

George Ross
President
Central Michigan University

Dr. George Eugene Ross became the 14th president of Central Michigan University on March 1, 2010.

Dr. Ross' leadership of one of the nation's 100 largest public universities and the fourth largest in Michigan follows 24 years of higher education leadership and management guided by his strong belief in the transformative power of higher education.

Dedicated to student success and academic excellence with a commitment to transparency, Dr. Ross brings a strong financial and educational background; a thorough understanding of CMU's financial resources, operations and cultural environment; and a vision to enhance the growth, rich tradition and student-centered focus that have been CMU's hallmark for more than 120 years.

Prior to assuming the CMU presidency, Dr. Ross served as President of Alcorn State University, founded in 1871 as the nation's first public historically Black land-grant university. Before his appointment as president, he held the positions of Vice President for Finance and Administrative Services at Central Michigan University, Executive Vice President at Clark Atlanta University, Executive Vice Chancellor at the University of Tennessee at Chattanooga, and Vice President for Business Affairs at Tuskegee University.

His focus on student success is reflected in Dr. Ross' continued engagement in both traditional and nontraditional student teaching and learning. He has held adjunct and associate professor ranks teaching at the undergraduate and graduate levels. He also has developed continuing education materials and taught professional development courses for various professional organizations, including the National Association of College and University Business Officers, the Southern Association of College and University Business Officers, and the Southern Education Foundation.

As a nationally recognized leader in higher education, Dr. Ross has presented seminars, workshops and lectures in the areas of higher education leadership, budget, finance and administration to a number of universities and national organizations including the Association of Public and Land-Grant Universities, the American Association of State Colleges and Universities, and the Summer Institute for Women in Higher Education at Bryn Mawr College.

As a strong proponent of civic engagement and giving back to his community, Dr. Ross has served on a number of local, statewide and regional planning and economic development boards, countywide strategic planning committees, neighborhood development organizations, and Chambers of Commerce.

In addition, he has served on the Board of Trustees of Bryan College and the Board of Directors of the Southern Association of College and University Business Officers.

A certified public accountant, Dr. Ross held positions in corporate and nonprofit finance and management prior to his work in higher education. He earned his bachelor's and master's degrees in business administration from Michigan State University, a Ph.D. in higher education administration from the University of Alabama, and completed postdoctoral studies at Harvard University.

Source: <http://media.cmich.edu/bios/dr-george-e-ross>

GEORGE E. ROSS, Ph.D.

Office:

Central Michigan University
106 Warriner
Mt. Pleasant, MI 48859

EDUCATION

- 1997 Doctor of Philosophy**, University of Alabama
Major: Higher Education Administration
Minors: Law and Business Administration
- 1990 Master of Business Administration**, Michigan State University
- 1975 Bachelor of Arts in Business Administration**, Michigan State University

PROFESSIONAL CERTIFICATIONS

- 2013** Harvard University, Graduate School of Education
The Academy for Experienced Presidents
- 2006** Harvard University, Graduate School of Education
Institute for Educational Management
- 1979** Certified Public Accountant, State of Michigan

HONORARY SOCIETIES

Golden Key Honor Society
Kappa Delta Pi, Xi Chapter (Education Honor Society)
Beta Alpha Psi (Accounting Honor Society)

ADMINISTRATIVE LEADERSHIP AND ACCOMPLISHMENTS

President
Central Michigan University
2010 – Present

Central Michigan University, a doctoral research university with more than 27,000 students awarding more than 6,500 degrees annually across its 200 undergraduate and graduate degree programs. In addition to its 800-acre main campus in Mt. Pleasant, Michigan, CMU offers courses on nearly 50 off-campus locations throughout the United States, Canada and China. Operating budget of more than \$462 million and employs nearly 4,000 faculty and staff.

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- Planned, organized and opened the Central Michigan University College of Medicine (CMED) in 2013. CMED is an allopathic medical college and is the 137th college of medicine in the U.S. The inaugural class of 64 students in 2013, its second class of 104 students started classes in July 2014. CMED has campuses in Mt. Pleasant and Saginaw, Michigan.
- Led the planning, state lobbying and financial plan for the largest capital project in the history of CMU, a \$95 million Biosciences building. The project is currently under construction.
- Worked directly with Michigan's federal delegation, including the Chairman of Ways & Means to develop and implement higher education policies and funding for CMU and other Michigan universities.
- Worked directly with Governors and legislative leaders to develop funding for CMU and higher education funding for all 15 Michigan universities.
- Member of the Board of the National Council for State Authorization Reciprocity Agreements (NC-SARA)
- Chair of the Board, CMU Research Corporation
- Completed the campus-wide development and implementation of the following major university planning initiatives:
 - "Advancing Excellence", CMU Strategic Plan, 2013-2018
 - Campus Master Plan
 - Academic Program Prioritization
 - Strategic Enrollment Management Plan
 - Information Technology Strategic Plan
 - Comprehensive Long Range University Financial Plan
- Invested a record \$61 million in student aid to help make college education more affordable for more families and distributed nearly \$300 million in private, state and federal financial aid awards and grants. Increase student financial aid by 32% over the past 4 years.
- Received full HLC accreditation to offer the MD degree, LCME accreditation process proceeding on schedule.
- In May 2013, the president, provost and chair of the Academic Senate signed the final report of the Shared Governance and Communications Committee (SGCC), following more than a year of university-wide meetings, dialogue and writing, sharing and revising documents. The actions advocated in the SGCC report are to insure that best practices with regard to shared governance and transparent communication become embedded at the university to foster a cooperative and collaborative climate in which the educational ambitions of our students can be met in an optimal way.
- The Society for Neuroscience selected CMU's undergraduate Neuroscience program as the best program of the year in 2013.
- U.S. News and World Report ranked CMU as a Tier-1 national university.
- U.S. News and World Report ranked online undergraduate programs No. 1 nationally
- Online bachelor's and master's in education programs for veterans ranked No. 1 nationally.
- Graduate education programs for teachers' education and administrators ranked No.3 nationally.

- Online graduate business programs ranked No. 17 nationally.
- School of Engineering and Technology ranked No. 86 nationally.
- Expenditures on library information sources for anytime/anywhere online materials increased 81%.
- Ninety-two percent of the current serials collection digital and available through web access.
- Uses of the Libraries' 600 online research guides increased to over 500,000, a 95% increase since 2011-2012.
- Uses of e-books continued to grow rapidly, with 35% more page views than last year, 2013 and 210% more than in 2011-2012.
- College of Business Administration (CBA) is one of only five (5) business colleges in Michigan and one of only 180 worldwide with both business and accounting accreditation from AACSB International.
- The Institute for Great Lakes Research increasingly successful and widely recognized for expertise; organized Great Lakes Symposium in April 2014 with Cameron Davis (EPA) as keynote speaker.
- The Governor John Engler Center for Charter Schools remains the premier charter school authorizer in the United States.
- Created the university's faculty-led university Budget Priorities Committee (BPC). The BPC is intended as a means for university constituents to receive budget information and provide input to BPC members and for the committee to offer informed advice on budget priorities to senior officers who make final budget recommendations and decisions.
- One hundred percent of students passed national certifying exam on the first try in Audiology, Physical Therapy, Physician Assistant, and Speech-Language Pathology programs.
- Selected as a Military Friendly School by Military Advanced Education for the fifth straight year.
- Total fall enrollment for CMU this year is more than 27,000 students.
- The new freshman class is 27% larger than last years despite a continued decline in the number of students graduating from high school.
- International enrollment on campus grew 39 percent this fall over last year and minority enrollment is up 11 percent.
- Graduate student enrollment is up 12 percent.
- CMU's health care premiums for the self-insured plan are 10% lower than premiums for comparable coverage at other Michigan universities, and 12% lower than other national market measures.
- Launched an Office of Student Success in July 2013 to increase student retention, progression toward degree completion, and timely graduation. By the end of the 2013-2014 academic year, nearly 2,200 students had visited the office for success coaching.
- Achieved a five-year contract with the CMU Faculty Association. The contract negotiations were completed in July, earliest in the 40+ year history of negotiations. This is the first five-year agreement in the history of this relationship, compared to three-year contracts in the past.

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- Achieved LEED Platinum Certification for the Graduate Student Housing project, the first multi-housing building to accomplish LEED Platinum Certification in the Midwest.
- Advising Workbench contains new programming of all of the majors, minors, graduate programs and degrees from the 2011-2014 bulletins.
- Increased Alternative Break opportunities through the Mary Ellen Brandell Volunteer Center. The Alternative Break program is one of the top 5 nationally.
- Student-athletes carried an overall GPA for the Spring 2014 semester of 3.113, up from the Fall 2013 semester of 3.063. This is the 16th straight year that student-athletes have maintained a GPA over 3.0.
- Nationally Ranked Teams: Gymnastics, Wrestling.
- The Nijjkewehn Mentoring Program is a new initiative that partners Native American CMU students with local elementary and secondary Saginaw Chippewa students with the intent to encourage cultural pride, awareness, and leadership.
- CMU is the home to Michigan Special Olympics—a university/state-wide partnership.
- Approximately 2,931 athletes were given free health exams and health screenings through the Healthy Athletes Program at eight state-level competitions. The mission of the Healthy Athletes Program is to improve the athlete's ability to train and compete in Special Olympics.
- CMU's Facility Management generated 51.6% of CMU's total electricity Energy & Utilities. Generated a record \$181,229 in Consumers Energy & DTE rebates from energy optimization projects.
- The average turnover among staff positions was 7.0% compared to a national average of 8.4% for calendar year 2013.
- A CMU student team was world champions in the 5th International World ERPsim Competition. They were first among teams from 156 other universities around the world.
- Data warehouse development has continued and a robust system is now operational
- Sexual Assault Peer Advisors (SAPA) implemented 24/7 online advocacy—the only university in the United States to offer this service for students.
- SAPA is traveling throughout the world representing CMU to educate Navy and Marines, presenting "No Zebras" program on USS Boxer. The live presentation was introduced by the Secretary of the Navy and streamed live to deployed ships around the world.

President

Alcorn State University
2008 – 2010

Alcorn State University (ASU), founded 1871 as the first public historical black land-grant university in the United States, a comprehensive university with 3,300 students and 96 undergraduate and graduate degree programs. In addition to its 1,700 acre campus in Lorman, Mississippi, ASU has branch campuses in Natchez, and Vicksburg, Mississippi

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Operating budget of \$80 million, including more than \$26 million in research funding and employs approximately 800 full-time faculty and staff.

- Work directly with the State of Mississippi Institutions of Higher Learning (IHL) in developing and implementing state-wide educational policies and procedures.
- Work directly with various State of Mississippi legislative committees to secure state appropriations.
- Increased ASU state appropriations in agricultural funding by 17% from FY 2008
- Secured more than \$2.5 million of additional facilities repair and maintenance funding from FY 2008.
- Increased enrollment by 2.7% from FY 2008.
- Increased research funding by 7%, to \$26.3 million from FY 2008.
- Initiated and lead the first comprehensive inclusive strategic plan in University history
- Initiated first facilities master plan in University history, completed Spring 2010.
- Completed the financing and planning for a 1,002 bed, \$47 million student residential housing complex. Largest construction project in the University history.
- Secured \$3 million grant from USD of Education to enhance graduate programs
- Initiated first annual campaign in University history, raised \$1.7 million.
- Restructuring curriculum to include the general education core, established masters' degree programs in Bio-Technology and Human Nutrition.
- Established working relationship with Oakridge National Laboratories to include faculty and student research projects and contract for research project with the ASU School of Business Administration.
- Established partnership in education agreements with Central Michigan University, Voronezh State Agricultural University (Voronezh, Russia) and Marshall University.
- Led two major certification efforts, the reaffirmation of accreditation by the Southern Association of Colleges and Schools and the Phase 3-NCAA Recertification.
- Served on a number of regional planning and economic development boards in southwest Mississippi.
- Served on the IHL/Mississippi State Legislature Graduation Rate Task Force.
- Served on the IHL Ayers Management Committee.

Vice President for Finance and Administrative Services and Treasurer

Central Michigan University

2002 – 2008

Central Michigan University, a doctoral research university with more than 27,000 students awarding approximately 6,000 degrees annually across its 200 undergraduate and graduate degree programs. In addition to its 800-acre main campus in Mt. Pleasant, Michigan, CMU offers courses on 60 off-campus locations throughout the United States, Canada and Mexico. Operating budget of more than \$341 million and employs approximately 3,300 faculty and staff.

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- Worked directly with CMU's Board of Trustees in developing and implementing university policies.
- Chief Financial Officer and Treasurer for the Board of Trustees.
- As a member of the President's Executive Cabinet and leadership team, provide strategic direction for the academic, research, and public service mission of the institution.
- Worked closely with the President, Provost, Academic Deans, Academic Department Heads and Administrative Department Head in formulating and implementing the vision and mission of the University.
- Developed and implemented the first and only guaranteed tuition plan in the state of Michigan, "The CMU Promise™".
- Co-chaired along with the Provost the CMU Visioning Committee to rewrite the University's vision statement and strategic priorities and strategies.
- Effective fundraiser, engaged in numerous fundraising activities that brought new revenue to the University.
- Actively participated as a fundraiser in the University's \$78 million capital campaign, "New Vision of Excellence".
- Increased annual campaign and grant and contract revenue funding by more than 20 percent.
- Board Member and Treasurer, Central Michigan University Research Corporation; currently sponsoring nanotechnology research, dendrimer research in medical related technologies, polymers and business intelligence decision based analysis.
- Provided direction and oversight in the University's self-study and successful re-affirmation of accreditation by the Higher Learning Commission, North Central Association of Colleges and Schools.
- Successfully led budget reduction strategies to reduce budgets by more than \$30 million over a two-year period, while protecting the academic priorities of the University after reduction in state appropriations.
- Chairperson of various university standing committees and ad-hoc committees.
- Led the revision of the university's responsibility center budgeting system to more effectively align strategic academic priorities with a decentralized budgeting process.
- Supported the development and implementation of residential colleges for the College of Business Administration and the College of Education and Human Services.
- Developed and implemented a self-funding health insurance benefit model that resulted in more than \$10 million of employee benefit cost avoidance over the past three years.
- Refinanced more than \$44 million of university debt which saved more than \$7 million of debt service over the life of the debt instruments.
- Developed and constructed five new residential towers housing more than 1,200 students at a cost of \$63 million.
- Completed the construction of the Herbert H. and Grace A. Dow College of Health Professions at a cost of \$50 million.
- Directed the initial planning for the construction of a \$50 million College of Education and Human Services building and a \$27 million satellite energy facility.
- Led the financing and planning for the construction of a Biological Research Station on Lake Michigan, the only university in the state of Michigan doing biological research on Lake Michigan.

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- Directed and coordinated the efforts of a collaborative team of Associate Vice Presidents and Directors responsible for investment management, financial reporting and audits, legal affairs, risk management, environmental and safety services, campus facilities and plant operations, purchasing, campus police, residence and auxiliary enterprises, human resources, university health services, university recreational services.
- Provided leadership in maintaining the financial integrity of the institution, strengthening business practices both internally and externally.
- Served as liaison for Special Olympics Michigan.
- Treasurer, Central Michigan University Foundation.
- Adjunct Professor, College of Business Administration.

Executive Vice President

Clark Atlanta University, Atlanta, Georgia
1999 – 2002

Clark Atlanta University, the only private historically black doctoral/research-intensive institution of higher education in the United States with 5,100 students and 1,000 full time employees; total operating budget of \$105 million.

- Acted as President in the President's absence.
- Worked directly with CAU's Board of Trustees in developing and implementing university policies.
- Coordinated and directed the efforts of the University Provost and Vice President for Academic Affairs, Vice President for Business Affairs, Vice President for Institutional Advancement, Office of General Counsel and Director of Athletics.
- Member of faculty senate.
- Developed and implemented operating and capital budgeting systems, which provided for participation by deans and academic and administrative department chairs throughout the university community.
- Southern Association of Colleges and Schools Accreditation review team member at a number of public and private universities throughout the southeastern United States.
- Chairperson of various university standing committees and ad-hoc committees.
- Partnered with the City of Atlanta to build \$23 million of student housing with no recourse to the University.
- Worked directly with the United States Department of Education to return CAU to full status for receipt of its Title IV funding; 96% of CAU students received some form of financial aid.
- Implemented an ERP system to provide financial and administrative controls, including revision of financial aid processing and online transactions with the US Department of Education.
- Developed and implemented online registration including degree audit.

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- Responsible for fiscal policy development and long-range financial planning; budget planning, control and analysis; financial accounting and reporting; University audits; campus facilities and plant operations; campus police and safety; auxiliary enterprises; risk management; purchasing; and human resources.
- Provided leadership in the areas of enrollment management, student affairs, and Title III.
- Provided leadership for intercollegiate athletics.
- Lead and directed information technology services for all academic and administrative functions.
- Guest lecturer for courses in the College of Business Administration and the College of Education.

Executive Vice Chancellor & Vice Chancellor for Administration and Finance

The University of Tennessee at Chattanooga, Chattanooga, Tennessee
1995 – 1999

The University of Tennessee at Chattanooga, a comprehensive four-year undergraduate and graduate institution with approximately 8,600 students, 850 full time employees and an operating budget of \$90 million.

- Acted as Chancellor in the absence of the Chancellor.
- Provided strategic direction for the academic, research, and public service mission of the institution.
- Worked directly with the University of Tennessee System office in promoting and securing UTC's operating and capital budget requests.
- Worked with the Tennessee Higher Education Commission in supporting the University of Tennessee System operating and capital budget requests.
- Served as chief financial officer for the University of Chattanooga Foundation, a \$105 million foundation that provided financial support for academic programs, professorships, and student scholarships at University of Tennessee at Chattanooga.
- Member of the faculty senate.
- Taught undergraduate and graduate accounting students in the College of Business Administration, as an associate professor.
- Oversight responsibility for Division I athletics.
- Successfully negotiated with the NCAA Championship committee to bring the Division I-AA National Football Championship game to Chattanooga.
- Chairperson of various university standing committees and ad-hoc committees.
- Developed and implemented ERP systems for student recruiting and admissions, financial aid, and student records, which improved student services and internal processes.
- Southern Association of Colleges and Schools Accreditation review team member at a number of public and private universities throughout the southeastern United States.
- Directed the development and construction of Finley Stadium/Davenport Field in partnership with the City of Chattanooga, Hamilton County, State of Tennessee and the University of Tennessee System.

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- Developed and implemented operating and capital budgeting systems.
- Provided leadership and served as the senior officer and advisor to the Chancellor on academic program development, research initiatives, and public service activities.
- Served as the University's chief financial and business officer.
- Developed and implemented fiscal policy, long-range financial planning, and resource allocations in support of the academic priorities of the University.
- Responsible for budget planning and control, financial accounting and business affairs, internal audit and management services, non-faculty personnel administration, campus facilities and plant operations, safety and security, purchasing and inventory control, and arena administration.
- Directed the University's auxiliary operations, its bookstore, food services, parking services, and graphic services.
- Developed and maintained positive relationships with city, county and state officials.

Vice President for Business and Fiscal Affairs

Tuskegee University, Tuskegee, Alabama

1991 – 1995

Tuskegee University, a four-year undergraduate and graduate land-grant institution with student enrollment of approximately 3,600; operating budget of approximately \$80 million.

- Submitted grant proposals to the National Science Foundation and the US Department of Commerce that led to funding and construction of the Kellogg Hotel and Conference Center.
- Developed and directed the construction of the Kellogg Hotel and Conference Center.
- Chief financial and business officer.
- Worked directly with the Tuskegee University Board of Trustees to develop and implement university policies.
- Chairperson of various university standing committees and ad-hoc committees.
- Fundraiser in the University's \$50 million capital campaign.
- Developed and implemented general ledger and financial reporting systems, improving financial reporting and resulting in unqualified audit opinions.
- Implemented ERP systems that improved financial and administrative processes and controls.
- Developed and implemented operating and capital budgeting systems that provided for campus-wide participation in operating and capital budgeting decisions.
- Provided leadership and management for the Controller's Office, Physical Plant, Budget Office, Grants Management, Purchasing, Construction Management, Auxiliary Enterprises, Personnel Services, Computer Services, Internal Audit, Risk Management, Endowment Management, Campus Security, and the University's hotel and conference center (Kellogg Conference Center).
- Collaborated and strengthened relationships that benefited the University and generated a positive economic impact in Tuskegee, Macon County and surrounding communities.

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Director of Finance

Center for Creative Studies, Detroit, Michigan
1986 – 1991

Center for Creative Studies, a degree granting fine arts and design college and an accredited music and dance school with over 2,300 students.

- Chief business and financial officer.
- Developed and implemented a financial system and budgeting system that aligned academic and financial priorities of the college.
- Implemented an automated financial reporting system.
- Directed the renovation of the student residential housing facilities and administrative offices.

Managing Partner, Partner, and Senior Auditor

Various public accounting firms, Southfield and Detroit, Michigan
1973 – 1986

- Ross & Company, P.C., George Johnson & Company, P.C., and Arthur Young & Company (“Big 8” International Public Accounting Firm).
- Served clients in the private and public sectors including higher education clients: Michigan State University, The University of Michigan, Wayne State University and Wayne County Community College.

TEACHING EXPERIENCE

Central Michigan University, College of Business Administration

Associate Professor, Accounting (2005 - 2007)

University of Tennessee at Chattanooga, College of Business Administration

Associate Professor, Accounting (1995 -1999)

National Association of College and University Business Officers (NACUBO) and

Southern Association of College and University Business Officers (SACUBO)

Taught Continuing Professional Education courses at the following universities (1992-2002)

- Jackson State University
- Oakton Community College
- Oklahoma State University
- University of Alabama at Birmingham
- University of Central Florida
- University of Kentucky
- University of Memphis
- University of Richmond
- University of South Carolina
- University of West Virginia
- Vanderbilt University

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PUBLICATIONS

- Ross, George, E. (Summer, 2013). Leading in Difficult Times. Public Purpose. (p 6-7). American Association of State Colleges and Universities.
- Ross, George E., (July/August 2006). Wood's Winning Ways. Business Officers, (p 14). National Association of Colleges and University Business Officers Washington, D.C.
- Bosserman, D., Fischer, M., Ross, G. (2000). Basic Institutional Accounting-Public Institutions. Washington, DC: National Association of College and University Business Officers.
- Ross, George, E., Dissertation, An Analysis of Attitudes Towards Resource Allocation In Support of Institutional Mission and Purpose Within Historically Black Colleges and Universities. UMI 1997.

WHITE PAPERS AND UN-PUBLISHED ABSTRACTS

Over the past 22 years, more than 170 white papers and related abstracts on strategic planning, leadership, financial reporting, and budgeting have been written for internal use as well as presentations to local, state, and regional professional, public, and civil organizations.

SELECTED PROFESSIONAL PRESENTATIONS

- "Shared Governance and Communications", Summer Council of Presidents, American Association of State Colleges and Universities, Annapolis, MD, July, 2013.
- "Intelligence and HBCU's: The Way Forward", HBCU Week Conference, Washington, DC, September, 2009.
- "Leading in Turbulent Times", American Association of State Colleges and Universities (AASCU) Summer Institute, San Diego, CA, July, 2009.
- "My first Year As President – What I Learned", AASCU, New Presidents' Academy, Stowe, Vermont, July 2009.
- "Importance of Higher Education", State of Mississippi House of Representative, Jackson, MS, March, 2009.
- "Partnerships and Research Opportunities", Association of Public and Land-Grant Universities (APLU), Annual Meeting, Chicago, IL, November, 2008.
- "Leading Strategic Planning", CUPA-HR 2005 National Conference, Orlando, FL September, 2005.
- "Building a Prosperous HR Division", Higher Education Business Summit, Oakland, CA February, 2005.
- "Investing in HBCU Leadership Project", Southern Education Foundation, Atlanta, GA June, 2004.
- "The Nuts and Bolts of Higher Education Finance" (What Every Higher Education Human Resources Practitioner Ought to Know About University Finance), a national audio conference, NACUBO and CUPA-HR. March, 2004.

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“Higher Education Finance”, Summer Institute for Women Administrators in Higher Education,
Byrn Mawr College, Byrn Mawr, PA., 1998 – 2001.

“Fund Accounting in Higher Education”, SACUBO Annual Meeting, Orlando, FL, 1997.

PROFESSIONAL LEADERSHIP ROLES

National

American Association of State Colleges and Universities (AASCU), 2002 – Present

Professional Development Committee

National Innovations Committee

State Representative for the State of Michigan

National Council-State Authorization Reciprocity Agreements, 2013 - Present

Member, Board of Directors

National Charter Schools Institute, 2010 – Present

Member, Board of Directors

Association of Public and Land-Grant Universities (APUL), 2010 – 2013

National Association of Black Accountants (NABA), 1973 - 1991

National Association of College & University Business Officers (NACUBO), 1991- 2008

Southern Association of Colleges and Schools (SACS), 1991 - 2002

Accreditation Review Team(s) Member

Southern Association of College & University Business Officers (SACUBO), 1991-2002

Member, Board of Directors

Member, Distinguished Service Award Committee

Member, Professional Development Committee

Instructor for professional development and CPE courses

State

CMU Research Corporation, 2010-Present

Chair, Board of Directors

Michigan Citizens Research Corporation, 2012-Present

Trustee

Mid-Michigan Development Corporation, 2010-Present

Board of Directors

Great Lakes Bay Regional Alliance, appointed 2014

Board of Directors

IHL/Mississippi Graduation Rate Task Force, 2008-2010

IHL/Ayers Management Committee, 2008-2010

Mississippi Economic Development Council, 2008-10

Bryan College, Board of Trustees (1997-99)

Leadership Atlanta, Class of 2003

Local

Mt. Pleasant Chamber of Commerce, 2010-Present

Chattanooga Neighborhood Enterprise, 1995-99

Vice Chair, Board of Directors

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Chattanooga Urban League, 1995-99

Treasurer

Claiborne County Strategic Planning Committee, 2008-10

Family and Children Services of Chattanooga Tennessee, 1995-99

Board of Directors

Port Gibson Chamber of Commerce, 2008-10

Rotary International, Chattanooga Tennessee Chapter

Rotary International, Mt. Pleasant, Michigan, 2003-08

Paul Harris Fellow

Southwest Mississippi Economic Planning Council, 2008-10

Local Finance and Development Authority, Isabella County, MI, 2002-07

United Way, Isabella County, Michigan, 2003-07

REFERENCES

Available upon request.