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Professional Experience

Owner/Executive Consultant, Navigate Higher Education, LLC, 2023–Present

Provide postsecondary institutions guidance in navigating the 4 Rs (recruitment, retention, revenue, and relationships) as the postsecondary enrollment cliff approaches. Other services include panel representation, creating recruitment pipelines with K-12, and developing community and corporate partnerships to offset the institutional budget and support recruitment and retention efforts.

President, LeMoyné-Owen College, Jan. 5, 2021–June 30, 2023

LeMoyné-Owen College is a private liberal arts Historically Black College and University (HBCU) in Memphis, Tenn. It is the 5th oldest HBCU in the nation. The FY23 budget was \$32M (including CARES). There are 45 full-time faculty, 30 adjunct faculty, and approximately 100 staff (excluding security and food services who are outsourced).

Accomplishments

As the 13th and second female president of LOC, I raised its profile and expanded its brand recognition by focusing on 4 Rs: Recruitment, Retention, Revenue, and Relationships.

As the chief administrative and educational officer, I led LOC through a culture, economic, and campus climate change and collaborated hand in glove with the board of trustees in the process. My tenure began after many years of public acrimony and scrutiny among faculty, staff, alumni, students, administration, and the board. During that time, enrollment and retention and graduation rates plummeted. That said, I interpreted the institutional challenges outlined in the presidential applicant prospectus as compelling opportunities. Once hired, I immediately set about hosting one-on-one visits with faculty, staff, and students to empower and uplift the campus while building relationships. I also made a point of mending fences with alumni and the community and bringing them into the fold much more after longtime neglect.

During the first six months of my administration, we resolved a Third Monitoring Report (Standard 13.4 Control of Finances) from our accrediting body, the Southern Association of Colleges and Schools Commission on Colleges—with no recommendations. Our 10-year SACSCOC reaffirmation site visit occurred last fall and our accreditation was reaffirmed through 2034 with no findings.

The Office of Admissions reported to me for the first year-and-a-half of my presidency. During that time, I reorganized the enrollment management operation. The numbers speak for themselves. According to the Integrated Postsecondary Education Data System, LOC's new student enrollment increased 49% between my first and second year as president. During my final year we received more applications for fall 2023 than falls 2020-22 combined. I also developed corporate partnerships to increase the scholarship budget by 1,000% and expanded the dual enrollment population by creating long-term pipelines for recruitment.

LOC's retention rates were at a historical decline when I arrived. I developed an "intentional retention" mindset on campus to improve retention rates. Our retention strategies were developed using student departure data, financial aid data, and campus constituency feedback. I instituted an Office of Student Success and Retention and restructured the advising process with a focus on first- and second-year students—who historically represented the majority of attrition. During my second year, the retention rate increased by 9%.

Other accomplishments: strengthening the academy through the addition of LOC's first Program of Distinction, Cybersecurity; adding five Fulbright Scholars to the faculty; beginning processes to pursue accreditation of the Music, Computer Science, Social Work, and Business programs; growing Fine Arts and Communications programming through the addition of a marching band, the establishment of a Communications Center with a radio station and with a Communications hub that will include a podcast studio, classrooms, and recording spaces; automation of processes throughout campus; cultivating partnerships across the faith community and school systems to develop pipelines for recruitment; establishing collaborations in the business community to expand certificate offerings and to inform curriculum requirements and student support; and reorganization of the Office of Finance and its operations and staffing.

LOC was recently named a Fulbright HBCU Institutional Leader because of these efforts and more.

LOC stands on firmer financial footing for additional reasons than the restructuring, best practices, and the accrediting standings mentioned previously. I raised almost \$3.5M in two years during a pandemic. I secured a \$1M gift from Lowe's after its CEO, Marvin Ellison, stated he was impressed with my vision on how to transform LOC. FedEx was another \$1M corporate benefactor. I also secured \$500K for five \$100K scholarships, \$350K in grant funding from Truist Bank to support career readiness, and Bank of America's sponsorship of the first cohort in an entrepreneur certificate program borne from a partnership with the City of Memphis' Office of Business Diversity and Innovation.

I established an annual fundraising telethon held on Aug. 7: "807 Day Telethon." (LOC is located at 807 Walker Ave.) This initiative brought the campus, community, alumni, trustees, the corporate community, and friends of LOC together to raise monies to support recruitment and retention efforts. Alumni giving increased 40% during the telethon's first year and was the single highest day of fundraising in school history—until we topped that the second year.

LOC's brand and profile were raised considerably during my tenure. I negotiated with PBS on a celebratory institutional documentary; "The Magic of LOC: LeMoyne-Owen College at 160" debuted nationwide on Nov. 14, 2023. Media coverage measured 90% positive or neutral during both years of my presidency.

The school's capital footprint was updated and elevated thanks to an acquisition of property and land from the Presbytery of Memphis; renovation of the Student Center to include technology, LED walls, a Cyber Café and food pantry, a Whataburger sponsorship of a resource room, an updated Little Theatre to include an LED wall and new lighting and sound to create a conference facility to serve the campus and community; solar seating stations; a

campus-wide technology upgrade to including new cabling and wiring and updating technology in each classroom; campuswide lighting and security camera updates; and the establishment of a Communications hub, among many other advancements during my tenure.

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I left LOC uniformly better than it was because my tenure resulted in a 5th "R": Renaissance!

Vice President for Student Affairs, Delta State University, 2016–20

Delta State University is a comprehensive public institution with more than 3,500 full-time students from 50 states and more than 50 foreign countries. Located in Cleveland, Miss., it has an annual budget of \$60M; 122 full-time faculty and 124 adjunct faculty; and 401 staff. I oversaw nine units and was responsible for an annual budget of \$10.8M and 69 employees, 10 of whom were direct reports (seven directors, one administrative assistant, and two interns).

Responsibilities

My portfolio consisted of nine units: the Office of Admissions; the Office of Financial Aid; the Office of Career Counseling and Placement; the University Police Department; the Office of Housing and Residence Life; the University Health Center; University Counseling; Judicial Affairs; and the Office of Student Life, whose oversight included all campus programming, Greek Life, the Student Government Association, and all registered student organizations.

Accomplishments

- Solved significant enrollment management problems. Within six months of Admissions being added to my portfolio, inquiries surged 56%, applications soared 23%, admits shot up 121, and Spotlight Day prospect attendance ballooned from 57 to 1,300 from the previous academic year.
- Integrated social media (TikTok, Facebook, Instagram, Twitter) into Admissions, Housing and Residence Life, and the Office of Student Life's operations.
- Grew student engagement by 55% by being hands-on with programming, marketing, and implementation; forming collaborations across campus for programming and to assist with marketing; incorporating student opinion into programming, and through the cultivation of a student-centered Student Affairs.
- Fostered student success via multiple campus collaborations with Academic Affairs, Student Services, Athletics, local and city government, PreK–12, and the community.
- Realigned and balanced an overextended institutional scholarship budget that is no longer in arrears.

- Reorganized Student Affairs units to improve efficiency and service delivery by changing operations, streamlining processes, transitioning some processes from manual to automated, incorporating electronic communications and social media into marketing and service delivery, and incorporating contemporary methods in line with competitors.
- Designed an online system for reporting students in crisis (mental, physical, emotional, academic.) Thirty-five crisis reports were received during the last academic year prior to transitioning to a virtual format after the pandemic.
- Established a professional clothes closet, “Okra Suits,” for students in need of business attire. Twenty-five students were served in the first year.
- Increased the number of employers partnering with the Okra Works student employment program by 51% in one year.
- Secured grant funding, identified donors, and teamed with nonprofits to open the Statesman’s Shelf food pantry for DSU students confronting food insecurity.
- Spearheaded COVID-19 responses for students and the *Student Protocols* document.
- Developed and produced *The Statesman’s Countdown to Campus* virtual show to inform, engage, and entertain students during the pandemic and to recruit prospects

Kentucky State University (numerous roles 1996–2015)

Kentucky State University is an HBCU in Frankfort, Ky., and a public land grant institution with 2,200 full-time students, 161 full time faculty, 431 staff, and an annual budget of \$53M.

Vice President for Student Affairs, 2014–15

Responsibilities

I oversaw 10 units: the Office of Admissions; the Office of Financial Aid; the University Student Health Center; the Office of Career Planning and Placement; the One-Stop Shop; the Office of Housing and Residence Life; University Police; Mental Health and Drug Counseling; Judicial Affairs; and the Office of Student Life, whose oversight included all campus programming, Greek Life, the Student Government Association, all registered student organizations, and Judicial Affairs. I was responsible for a workforce of 50 and a budget of \$10.2M.

Accomplishments

- Expanded recruitment strategies by, for example, creating a Thoroughbred Express initiative to convene faculty, staff, students, administration, and alumni to travel on recruitment.
- Developed faculty teaching days in high schools for recruitment pipelines.
- Coordinated the first campus phone-a-thon.
- Reorganized enrollment management operations.
- Developed a learning community in the residence hall.

Assistant Vice President for Diversity and Inclusion/Senior Advisor to Academic Affairs and Presidential Liaison, 2012–14

Responsibilities

I served as the Special Assistant to the Provost; developed and coordinated Academic Affairs' portion of the Strategic Plan; served as a liaison to the President's Office for special projects; wrote the Diversity Plan Self-Study and Campus Environment Report; developed diversity and inclusion initiatives; coordinated fall and spring Commencement and Honors Convocation; coordinated the Faculty and Staff Institute; coordinated the Distinguished Professor appointment and election process; and oversaw Academic Affairs' website overhaul.

Accomplishments

- Developed the institution's Campus Environment Study.
- Identified a challenge population and established Student Advocates of Latino and Spanish Acknowledgment (SALSA) and created a SALSA recruitment pipeline in local high schools.
- Served as the Interim Associate Vice President for Undergraduate Education simultaneously for three months to maintain dual enrollment and other critical roles during the AVP's emergency leave.
- Served as the Interim Chairperson for the Division of Fine Arts simultaneously for one month after the position was abruptly vacated.

Assistant Vice President for Student Affairs, 2006–12

Responsibilities

My portfolio consisted of six units: the Office of Student Life, whose oversight included all campus programming, Greek Life, the Student Government Association, and all registered student organizations; the University Health Center; the Office of Career Planning and Placement; University Police; the One-Stop Shop; and Judicial Affairs.

Accomplishments

- Reorganized units around best practices and operational efficiencies in student life, university policing, the health center, career counseling, housing, and residence life.
- Revitalized the institution's Honda Campus Academic Challenge team, which placed in the top 4 at the national championship.
- Established learning communities in the residence halls.
- Fostered campus collaborations between Student Affairs units and Academic Affairs in support of Student Success.

Tenured Associate Professor of Music (advancing from non-tenure track instructor), 1996–2006

Responsibilities

- Course instruction
- Advising
- Committee work

- Vocal performance

Courses

- Applied Voice (major and minor)
- Introduction to Music
- Freshman Orientation in Music
- Phonetics and Diction
- Vocal Literature
- Lyric Diction I
- Lyric Diction II

Accomplishments

- Founded a 501(c)3 Operation Half-Note, Inc., an early childhood music institute to create musical awareness in young children vocally and instrumentally, enrich self-esteem, enhance social skills, and reinforce basic literacy skills.
- Received a Governor's Award in the Arts for contributions to the Commonwealth.
- Vocal students placed regionally and nationally in competition.

Education

Ed.D., Instruction and Administration, University of Kentucky
 (2013) M.A., Vocal Performance, Eastern Michigan University
 (1993)
 B.M., Vocal Performance, Fisk University (1990)

Community Activities

Memphis Symphony Orchestra, Circle of Friends (2021–present)
 New Memphis, Board of Directors (2021–present)
 Zion Community Church, Board of Directors (2021–present)
 Cleveland Rotary Club (2016–21)
 Operation Half-Note, Inc., Board of Directors (1997–present)
 Bologna Performing Arts Center, Board of Directors (2017–21)
 Frankfort Arts Foundation, Board of Directors (2010–15)
 Enforcement Strategies to Combat Abuse and Promote Empowerment (E.S.C.A.P.E. Route),
 Board of Directors (2010–16)

Awards/Honors

Power 100, *Memphis Business Journal* (2023)
 Power 100, *Memphis Business Journal* (2022)
 Super Woman in Business, *Memphis Business Journal*
 (2021) Top Minority Business Leader, *Delta Business*
Journal (2019) Emerald Award of Excellence, Delta State
 University (2019)
 Outstanding Service Award, Nu Eta Chapter of Kappa Alpha Psi Fraternity, Inc. (2018)
 Citizen of the Year, Upsilon Delta Delta Chapter of Omega Psi Phi Fraternity, Inc. (2016–
 17) University of Kentucky, Commonwealth Incentive Award (2010–2013)
 Kentucky Colonel (2009)

Legacy Award Nominee, Bluegrass Alliance for Women (2005)
Governor's Award in the Arts, Individual Award for Arts Education in Kentucky (2003)
Outstanding Service Award, College of Arts and Sciences Kentucky State University (2000)
Graduate Assistantship, Eastern Michigan University (1993–1996)

Leadership or Specialized Training

University of Chicago Booth School of Business, Analysis for Nonfinancial Managers (2023)
Southern Intercollegiate Athletic Conference, Council of Presidents, Elected Executive Officer (2023)

Leadership Memphis (2023)

SIAC Presidents Executive Council (2021-2023)

New Presidents Academy, American Association of State Colleges and Universities (2021)

Presidential Leadership Institute, Higher Education Leadership Foundation and the United Negro College Fund (2021)

Millennium Leadership Initiative Protégé, American Association of State Colleges and Universities (2020–21) (a premier leadership development program that provides individuals traditionally underrepresented in the highest ranks of higher education the opportunity to develop skills, gain a philosophical overview, and build the network needed to advance to the presidency)

Leadership Mississippi (2018 cohort)

Scott Hawkins Leadership Institute–The Links, Inc. (2009–11) (executive level training for a select cohort of Links, Inc. members)

Leadership Kentucky (2009 cohort)

Executive Leadership Summit, Hampton University (2012) (executive level training for individuals who aspire to a college or university presidency or seek professional retooling)

Select Professional Activities

The Links, Inc.

Black Women Collegiate Presidents and Chancellors, founding member

Alpha Kappa Alpha Sorority, Inc.