8234 Belcrest Court Indiana University

Indianapolis, Indiana 46256 Kelley School of Business

Phone (317) 771-3103 801 West Michigan Street

[cfw1220@gmail.com](mailto:cfw1220@gmail.com) Indianapolis, Indiana 46202-5151

[cfwester@iupui.edu](mailto:cfwester@iupui.edu)

**EDUCATION**

J.D., Indiana University Maurer School of Law, December 1991

Bloomington, Indiana

Assistant Editor, Indiana Law Journal

M.Ed. in College Student Personnel, June 1986

Ohio University

Athens, Ohio

B.S. in Journalism, June 1976

Ohio University

Athens, Ohio

Certificate in Advanced Mediation Training for Senior Executives and Lawyers, June 2014

Harvard Negotiation Institute

Boston, Massachusetts

**EXPERIENCE**

**Senior Lecturer**

**Indiana University-Purdue University Indianapolis, Kelley School of Business 2012 – present**

*Develop and teach courses: Negotiations, Team Dynamics and Leadership, Organizational Change and Development, and Intercultural Communication in Management.*

*The Kelley School of Business is one of the top business schools in the country offering real-world experience and top faculty on the campus of Indiana University Purdue University Indianapolis (IUPUI). IUPUI is Indiana's premier urban research university and enrolls more than 30,000 students in 21 schools and academic units.*

**Teaching Experience**

* **Fall 2014**
  + Effective Negotiations: Z404
    - Instructor evaluation: 6.83/7.00
  + Honors Team Dynamics and Leadership: Z374
    - Instructor evaluation: 6.37/7.00
  + Team Dynamics and Leadership: Z371 (two sections)
    - Instructor evaluation: 6.45/7.00
    - Instructor evaluation: 5.7/7.00
* **Summer 2014**
  + Commercial Law: L203
    - Instructor evaluation: 6.29/7.00
  + Team Dynamics and Leadership: Z371
    - Instructor evaluation: 6.29/700
* **Spring 2014**
  + Diversity and Cultural Competence in the Workplace: X355
    - Instructor evaluation: 7.00/7.00
  + Effective Negotiations: Z404
    - Instructor evaluation: 6.71/7.00
    - Instructor evaluation: 6.61/7.00
  + Team Dynamics and Leadership: Z374 (three sections)
    - Instructor evaluation: 6.57/7.00
    - Instructor evaluation: 6.29/7.00
    - Instructor evaluation: 5.98/7.00
* **Fall 2012 – Fall 2013**
  + Instructor evaluations provided on request.

**Awards**

* Shuyler F. Otterson Award for Teaching Excellence (2015)
* IUPUI Athletics Favorite Professor Award (2015)

**Service/Outreach**

* Member, Conflict of Interest Committee, 2012 – present
* Member, Student Scholarship Committee, 2012 – present
* Member, Academic Fairness, 2014 – present
* IUPUI Chancellor’s Committee, 2012 - present
* Member, Diversity Council, 2011 – 2013

**Interim President**

**Martin University, Indianapolis, Indiana 2010 – 2012**

*Served as the University’s chief executive and administrative officer, and supervised the day-to-day operations and mission of the university, including fiscal management, internal auditing processes, educational accreditation, and compliance assurance activities. Articulated a compelling vision that motivated and sustained strategic partnerships with external constituents, including national, regional, state, and local business and civic leader, and members of the general public and media.*

*Martin University was founded in 1977 and its core mission of “servant leadership” provides quality undergraduate and graduate education to adult learners from all backgrounds in an urban setting.*

* Managed and provided leadership for an academic and administrative unit of approximately 100 full-time employees that included faculty, professional staff, and support staff.
* Administered a budget in excess of $11 million comprised of appropriated funds and generated revenue.
* Implemented substantial and sustained progress in achieving the University’s strategic goals and integrated objectives.
* Led and actively participated in fund-and friend-raising on behalf of the University.
* Implemented strategic processes that resulted in gains in student retention and graduation.
* Enhanced and facilitated the ability of faculty and staff to develop and achieve their goals through successful competition for external funding.
* Formed strategic alliances with the K–12 school public, private, and charter systems, the City of Indianapolis, health care entities, small businesses, and nonprofit agencies to improve education and strengthen the skills of the students.
* Fostered and promoted the University’s distinctive commitment and success in educating adult learners within the context of a liberal arts education.
* Collaborated with academic affairs and faculty which supported, promoted, and strengthened the University’s distinctive culture, social significance, and academic offerings.
* Advanced effective and efficient use of technology in enhancing the operational and academic infrastructure.

**Direct Reports**

* Vice President for Academic Affairs
* Vice President for Institutional Research
* Vice President for Human Resources
* Vice President for Administration
* Vice President for Enrollment Management and Student Affairs
* Chief Fiscal Officer
* Executive Director of Advancement
* Director of Community Relations
* Chief of Staff

**Selected Accomplishments**

* Oversaw the successful maintenance of the University’s compliance and accreditation with the Higher Learning Commission.
* Secured $1.25 million federal grant from the U.S. Department of Education’s PBI program to develop, implement, and maintain online/distance learning programs.
* Generated external resources such as private gifts, grants, and contracts that helped to drive and support the University’s overall impact and success.
* Leveraged the University’s distinctive brand to a myriad of potential donors, students, and supporters of the University.
* Implemented strategic planning processes involving all sectors of the university community.
* Completed a feasibility study for the building of a new University library.
* Developed and implemented new academic programs:
  + Chaplain Studies Program.
  + Bachelor’s Degree in General Studies.
* Reversed two-year enrollment decline by implementing a new enrollment management initiative that resulted in record enrollment - during the fall semester 2011, enrolled FTE and credit hours increased 5.1% from fall semester 2010.
* Resolved campus budget deficit by implementing new of monitoring systems for the budget and cash flow which resulted in the University being under budget for the first time in the past two years.

**Vice President of Diversity and Inclusion**

**National Collegiate Athletic Association, Indianapolis, Indiana 2005 – 2010**

*Reported directly to the National Collegiate Athletic Association (NCAA) President, served as the Chief Diversity Officer, participated in all Cabinet meetings, and provided leadership in the development and implementation of strategies, policies, and programs designed to promote diversity and inclusion in intercollegiate athletics.* *The Office of Diversity and Inclusion had a direct operating budget of $6 million.*

*The NCAA is a nonprofit association of 1,281 institutions, conferences, organizations, and individuals that organizes the athletic programs of many colleges and universities in the United States and Canada.*

* Played active role in developing and implementing strategies, policies, and educational program curriculum designed to effectively promote diversity, inclusion, and equity in NCAA intercollegiate athletics.
* Built coalitions and consensus among NCAA governance and leadership that enhanced equitable career opportunities for under-represented coaches, officials and administrators; fostered diversity among student-athletes; promoted a climate of inclusion within intercollegiate athletics; and strengthened the support, integration, and promotion of women’s sports within intercollegiate athletics.
* Acted as the primary national contact for the NCAA’s membership, public media entities, and general public regarding NCAA diversity, inclusion, and gender equity initiatives.
* Directed the NCAA Postgraduate Scholarship Program and the NCAA Postgraduate Internship Program.
* Coordinated the NCAA Diversity Education Program for student-athletes, and developed and conducted additional diversity education workshops and forums for NCAA institutions.
* Partnered with Texas A&M University's Laboratory for Diversity in Sport to generate in-depth research that correlated diversity success with student-athletes’ academic achievement, and identified NCAA institutions that successfully integrated diversity and inclusion with their student affairs practices.
* Developed assessment tools to detect successful diversity-related traits and core competencies within NCAA intercollegiate athletics departments.
* Established of athletic and coaching programming for minorities and women that facilitated record hiring of women and coaches of color.
* Served as primary liaison to the NCAA Executive Committee’s Subcommittee on Gender and Diversity, NCAA Minority Opportunities and Interests Committee, and Black Coaches and Administrators Association.
* Sponsored national educational forums on a wide array of diversity and inclusion topics including but not limited to race, gender, sexual orientation, disability, and religious tolerance.
* Collaborated with NCAA Human Resources and national office staff to address non-discriminatory micro-inequities and enhance micro-affirmations as key diversity strategies.
* Worked in concert with legal counsel and research staff to develop metrics, measurable goals and equal opportunity compliance and civil rights practices that complied with regulatory standards.

**Direct Reports**

* + Director, Diversity and Inclusion
  + Assistant Director, Leadership Development
  + Assistant Director, Diversity Education
  + Coordinator, Student Leadership

**Selected Accomplishments**

* Created the NCAA Diversity in Athletics Award for Division I, II, and III member institutions.
* Partnered with the University Of Tennessee’s College of Education, Health and Human Services, the English Language Institute and other national and international sport governing boards to host South Korean athletes as interns at the NCAA national office.
* Fostered and sustained community relationships with various local civic organizations (e.g., United Way of Indiana, International Center-Indianapolis, Urban League, Circle City Classic, United Negro College Fund, La Plaza, Indiana Hispanic Chamber of Commerce, National Association of Women Business Owners, and Indy Rainbow Chamber of Commerce*)* that facilitated the success of the NCAA’s diversity and inclusion goals.
* Collaborated with the Hispanic Association of Colleges and Universities and formed a strategic partnership to increase the numbers of Hispanics involved in collegiate sports as student-athletes, coaches and athletic administrators, and NCAA professional staff.
* Produced numerous educational videos, including serving as executive producer of the NCAA documentary, *Game of Change,* which chronicled the end of segregated NCAA intercollegiate basketball.
* Served as consultant to IUPUI to assess campus diversity efforts and cultural competence.
* Selected to participate in the Diversity Leadership Academy of Greater Indianapolis, five day-long sessions with Dr. Roosevelt Thomas.

**Assistant to the President, Director of Equal Opportunity and Diversity**

**University of Iowa, Iowa City, Iowa 2002 – 2005**

*Advised University President on issues related to equal opportunity and diversity, collaborated closely with academic and administrative units, leveraged strategic alliances, and utilized best practices to make the University more diverse, responsive, and inclusive.*

*The University of Iowa is a major national research university that enrolls 30,000 undergraduate, graduate, and graduate students. It is the oldest public university in Iowa and is the home of the University of Iowa Hospitals and Clinics, one of the largest university-owned teaching hospitals in the nation.*

* Established and maintain relationships between the university community and underrepresented populations to advance equal opportunity and diversity initiatives, and expand access opportunities for faculty, staff, and students.
* Co-chaired the Provost’s Diversity Action Committee comprised of other senior administrators and prominent faculty, and provided advice on faculty recruitment and retention, and campus climate issues.
* Forged partnerships with Office of Engagement to present diversity and equity programs throughout Iowa which created connections between the University and community organizations, business and agency leaders, and external stakeholders.
* Collaborated with Provost, Office of Human Resources, Admissions, and the University of Iowa Hospitals and Clinics to create programs and initiatives designed to enhance and sustain diverse staffing, retention, and organizational effectiveness.
* Coordinated the Diversity Catalyst Awards which honored faculty and staff who had shown a commitment to achieving excellence through diversity.
* Worked together with Division of Student Life to create and present diversity educational programming for the On-Iowa orientation program for first-year students; and the Student Leadership Retreat for undergraduate student leaders.
* Coordinated the creation of the annual affirmative action plans and aligned the plan with the University’s diversity goals.
* Produced and edited annual equal opportunity and diversity report for the Iowa Board of Trustees.
* Developed and implemented annual pay equity reviews, and advised Human Resources, and Finance and Operations of the implications for policies and practices.
* Provided all members of university community with expert advice, education, and services which enhanced the University’s compliance with Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Title II of the Americans with Disabilities Act of 1990, and applicable state and local, laws, regulations, and policies.
* Built collaborative relationships with Faculty Senate, University of Iowa Staff Council and University of Iowa Student Council to revise and create university policies to effectively respond and resolve complaints of unlawful discrimination and harassment.
* Chaired the Dispute Resolution Committee and played an active role in revising the University’s Sexual Harassment Policy and creating the University’s Anti-Harassment Policy.
* Teamed up with Student Affairs and developed tested, and launched a campus-wide, sexual violence and primary prevention campaign.
* Created and implemented educational sessions for faculty, staff, and students about sexual harassment.
* Served as Title IX Coordinator for the institution, including coordinating with the Director of Athletics on Title IX issues.
* Supervised the ADA Coordinator and collaborated with Student Disability Services to assure reasonable accommodations were provided to students with disabilities.
* Served as advisor to the Board in Control of Athletics.
* Revised and implement a new student-athlete code of conduct and process integrated university standards.
* Liaison to University Search Committees for key administrative positions: President; Provost; Vice President for Research; Dean, College of Law; and General Counsel.
* Insured access to and continued support from research grants and federal subsidies.

**Direct Reports**

* Director, Human Relations
* ADA Coordinator and Compliance Officer
* Diversity Resources Coordinator
* Employment Opportunity Coordinators (2)
* Data Specialist

**Committee Membership**

* African American Council
* Athletic Advisory Council
* Athletic Merger Committee
* Belin-Blank Gifted Education Diversity Committee
* Board in Control of Athletics
  + Equity Subcommittee (Chair)
  + Student Welfare Subcommittee (Co-Chair)
* Dispute Resolution Committee (Chair)
* Diversity Campus Climate Survey Committee (Chair)
* Collegiate Diversity Group
* Disability Action and Planning Committee
* Council on the Status of Women
* Finance and Operations Leadership Group
* Human Rights Committee
* Committee on Athletics
* NCAA Athletics Recertification Self-Study Committee
* Equity and Student Welfare Committee (Co-Chair)
* Senior HR Leadership Council
* Diversity Leadership Team (Co-Chair)
* Title IX Review Committee (Chair)
* University Committee on Diversity (Chair)
* University Strategic Planning Committee
* University Diversity Strategic Planning Committee (Chair)

**Selected Accomplishments**

* Reviewed of the administration of diversity efforts throughout the campus, including developing the template of the university’s first comprehensive diversity climate survey for faculty, staff and students.
* Implemented the greater use of data to support how diversity and inclusion positively impacted student learning retention, and graduation rates.
* Obtained funding for newly created position of Diversity Resource Coordinator and Data Specialist.
* Collaborated with the Women’s Resource Center and reestablished the Diversity Dialogue Group that enhanced the level and quality of intergroup relations and diversity awareness among students, faculty, and staff.
* Served as Campus Representative for the Association of American Colleges & Universities.
* Successfully represented the University before the EEOC, OFCCP, and OCR resulting in 100% no-cause findings.
* Appointed by Governor Ton Vilsack to serve on the Iowa Commission on the Status of African American and invited to write sections of the Governor’s final report on diversity and academic excellence.

**Manager, Diversity and Equal Employment Opportunity**

**Rockwell Collins, Cedar Rapids, Iowa**  **2001 – 2002**

*Created and implemented systemic diversity programs with accountability measurements based on business goals and results. Built and maintained successful relationships with internal and external diversity organizations.*

*Rockwell Collins is an international company that employs over 20,000 people is headquartered in Cedar Rapids, Iowa and provides avionics and information technology systems and services to governmental agencies and aircraft manufacturers.*

* Worked within the businesses and recruiting departments to attract, develop, and retain a diverse workforce.
* Integrated diversity and inclusion into core people and business processes such as performance management and leadership development.
* Executed strategic-thought leadership, and successfully implemented practices and programs which impacted regional offices as well as headquarters.
* Led internal and external communications initiatives, including but limited to public speaking, media relations, and written communications on diversity and inclusion business issues.
* Developed and implemented diversity metrics and assessments to effectively benchmark organizational progress in diversity and inclusion, and acted as a change agent for leveraging inclusion to drive business performance.
* Implemented best practices to improve diversity program effectiveness.
* Directed and administered thirty-three (33) Affirmative Action Plans for all Rockwell Collins locations, including coordinating responses to compliance audits.
* Collaborated with the corporate legal department and prepared responses for employee discrimination and harassment complaints and grievances filed with local, state, and federal agencies.
* Coordinated and reviewed staffing personnel documentation related to hiring, transfer, and promotion of employees.

**Selected Accomplishments**

* Created the Diversity Advisory Council.
* Received Lean Six Sigma Green Belt Certification and used it to enhance continuous process improvements and minimize waste.
* Entrusted by senior management with designing and implementing workforce reductions involving more than 3,000 employees with no legal claim payouts and 100% no cause findings from any OFCCP and EEOC charges which proved instrumental in realizing savings of $2.5 million in legal fees.

**Director of Affirmative Action**

**Purdue University, West Lafayette, Indiana 1998 - 2001**

*Led the University’s programs on faculty and staff equal opportunity and affirmative action, advocated best practices, and implemented strategic university-wide initiatives.*

*Ranked by U.S. News & World Report as one of the country’s top 25 public universities, Purdue University is acclaimed worldwide for the quality of its teaching and research in a wide range of fields. Approximately 40,000 students are enrolled at the West Lafayette campus in 12 undergraduate colleges/schools and the Graduate School.*

* Played active role in advising academic units on effective and efficient diversity recruitment, and retention policies and practices to enhance the hiring of underrepresented faculty, including the Colleges of Engineering, Agriculture, Liberal Arts, Veterinary Medicine, and the Krannert School of Management.
* Implemented and delivered remedial measures and education to various audiences, including senior administrators, faculty, staff, and students.
* Directed efforts in faculty, diversity, salary equity, and affirmative action plans.
* Took innovated approach with various campus partners to collaborate and sponsor educational programs on affirmative action, equal opportunity, nondiscrimination, and diversity.
* Worked cross functionally to create strategic partnerships and solutions to enable the University reach core diversity goals.
* Coordinated and conducted investigations of complaints involving faculty and administrators.
* Reviewed federal and state affirmative action requirements that impacted the University.
* Collaborated with the Disability Resource Center to facilitate equal access and equal opportunity for students with disabilities.
* Worked together with the Office of the Dean of Students to present diversity awareness educational sessions during the annual Student Leadership Retreat, Mortar Board Leadership Conference, and Student Leadership Development for-credit course.
* Wrote reports and position statements as needed.

**Direct Reports**

* Assistant Director, Affirmative Action and Equal Opportunity
* Assistant Director, Disability Services and ADA Coordinator
* Assistant Director, Women’s Resource Center
* Assistant Director, Spousal Relocation
* Coordinator, Information Resources

**Selected Accomplishment**

* Designed and developed the Faculty Recruitment and Selection Procedures Manual.
* Created the Focus Award to recognize individuals affiliated with University who made an outstanding contribution to the furthering the University’s commitment to disability accessibility and diversity.
* Responded to all EEOC, OFCCP, and OCR charges; all resulted in no-cause findings.

**University of Wisconsin - Parkside, Kenosha, Wisconsin 1996 – 1998**

Assistant to the Chancellor for Equity & Diversity

*As a member of the Chancellor’s Cabinet, created recruitment strategies, implemented diversity training, responded to complaints concerning harassment or employment, and coordinated affirmative action policies and procedures.*

*The University of Wisconsin – Parkside is a comprehensive public institution serving 5,300 undergraduate and graduates; 24% of the students are 25-years-old or older. The university is one of 13 four-year campuses in the University of Wisconsin System.*

* Planned, developed, coordinated, implemented, interpreted, and monitored University's equal opportunity and diversity policies, practices, publications, and programs.
* Advised and trained students, faculty, and staff in all aspects of harassment/discrimination awareness, education, and prevention.
* Created University’s Search and Screen Handbook, and conducted corresponding seminars.
* Updated University’s Discrimination Policy and Complaint Procedures, Sexual Harassment Policy and Complaint Procedures, and Peer Harassment Policy and Complaint Procedures.
* Promoted and fostered University's commitment to integrated, productive, and diverse student, faculty, and staff members,
* Investigated and resolved complaints of discrimination, including sexual harassment.
* Acted as the University's liaison to federal, state agencies and other relevant organizations and ensured compliance with applicable equal opportunity laws and regulations.
* Served as the ADA Coordinator for the University.

**Selected Accomplishment:**

* Successfully aided the University in complying with federal mandates as a result an ORCCP external audit of the University’s affirmative action plan.
* Search and Screen Committee, Chancellor, University of Wisconsin – Parkside.
* Search and Screen Committee, Dean, College of Arts and Sciences, University of Wisconsin – Parkside.

**OTHER LEADERSHIP POSITIONS**

**President and CEO**

**ChangePro Consultants (formerly, Higher Ed Consultants) 2012 – present**

*Higher Ed Consultants helps organizations manage diversity and inclusion, sexual harassment, and other human relation issues.*

**Attorney**

**Northwestern Mutual Life Insurance Company, Milwaukee, Wisconsin** **1994 – 1996**

*Drafted and negotiated real estate purchases, leases, construction contracts, and various transactional documents related to corporate tax, ERISA, and secured transactions.*

**Associate Attorney**

**Foley & Lardner, Milwaukee, Wisconsin**  **1992 – 1994**

*Drafted interrogatories, requests for discovery, and summary judgment motions. Conducted legal research and drafted corresponding memoranda.*

**Assistant Dean for Residence Life and Judicial Affairs**

**Pomona College, Claremont, California 1988 ­– 1989**

*Provided direct supervision for Residence Life and Judicial Affairs. Coordinated diversity initiatives within the division of Student Services as they related to staff and student development. Led a comprehensive on-campus undergraduate residential housing program. Served as chief judicial affairs officer. Participated in program development, fiscal and staff management and evaluation, committee service, grant proposal writing, and budget development.*

**Leadership Community Coordinator**

**University of California, Davis, California 1986 – 1988**

*Planned and facilitated social, cultural competency, and educational programming in residence halls; helped students develop coherent values and ethical standards; built supportive and inclusive communities, including education and support for diversity and equity. Supervised resident assistants and senior resident assistants, and conducted staff training, development, and evaluation.*

**PRIOR FACULTY APPOINTMENTS**

**Adjunct Professor**

**Martin University 2011**

Course: Intercultural Communication in Management

**Adjunct Law Professor**

**Indiana University Maurer School of Law 2008 – 2010**

Course: Sports Law

**Adjunct Assistant Professor**

**University of Iowa, Tippie College of Business 2004 – 2005**

Courses: Law and Ethics in Management

Personnel Law

**Assistant Professor (Courtesy Appointment)**

**Purdue University, School of Liberal Arts**  **1999 – 2001**

Course: Intercultural Communication in Management

**Adjunct Assistant Professor**

**University of Wisconsin-Parkside, College of Arts and Sciences 1998**

Courses: Human Resource Management

Organizational Behavior

**SELECT PUBLICATIONS**

Contributor: Inside Indiana Business

“Tips for E-mail Negotiation.” Inside Indiana Business, June 24, 2014

“Diversity And Inclusion: Own it. Shape it. Make it Happen.” March 29, 2014

Contributor: Indiana Business Journal: Forefront

“The Donald Sterling Affair.” April 29, 2014

“Oppose Obamacare? Give It Up and Turn It Loose.” April 1, 2014

“Honor Delayed but not Denied.” March 19, 2014

“Stop Using ‘Black on Black.’ March 13, 2014

“Wanted in Indianapolis: New Rich People.” March 2, 2014

“Bilingual America is the Beautiful.” February 4, 2014

“MLK Day: Stay in School.” January 20, 2104

Contributor: Indiana Business Journal

“Crime Undermines Indy’s Many Advancements.” March 15, 2014

“Diversity Still Has Bad Rap in Indiana.” January 18, 2014

“Return to Sender: Get a Clue.” November 2, 2013

“The Insidiousness of Income Segregation.” August 31, 2013

“Older Neighborhoods Need Attention.” June 29, 2013

“More Black Men are in College than Prison.” May 4, 2013

“Youth Violence is a State Health Issue.” March 2, 2013

“Bus Stigma Derailing Mass Transit.” January 5, 2013

“Lessons from the War on Poverty.” December 1, 2012

“Diversity and Inclusion: Enhancing Diversity in Intercollegiate Athletics,” *NCAA* (2006) <http://www.ncaa.org/wps/wcm/connect/8c3c29004e0d5ab7abc9fb1ad6fc8b25/diversity_and_inclusion.pdf?MOD=AJPERES&CACHEID=8c3c29004e0d5ab7abc9fb1ad6fc8b25>

"Sexual Harassment: Proactive Measures to Prevent it and Protect Your Institution," *College and University Professional Association for Human Resources Journal* (Issue 4, Fall 2000) <http://www.cupahr.org/newsroom/journal/archive/cupahr_journal_fall_2000.pdf>

"Resurrecting Race-Specific State and Local Set-Asides," *67 Indiana Law Journal 169* (1991) (Law Journal Note)

**SELECTED PRESENTATIONS AND ACTIVITES**

Presenter, “Cultural Competency,” Indiana State Board of Bar Examiners’ Character and Fitness Committee Seminar (November 2014)

Keynote, “Embracing Generation Difference and Implementing Solutions in the Legal Profession,” Indiana State Bar Association, Applied Professionalism Seminar (December, 2013)

Presenter, “Talking ‘Bout My Generation: Primer 101,” Indiana State Bar Association Annual Meeting (October 2013)

Presenter, “Leading Effective Systems for Managing Conflict,” Indiana University School of Nursing Graduate Seminar: Trans-Disciplinary Approach to Influencing Public Health Policy (June 2013)

Presenter, “Courageous Conversations: Confronting without Conflict,” Indiana State Medical Association (September 2013)

Presenter, “Reducing the Achievement Gap: Challenges and Opportunities,” Bergen Community College

(September 2013)

Presenter, “Meeting the Diversity Challenge: Access and Equal Opportunity in Higher Education and the University of Texas Case,” with Margaret Wu, Senior Counsel, University of California and Leonard Niehoff, Professor of Law, University of Michigan, National Association of College and University Attorneys’ National Convention ( June 2013)

Presenter, “Accommodation of Student Athletes with Disabilities,” with Melinda Greer, former General Counsel, University of Oregon, National Association of College and University Attorneys’ National Convention ( June 2013)

Presenter, “The Role of Organizational Culture in Managing Change,” Latino Coalition Annual Conference – Indiana (2012)

Keynote Speaker, “Educational Challenges – Complexities, Challenges, and Competition,” Indiana University- Purdue University Indianapolis, School of Liberal Arts’ Taylor Symposium – 40th Anniversary, Keynote Speaker (2012)

Keynote Speaker, “Education within the Context of Predominant Black Institution of Higher Learning,” Luncheon Address, Indianapolis Kiwanis Club (2011)

Presenter, “Academic Achievement and Inclusionary Practices within Intercollegiate Athletics,” Keynote Address, National Association of Athletic Academic Advisors National Convention (2010)

Presenter, “Diversity and Gender Equity Perspectives: What, Why and How Faculty Athletics

Representatives Can Effectuate Positive Change,” National Association of Athletic Academic Advisors National Convention (2009)

Presenter, “Diversity and Gender Equity Perspectives: What, Why and How Faculty Athletic Representatives Can Effectuate Positive Change,” Faculty Athletic Representatives Annual Convention (2009)

Presenter, “Diversity in the Age of Obama: New Direction of Status Quo,” with Jonathan Alger, Senior Vice President and General Counsel, Rutgers, the State University of New Jersey and Anne Bilder, Senior Associate General Counsel, University of Wisconsin-Madison. National Association of College and University Attorneys’ National Convention (2009)

Keynote Speaker, “Diversity and Excellence: Inclusionary Practices are Best Practices,” Florida State University, M. Dianne Murphy - Distinguished Lecture Series, College of Education, Program in Sport Management (2008)

Presenter, “Searching for Diversity in Faculty and Administration,” National Association of College and University Attorneys’ Continuing Legal Education Workshop (2008)

Presenter, “Title IX: Balancing Gender Equity and Racial Equality,” with Professor Linda Greene, University of Wisconsin School of Law and Professor Jerome Dees, Professor of Law, Thomas Goode Jones School of Law (2007)

Presenter, “Affirmative Action and Diversity in Faculty Searches: From Building the Applicant Pool to the Final Hire,” with Ann Springer, Staff Counsel, American Association of University Professors, National Association of College and University Attorneys’ Continuing Legal Education Workshop (2006)

Presenter, “The New Bermuda Triangle: Navigating the Waters of the ADA, FMLA and Workers Compensation,” with Professor Peter Blank, Director, University of Iowa, and Helen C. Adams, Esq., Dickinson, Mackaman, Tyler & Hagen; Health Policy & Disability Center of the University of Iowa and the Burton Blatt Institute of Syracuse University (2005)

Presenter, “Diversity-Related Financial Aid and Outreach Programs in the Post-Grutter World,” with Jonathan Alger, Associate General Counsel, University of Michigan, National Association of College and University Attorneys’ Annual Conference (2005)

Facilitator, "Keeping Romance and Sex Out of the Academy: Should Universities Be in the Business of Regulating Consensual Faculty-Student Relationships," Oxford Roundtable, Lincoln College, Oxford, England (Roundtable Panel) (2004)

Facilitator, “Complying with the New FLSA Regulations,” Joseph Ambash and Noah Finkel, National Association of College and University Attorneys’ Virtual Seminar (2004)

Presenter, "Gratz/Grutter and Beyond: The Diversity Leadership Challenge," University of Michigan, Committee on Institutional Cooperation's Academic Leadership Program (2003)

Panelist, Iowa Talks, “Supreme Court Decision on Affirmative Action in Higher Education” (2003)

Keynote, “Inclusionary Leadership Strategies,” Cedar Rapids/Iowa City, Iowa Professional and Technical Diversity Network (2002)

Keynote, “Diversity within Hispanic,” Society for Hispanic Engineers’ Annual Banquet, Purdue University (2001)

Presenter, “Sexual Harassment: Proactive Measures to Prevent it and Protect Your Institution," College and University Professional Association for Human Resources National Conference and Expo (2000)

Keynote, "Sexual Harassment in Our Schools," Indiana Association of Affirmative Action, State Conference (2000)

Keynote, "The Penumbra of Sexual Harassment: What the Heck Does That Mean," Indiana University - Purdue University, Ft. Wayne, Regional Academic Advisors' Workshop (2000)

Keynote, "Sexual Harassment and Liability Implications for Academic Administrators," Indiana University - Purdue University, Ft. Wayne, Academic Officers and Heads' Seminar (1999)

Presenter, "Pay Equity for Women," University of Wisconsin - Parkside, Focus on Women Conference Regional Conference (1998)

**SELECT AWARDS, HONORS, AND GRANTS**

* Martin University, U.S. Department of Transportation Research Grants (consortium of nine universities), ($3.5 million), 2012
* Martin University, U.S. Department of Education, PBI Grant for Long-Distance Learning,

($1.25 million), 2011

* Co-established and solicited an endowed award, *David E. Westerhaus Leadership Award,*  Kelley School of Business –Indianapolis, 2009
* Recipient, Governor Mitch Daniel’s Indiana Black Expo, Sam Jones Trailblazer, 2009
* Recipient, National Association of College and University Attorneys, First Decade Award, 2008
* Recipient, Black Coaches and Administrators Association, Athletic Administrator of the Year, 2008
* Recipient, Teaching Excellence, Delta Sigma Pi, Tippie College of Business, University of Iowa, Fall, 2004
* Recipient, Advocacy Award, Society for Hispanic Engineers, Purdue University, 2001

**SERVICE**

* Editorial Board: Journal of College and University Law, University of Notre Dame
* Board Member: Indiana Board of Law Examiners
* Board Member: Indiana University Purdue University Indianapolis, Chancellor Board of Advisors
* Board Member: Indianapolis Charter School Board
* Regular Columnist: *Indianapolis Business Journal*
* Member, Indianapolis Rotary Club
* Member: Indiana University Alumni Association
* Member: Indiana University, Neal Marshall Alumni Association
* Member: National Association of College and University Attorneys
* Committee on Finance and Audit
* Honors and Awards Committee
* Annual Conference Committee
* Co-Chair, Board Advisory Council on Diversity and Inclusivity
* Committee on Strategic Planning
* Continuing Legal Education Committee
* Member: Indiana State Bar Association
* Member: Indianapolis Bar Association
* Member: Zeta Phi Beta Sorority, Inc.

**PAST COMMUNITY AND CIVIC ACTIVITIES**

* Board Member: Central Indiana Talent Alliance Executive Committee
* Board Member: United Way of Central Indiana
  + Member: Executive Committee
  + Co-Chair: Ready to Learn/Ready to Earn Committee
  + Member: Campaign Cabinet (Raised nearly $39 million)
* Board Member: Ohio University Alumni Association Board of Directors
* Board Member: National Association of Black Sports Professionals, Inc., National Advisory Board
* Director: National Consortium on Academics and Sports
* Selection Committee Member: National Association of Collegiate Directors of Athletics, The John McClendon Memorial Minority Scholarship
* Chair: Iowans for a Better Future
* Chair: Professional Technical Diversity Network
* Co-Chair: Milwaukee Educational Quality Commission
* Board Member: Supreme Court of Wisconsin, Board of Bar Examiners
* Founder and Chair: The Milwaukee Summer Law Internship Program
* Member: National Association of Diversity Officers in Higher Education
* Chair: Eastern Iowa Human Resources Association
* Co-Chair: Iowa’s Creative and Tech Corridor
* Co-Chair: State Bar of Wisconsin, Diversity Outreach Committee
* Member: American Bar Association, Standing Committee on Professional Discipline
* Member: American Bar Association, Commission on Opportunities in the Profession
* Member: American Inns of Court, Thomas E. Fairchild Inn of Court
* Member: Wisconsin State Bar Committee: Diversity Outreach

**JUDICIAL CLERKSHIP**

Law Clerk to the Honorable Chief Justice Brent E. Dickson, Indiana Supreme Court

**LICENSES AND CERTIFICATIONS**

* License: Admitted to Practice in the United States District Court, Northern District of Indiana
* License: Admitted to Practice in Indiana
* License: Admitted to Practice in Wisconsin
* Certificate: Intensive Negotiations for Lawyers and Executives, Harvard University Negotiation Institute
* Certificate: Certified Facilitator, Intercultural Development Inventory
* Certificate: Level One, CQ Facilitator, Cultural Intelligence Center