafford Publishing Company entitled, *So You Want to be a Leader?* He and his wife Mary have a daughter, Catherine R. Benson, graduate of George Mason University, and a son, James H. Benson II, graduate of Eastern Mennonite University.

David Campbell, Ph.D. was named President of Northeast Alabama Community College in 2001. Since that time, the college has experienced an enrollment increase of more than forty percent, expanded facilities, staff, technological base, and finances. Prior to becoming President, Dr. Campbell was an Instructor at Northeast, served as chair of the Arts and Humanities Division, and was Director of Institutional Research. In 1990, he was named the Most Outstanding Academic Instructor at Northeast Alabama Community College and in 1992 chosen the Most Outstanding Academic Instructor in the Alabama College System. He produced and created a documentary on former Alabama Congressman Bob Jones that was shown on Alabama Public Television. His exhibit of Farm Security Administration photographs, *Reflections*, has been shown at museums, schools, and libraries throughout the state. He is a contributor to the forthcoming *Online Encyclopedia of Alabama* on the

subject of Skyline Farms, a community development program conducted in Jackson County in the 1930s. Dr. Campbell assisted in the preservation of a historic school that was a part of this project and is now listed on the National Register of Historic Places in America. Dr. Campbell serves as Chair of the Board of Directors of the Alabama Humanities Foundation, co-chair for education of the North Alabama Rural Action Commission, and he serves as chair of Commission on Colleges accreditation committees throughout the South. In 2007 he received the Chair Academy Award for Exemplary Leadership. Dr. Campbell is a graduate of Auburn University (B.A.), Florida State University (M.A.), and the University of Texas (Ph.D.). He also has done post-doctoral study at the University of Alabama. Dr. Campbell is a graduate of Leadership Alabama and remains an active member in this organization. His wife, Carole, is a second grade teacher in Scottsboro, Alabama, and their son, Jeremy, is a television news reporter/anchor at CBS 10 in Lafayette, Louisiana.

Camille Cochrane is the Dean of Instruction for Shelton State Community College. In this capacity she administers and supervises budgets for all instructional programs, serves as the Liaison to the Commission on Colleges of the Southern Association of Colleges and Schools, supervises academic and technical instructional programs and professional development activities, has led the initiative to create Shelton State Community college consortium of Adult Education which is composed of seven local programs in West Alabama, coordinates efforts to develop distance learning courses, and supervises the development of the schedule of classes each semester along with other varied and numerous responsibilities .

Camille has been with Shelton since 1979. Prior to assuming her present position at Shelton State Community College, she has served as Associate Dean of Academic Services, Chairperson of the Mathematics Department, Coordinator for Developmental Mathematics (MTH 090), Project Director Minority Science/Mathematics Improvement Project - Federal Grant, and a Mathematics Instructor.

Camille received a Bachelor of Science degree in Education with a Major in Mathematics from The University of Alabama in 1965. She earned a master's degree from The University of Alabama in 1967. She also received her Certificate from the Harvard Graduate School of Education, August 2004, Institute for Educational Management. She has been a presenter at numerous regional, state-wide and national conferences.

She has received a variety of awards during her career: 2004 Chair Academy Administration Award, 2000 - Dr. and Mrs. John Todd Award for Exceptional Achievement in Teaching, 1996 - Selected by the faculty/staff as "Most Outstanding Faculty Member" at Shelton State Community College, and 2003 - Selected by the faculty/staff as "Most Outstanding Administrator" at Shelton State Community College.

Her professional memberships include Shelton State Alumni Association, National Council of Instructional Administrators, Alabama College System Instructional Officers Association, American Mathematical Association of Two Year Colleges, Southeastern Instructional Administrators, Administrative Leadership Program through Cornell University's Institute of Community College Development, and the National Council of Teachers of Mathematics.

Camille is very active in civic organizations, such as, Shelton State Foundation Board of Directors, School to Career Steering Committee, Workforce Development Committee, Rotary Club, Graduate of 2003-2004 Leadership Tuscaloosa, Chair of 2004-2005 Leadership Tuscaloosa, Caring Days, Knitters for RISE and Hospice of West Alabama.

Carolyn Carson Dahl, Ed.D is Dean of the College of Continuing Studies at the University of Alabama. Prior to coming to Alabama in October of 2001, she served as Dean of Continuing Education at Eastern Michigan University. Prior to that she served as Assistant Director for Outreach Partnerships at the University of Illinois at Urbana-Champaign.

Carolyn is currently serving on the Planning Committee for UCEA's 2003 National Conference in Chicago. She has served on the Board of Directors, the Nomination Committee, the 1998 Annual Conference Planning Committee, the Commission on Learning and Instructional Technologies, and as chair of Region IV, the Division of Conferences and Institutes and most recently, UCEA's Workforce Education Conference. She is the winner of the Stanley C. Robinson Distinguished Service Award given by the Division of Conferences and Institutes.

In addition to her role as an administrator, Carolyn has served as an adjunct professor in continuing education. She has made numerous presentations at along in the areas of program management, building support for continuing education, strategic planning and leadership.

Dr. Dahl graduated from the University of Southern Mississippi with a bachelor's degree American Studies and from the University of Georgia with a doctorate in the field of Adult and Continuing Education.

David E. Hardy, Ph.D., serves as the Director of Research for the UA Education Policy Center and as an Associate Professor of Higher Education at the University of Alabama in Tuscaloosa. Some of his research interests and publications involve such topics as ethical issues facing community college administrators and faculty members, academic cultures and faculty issues, the arts in higher education, financial aid and college affordability, residence life at community colleges, higher education policy, and the classification of two-year colleges.

David has been working with Dr. Steve Katsinas, Director of the UA Education Policy Center for the past 4 years in developing the Carnegie Foundation's new 2005 Basic Classifications for Associate's Colleges, and with the Rural Policy Research Institute's Community Information Resource Center at the University of Missouri-Columbia on the development of a web-based, interactive GIS mapping system for use by community college researchers and practitioners.

He will be serving as Project Director for a 4-year, \$1 million Jack Kent Cooke Foundation College Advising Corps grant at UA beginning this May. The project, one of only 11 such programs funded by the Foundation, will place recent UA graduates at 8 community colleges in Alabama's Black Belt and Appalachian regions to assist 2-year college students in making successful transfer to 4-year universities throughout Alabama.

Before coming to The University of Alabama in 2005, David spent some 17 years as a community college and university administrator and instructor, including 10 years in various deanships and district directorships at Mountain View College in the Dallas County Community College District in Texas overseeing such functional areas as Arts & Sciences, Continuing Education & Contract Training, Workforce & Technical Education, and Institutional Research & Planning, Institutional Effectiveness & Accreditation, and the Evening/Weekend College as well as teaching humanities, leadership development, and computer information systems courses.

Michael Harris, Ed.D., is an Assistant Professor of Higher Education Administration at the University of Alabama. Harris' work focuses on state and institutional level policy and decision making in higher education with a particular focus on public colleges and universities. In addition, he has studied organizational change and leadership in higher education institutions. He completed his undergraduate work at the University of North Carolina at Chapel Hill and received his M.S.Ed. and Ed.D. degrees at the University of Pennsylvania. His dissertation explored how policy decentralization in North Carolina influenced institutional decision making and the effect of rising tuition on the public higher education system in the state. Harris recently received the annual American Educational Research Association- Division J dissertation award for this work.

Stephen G. Katsinas, Ph.D., is Director of the Education Policy Center at The University of Alabama. His interests include history of higher education, access, finance, lay governance and state coordination, student financial aid, minority access, and rural higher education and economic development. He has personally visited more than 360 institutions of higher education in 36 states over the past two decades. He has worked at Miami-Dade College, Oklahoma State University, the University of Toledo, and the University of North Texas where he served as the Buchholz Chair in Higher Education and Director of the Bill J. Priest Center for Community College Education. He has served on advisory committees of the Ford and W.K. Kellogg Foundations dealing with rural higher education issues. He has presented before meetings of the National Conference of State Legislatures, the State Higher Education Executive Officers., the Association of Community College Trustees, the American Association of Community Colleges, and the Delta Leadership Institute of the Delta Regional Authority.

With Terrance A. Tollefson of East Tennessee State University, Steve is coauthor of an annual survey of issues of finance and access of state directors of community colleges. He is working with Tollefson on the update fourth edition of *Fifty State Community College Systems*. He is a past president of the Council for the Study of Community Colleges, and founder of its Graduate Student Seminar. He is also an active member of the American Education Research Association Division J (Postsecondary Education) and the Association for the Study of Higher Education. He serves as Consulting Editor of Community College Journal of Research and Practice, the most widely published refereed journal in the field of community college education in the United States, which from 2005 to 2008 was housed at the Education Policy Center. The Center also houses the University of Alabama Superintendent's Academy, a professional development program for new K-12 school superintendents in Alabama, and has been engaged with Rural Policy Research Institute on their emerging rural community college program. He serves as Co-Principal Investigator with Dr. David Hardy for the University of Alabama's Alabama College Transfer Advising Corps program, which will place 10 recent UA graduates at rural community colleges in Alabama as peer tutors in a "Teach for America" experience. This grant received a \$1 million from the Jack Kent Cooke Foundation. In February 2006, the typology of community colleges he developed with Vincent A. Lacey and David E. Hardy was adopted by the Carnegie Foundation for the Advancement of Teaching as the basis for all two-year, associate's degree granting college categories within its 2005 Carnegie Basic Classifications of Institutions of Higher Education.

Margaret Ingram King, Ph.D., currently serves as a Clinical Professor of Higher Education Administration at The University of Alabama. From 2003 to 2007, she served UA as the Vice President of Student. Prior to that, Dr. King held executive and administrative positions in student affairs at Tulane University and at Troy University.

Dr. King's areas of teaching and research include student affairs in higher education and leadership development. She has long been active in the National Association of Student Personnel Administrators (NASPA), and currently is serving as the Director of The University of Alabama Leadership Academy. Dr. King has published and presented scholarly works on issues including transformational leadership, fund-raising in student affairs, and rapid change strategies.

Dr. King holds a doctorate in Educational Leadership (Higher Education) from The University of New Orleans, a Master of Arts in Student Personnel in Higher Education from The University of Alabama, and a Bachelor of Arts in Mathematics, also from The University of Alabama.

Jerry Laughlin is Deputy Director at the Alabama Fire College. He is a graduate of the 2005-2006 Alabama Community College Leadership Academy. Largely as a result of his positive Academy experience he entered the doctoral program in higher education administration at The University of Alabama and is now at the dissertation stage. In the past year he has had articles published in the peer-reviewed *Community College Journal of Research and Practice* and the *International Journal of Fire Service Leadership and Management*.

Jerry was a second-generation fire fighter in Birmingham. He has experience as the managing editor of a series of fire training manuals published at Oklahoma State University and used in every state. Jerry also worked at the National Fire Protection Association in Massachusetts with technical committees developing a series of national fire fighter professional qualifications standards. In between he was editor of *Fire Engineering* magazine in New York City. He has been a consultant to the International Association of Fire Chiefs, the USDA Forest Service, and the Society of Fire Protection Engineers.

Humphrey Lee, Ed.D., is President of Northwest-Shoals Community College. Dr. Humphrey was born and raised in Birmingham, Alabama, and graduated from Shades Valley High School. He received his undergraduate, masters and doctoral degrees from the University of Alabama. He has worked with the two-year college system for about 30 years with the Tuscaloosa Campus of Brewer State Junior College and Shelton State Community College in Tuscaloosa. He has been a member of various civic and professional organizations. He would want me to tell you that he is most proud of his family. He has been married to the former Nora Hubbard from Montevallo, Alabama for 30 years. He has two married sons: Preston, his wife Kristina; and Spencer, his wife Marie, who both reside in Tuscaloosa.

He was appointed interim president at Northwest Shoals Community College on January 5, 2004, and was named president by the Alabama State Board of Education on March 25, 2004.

Susan McBride, Ed.D., has been a community college educator for nearly 30 years. She is President at Jefferson Davis Community College with campuses in Brewton and Atmore; a position she assumed in October 1999. She began her community college career in Washington State where she served as librarian and library director at two colleges. Prior to becoming president at JDCC, she served as academic vice president at Black Hawk College in Moline, Illinois for four years and in various instructional positions, including Vice President for Instructional Services, at Northeast Texas Community College in Mt. Pleasant, Texas for eleven years.

In addition to her educational doctorate from Texas A&M University at Commerce, Susan has an MBA degree from Pacific Lutheran University, a Master's Degree in Library Science from Western Michigan University, and a Bachelor's Degree from Michigan State University.

James M. Mitchell Ph.D. is the president of Wallace Community College Selma, located in Selma, Alabama. He has served in various positions in higher education for approximately 23 years. He received his Bachelor's Degree from Shaw University, Masters and Doctorate Degree from

Fayetteville State University, Fayetteville, North Carolina. Dr. Mitchell has authored several publications and is a member of numerous professional and civic associations. He is a strong advocate of the seamless education concept at all levels.

Dr. Mitchell is the recipient of numerous awards. He received the Pioneer Award from the National Council on Black American Affairs; 2000 Educator of the Year from the Rho Omega Omega, Chapter of Alpha Kappa Alpha; and 2002 recipient of the Trailblazer Award by the Alabama Mayors Corporation for Economic Development.

Milady Murphy, Ed.D. is the founder and director of the Wellness Center of Shelton State Community College, in Tuscaloosa Alabama. This program under her direction has received National Recognition for its programs since its inception. Dr. Murphy has designed health, physical education, and stress management programs for the Shelton State community college student, faculty, staff, and community. She also has designed a wide range of physical fitness and conditioning programs both in the United States and in Europe. She has designed programs for professional athletes, corporations, senior citizens, and for anyone who just wants to stay fit and healthy.

Dr. Murphy received her bachelor's degree in health physical education and recreation from Bridgewater State College, of Massachusetts, and her Masters and Doctorate degree from the College of Human Performance from the University of Alabama. Her background is extensive in health, nutrition for disease prevention, and exercise physiology. Her extensive background in health care includes experience as a cardiac rehabilitation instructor, a cardiopulmonary technician, and a Red Cross Instructor of First Aid and Water Safety.

Before establishing Shelton State's Wellness Center, she owned and directed the Total Approach Fitness Clinic of Tuscaloosa, Alabama. Among her many athletic accomplishments, Dr. Murphy has won a number of triathlons, running, and swimming events in New England and the Southeast. Dr. Murphy has conducted numerous lectures, workshops, and programs in the state and around the country on wellness. Presently she has two T. V. shows where she provides tips on exercise, stress management, disease prevention and other health related topics. She was also featured on the Alabama Public Television as a Wellness Expert for the state of Alabama.

Dr. Murphy also has a web site on the Junior College Football network. She brings knowledge, enthusiasm, and expertise in her efforts to educate people about the value of wellness.

Charles Nash, Ed.D. has served as Vice Chancellor for Academic Affairs for The University of Alabama System since 1992. As a senior academic officer in the System, he is the chief liaison to academic, institutional research and planning officials at The University of Alabama, The University of Alabama at Birmingham, and The University of Alabama in Huntsville. He advises the Chancellor on all academic policy matters and provides primary

leadership in program planning, development, and review. He holds a bachelor's degree from Jackson (MS) State University, a master's degree from the University of Southern Mississippi, and a doctoral degree from Mississippi State University; and has studied at Southeastern Louisiana, Stanford, and Harvard Universities.

Prior to assuming his current position, Dr. Nash served as Associate Executive Director for the Commission on Colleges of the Southern Association of Colleges and Schools (SACS/COC). He has also held the position of Dean of the School of Education at Armstrong State College (GA) and Director of Special Studies and Assistant Vice Chancellor for Academic Development for the Board of Regents of the University System of Georgia. He began his career teaching middle school science and served as a high school assistant principal and as an elementary school principal. He just completed a six-year term on the Executive Committee of the board of directors of the Council for Higher Education Accreditation (CHEA) and serves on the Executive Committee of the National Alliance of State Science and Mathematics Coalitions (NAS SMC).

Charles serves on the Accreditation Committee of the American Bar Association (ABA), on the Access to Justice Commission of the Alabama Supreme Court, and on the governing board of the A+ College Ready Advanced Placement training and incentive grant program for Alabama.

Charles chairs or has chaired the following: The Engineering Academy Initiative for Alabama (EAIA) The Council for Academic Affairs of the National Association of State Universities and Land Grant Colleges (NASULGC) The National Forum of University System Chief Academic Officers (NFUSCAO) Alabama Mathematics, Science, and Technology Education Coalition The Chamber of Commerce of West Alabama The United Way of West Alabama The Rotary Club of Tuscaloosa

He lives in Tuscaloosa, Alabama.

Kristie Rankin, Ed.D. has served as the Career Services Coordinator for Lawson State Community College since 2004. Prior to that, she worked at the University of Alabama at Birmingham for 14 years. She began her career there as a police officer in 1990 and continued in that capacity until 1998. Her other job titles included substance abuse counselor, academic advisor and vocational rehabilitation counselor. Dr. Rankin received her Bachelor of Science (Psychology), Master of Arts (Rehabilitation Counseling) and Educational Specialist degrees (Agency Counseling) from the University of Alabama at Birmingham and her Doctor of Education (Higher Education Administration) from the University of Alabama.

Becky A. Reamey is the coordinator for the Blackburn Institute, a division of Student Affairs at the University of Alabama (UA). She has served as an adjunct professor at UA Birmingham and at Samford University, where she taught courses in communication and public speaking. She is a research associate at UA's Education Policy Center and a doctoral student in administration.

Allan Rice has been the Executive Director of the Commission/Alabama Fire College since August 2007. Allan was previously employed as a captain with Hoover (Alabama) Fire Department and as the program coordinator for Fire Science and Emergency Medical Services at Jefferson State Community College in Birmingham. He also served as a consultant to the U.S. Center for Domestic Preparedness, Department of Homeland

Security, in Anniston, Alabama, teaching training courses both on campus and throughout the United States.

During his fifteen years of service with Hoover Fire Department, Allan held assignments as a fire fighter/paramedic, lieutenant, fire inspector/investigator, and public educator/public information officer. He was assigned to the high angle and hazardous materials teams and worked extensively with law enforcement as a medical support officer. Allan has taught numerous courses pertaining to firefighting, emergency medicine and hazardous materials and has previous experience as a trauma and flight nurse.

Allan received his paramedic certificate and undergraduate degree in nursing from the University of Alabama at Birmingham and holds a Master's degree in Public and Private Management from Birmingham-Southern College. He is a member of the International Association of Firefighters, Professional Firefighters of Alabama, Alabama Firefighters Association, and Alabama Association of Fire Chiefs. He and his wife Kelly live in Hoover with their two sons.

James Rowell is a veteran training and development professional based in Birmingham, Alabama. He has more than 20 years experience in the field of training and organizational development. In addition to his current consulting practice, Jim was also training and development director for Gulf States Paper Corporation and the director of training and development at the University of Alabama. He has taught psychology and sociology at the college level and was director of training and development at a residential treatment facility for the developmentally disabled. He is currently an adjunct professor of organizational behavior and change at the University of Alabama.

Jackie Smith serves as Assistant Professor of Management at Athens State University in Athens, Alabama. She joined ASU in August 2006. Prior to that Jackie served as Executive Secretary to the President at Calhoun Community College for 12 years and worked for the Executive Vice President and the Assistant Dean for 8 years. During this time Jackie also served as an Adjunct Faculty member for Calhoun Community College and Athens State University teaching courses in management, leadership and organizational communication.

In the spring of 2008, Jackie completed all coursework for an Ed.D. in Higher Education Administration at The University of Alabama and is currently in the dissertation process. She earned a Master's Degree in Management from Faulkner University in Montgomery, a Bachelor's Degree in Technical Business from Athens State University, and an Associate's Degree in Office Administration from Calhoun Community College. Jackie also earned the Certified Professional Secretary rating from the International Association of Administrative Professionals in 1990 and achieved recertification in 1996 and 2004 through the completion of CEU coursework. Additionally, she is a Certified Facilitator for Achieve-Global (formerly Zenger-Miller) Leadership Training Modules and provided this training on-site for Boeing-Decatur's management team.

Jackie is married to Phillip Smith. Together they have three sons and two grandchildren. Jackie and Phillip reside in Decatur, Alabama.

Geri L. Stone is Associate Director and Program Manager at The University of Alabama's College of Continuing Studies, Division of Professional Development and Conference Services. During her 23 years at The University of Alabama, Geri has developed and managed over 700 programs that have addressed the training needs of more than 50,000

professionals in health and human services, education, human resources management, and business.

In the field of continuing higher education, Geri's work has received regional and national recognition by the University Continuing Education Association and the Association for Continuing Higher Education for excellence and creativity non-credit programming. The award winning programs have included the "First Alabama Governor's Conference on Parenting," "Care for Alzheimer Patients in Rural Communities," and the Alabama Autism Conference on "Trends in Autism Research: Early Diagnosis and Intervention."

Other honors and awards for leadership and service include: the Leadership Tuscaloosa Honorary Graduate Award, the Tombigbee Girl Scouts Council "Women Committed to Excellence Merit Award for Career Accomplishments," and the State of Alabama House of Representatives Joint Resolution 327 for "Outstanding Achievement and Service."

Geri received her Bachelor of Science Degree in Speech from Northwestern University and Masters Degrees from both Northwestern University in Speech and Ohio State University in English. As a doctoral student in the Higher Education Administration Program at The University of Alabama, Geri is the recipient of the Certificate of Distinction for the "Most Outstanding Graduate Student in Higher Education Administration." Her research interests are in leadership as an intangible asset, leadership development in higher education, and the non-financial value of leadership development in continuing higher education.

Leila Gonzalez Sullivan, Ed.D., is W. Dallas Herring Professor of Community College Education in the Department of Adult and Higher Education at North Carolina State University. Prior to occupying this endowed chair honoring one of the most dedicated educators in North Carolina, she served as the Interim Director of Community College Relations at The College Board in New York. She was president of the Community College of Baltimore County – Essex Campus from September 1996 to June 1999, president of Middlesex Community College in Middletown, CT (1989 to 1996) and interim president of Gateway Community-Technical College in New Haven, CT (1995 - 1996).

Dr. Sullivan holds an Ed. D. degree in vocational education administration and an Ed. S. degree in adult education from the University of Arkansas. She earned a Master of Arts in Spanish literature from New York University and a Baccalaureate in English Literature from Trinity College in Washington, DC. In May 1997, she received the Trinity College Centennial Alumnae Award for Academic Excellence.

Dr. Sullivan has been involved in the community college movement at the national, regional and local levels for many years. She was a member of the board of directors of the American Association for Community Colleges from 1993 to 1996 and from 1999 to 2002. At present, she is a member of the AACC Leading Forward Task Force. She was national president of the American Association for Women in Community Colleges (AAWCC) from 1991 to 1993 and served on the AACC Commission on Learning and Communications Technologies from 1997 to 1999. She was also a member of the board of directors of the National Community College Hispanic Council (1991-2000), serving as secretary and vice-president. Currently, she is Executive Director for the NCCHC Leadership Fellows Program to prepare aspiring Latino/a presidents. In 1998, she received the Carolyn Desjardins President of the Year award from AAWCC.

In addition, Dr. Sullivan is a consultant specializing in leadership development and evaluation of training programs. She also conducts professional development workshops on topics such as campus climate, workforce development, diversity and gender issues, and the change process. In 2005, she wrote the text for the fourth edition of the National Profile of Community Colleges: Trends and statistics, published by the American Association of Community Colleges, and she has written numerous other scholarly articles, book reviews and proceedings. Finally, she serves on the Board of Trustees of the American University in Rome.

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Stephen Tomlinson, Ph.D. is an associate professor in the Foundations of Education at The University of Alabama and currently serves as Chair of the Department of Educational Leadership, Policy and Technology Studies. His research interests include the history of education (specifically how ideas about human nature have shaped schooling and educational thought), issues of equity and social justice in educational policy, and mathematics education. His most recent publication, forthcoming at the University of Alabama Press is *Head Masters: Phrenology, Secular Education, and Nineteenth Century Social Thought*.