

January 20, 2019

Thomas Gregory Coley Cover Letter

Granger, Indiana 46530

Greetings:

I am writing to submit my application materials for a Regional President appointment with the Connecticut State Colleges Universities (CSCU) Community College System. I have included a detailed resume for consideration. I have served as a regional Chancellor with Ivy Tech Community College for seven and half years as part of a singularly accredited comprehensive statewide college. I believe my leadership and administrative experiences are aligned with your cited requirements and expectations needed to assist in the college's transition to a sustainable regional structure under a single accreditation. I have highlighted areas below where I believe my experiences and qualifications are aligned with the expectations that you are seeking in a Regional President.

I have over thirty five years of experience in higher education. Over these years I have fostered a healthy, collaborative environment to encourage growth, trust and cohesion through fair, respectful and transparent leadership. My leadership and administrative accomplishments have been based on achieving data and metric driven performance outcomes. In my current role, I was initially hired to lead the North Central region that included campuses in South Bend, Elkhart County and Warsaw. Three years later I was asked by the college president to serve as a chancellor for both the Northwest and North Central regions which included seven campuses with annual enrollments of over 20,000 students. In 2013, I completed the merger of the two regions as the first consolidation in Ivy Tech Community's plans to create greater efficiency in regional operations while maintaining quality educational opportunities. Within this merged bi-region operational structure there were seven campuses: East Chicago, Gary, Valparaiso, Michigan City, South Bend, Elkhart County, and Warsaw. This approach to efficiency reflected the college's commitment to low cost, accessible training, and postsecondary training. While in the role of bi-region chancellor, the former Purdue University Calumet Academic Learning Center was acquired to successfully resurrect the Nursing and Health Sciences in southern Lake County. The process of coordinating and integrating these multiple sites with complex operations required providing a matrix framework with each campus serving as both locus for student access and as cost centers. I instituted a six-sigma framework called---Responsibility, Accountability, Consult and Inform (RACI). As a six sigma organizing approach, RACI provided a systems process for discussing how to effectively operate at all levels and function as a bi-region. As a result, through process design and faculty/staff deliberation we developed or clarified cross-functional roles and responsibilities, while at the same time improved

communications across regions, campuses, departments and programs. The critical outcome from this process helped administrators, faculty and staff gain insights and respect for the roles and duties of others, particularly where legacy silos may have existed prior to the merger. In 2016, the college was restructured from fourteen regions to nineteen campuses under a new college president. I now serve as Chancellor for South Bend-Elkhart campus where i have placed an emphasis on adding new programs to meet the local training demand in manufacturing and health care related fields. Programs have been added Electrical, Advanced Automation and Robotics, Logistics/CDL and Certified Nursing Assistant.

In various administrative roles I have embraced collaborative outreach to ensure that the college is integral to meeting local and regional workforce and economic development needs and demands. For example, there is growing emphasis in our region on guided pathways that incorporate high school and incumbent work apprenticeships. I traveled with local employers and other educators from secondary and post-secondary sectors review the German and Swiss apprenticeship models in April 2018. As a result, Ivy Tech has become central to development of pathways for high school students who can complete work related certifications with dual credits and later complete an apprenticeship before graduating. I support a focus on data driven responses to the success we are having in helping students meet their educational goals in terms academic progress and completion. Through a strategic development process with Campus Board of Trustees I have clarified and articulated the college's educational metrics, and helped to provide evidence of quality based on assessment of learning outcomes. Through partnerships with school and corporate leaders we begun to articulate the worth of all credentials in the workplace for students and employers for high demand-high wage job in Elkhart and St. Joseph counties in Indiana. By getting the focus right, we will have a rich basis to tell the story of what is happening in the wall of classrooms and how we operate to meet the expectations---that is, increasing the postsecondary educational attainment, respond to training for a skilled workforce and transfer to baccalaureate institutions. These efforts will document and support the college's impact in the local community and the region.

I have a successful record of effective leadership at the executive level in complex higher education organizations, with significant fiscal responsibility. This includes experience with capital and operational budgets in fulfillment of the college's mission. I bring a background with experiences in working with elected officials at local, state and federal levels. At California State University-Fullerton, I was responsible for governmental relations and represented or attended with the president meetings with the California state legislature in Sacramento or with Congressional representatives in Washington, D.C in order to seek support for major capital outlay projects. In addition, I worked effectively with local government agencies and with businesses on issues related to economic development and workplace literacy; technology and management quality and student community service, and an U. S. President visit. I continue to work in the community through various boards such as Workforce Investment Boards in Northwest and North Central Indiana, St. Joseph County Chamber of Commerce and the Elkhart County Economic Development are key examples of how I have introduced the college constituent groups and leaders. Represent and advocate for the campus to build support and secure resources.

As President, I will provide the type of leadership that effectively promotes and advocates for the college's mission as a comprehensive community college. I have more twenty years of leadership in a comprehensive community colleges that have provided practical workforce related training in addition to traditional arts and sciences curriculum. I played a critical leadership role that builds partnerships to increase accessible higher education for broad segments of local and regional communities. For example, working closely the city of La Porte governmental leadership to establish a local Ivy Tech site focusing Logistics/CDL training and machine tool technology. As a result we were better able to respond to the Machine Tool and Robotics training needed to support the new Alcoa new plant operations in La Porte. Administrative leadership is important in developing these type of partnerships. Increasing these types of opportunities at the local level is essential to gaining efficiencies in program delivery and availability but also looking for the new opportunities for training and education that will address workforce and economic development. As Regional President, I will work to support all efforts toward program sustainability and success by maintaining and seeking new opportunities that are responsiveness to industry specific training needs. I see these types of partnerships with the community as a central priority. During my tenure as Chancellor at Ivy Tech approximately \$22 million has been raised in the North Central and Northwest regions. Strategic budget and institutional planning were included in each of my administrative positions.

In closing, I entered community college administration after nearly seventeen years at four-year colleges and universities. I made a conscious choice to transition to two-year colleges because of the overarching mission of equal access to public postsecondary education, which is a mission that is particularly meaningful to me as the first person in my family to attend college. As part my transition to community college leadership, I applied for and became a Kellogg Fellow with the League for Innovation Leadership Diversity Program to help validate that I would be able the make contributions in my administrative roles at community colleges. I am an enthusiastic, energetic leader who displays the highest degree of integrity, personal ethics, and tact. I have and will continue to display patience and active listening in developing collaborative working relationships. I have and will continue to promote the 'value-added' that a community college offers in terms of delivering quality education, training, and outreach that meet the interest and needs of the communities we serve. I welcome the opportunity to provide additional information as you consider my application and to meet to discuss of my qualifications for a Regional President position. Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Thomas G. Coley". The signature is written in black ink and is positioned below the word "Sincerely,".

Thomas G. Coley, Ph.D.

THOMAS G. COLEY, PH.D.
Chancellor
Ivy Tech Community College
South Bend-Elkhart

EDUCATION:

University of Wisconsin (Madison)

Ph.D., Major in Education Administration, Minor in Political Science, 1980

MA in Political Science, Major in Public Administration and Policy Analysis, 1975

Moorhead State University (Minnesota),

BA in Political Science, Cum Laude, 1974

TRAINING:

Kellogg Fellow, League for Innovation in the College and the Community College Leadership Program, 1993-1994

Association of Community College Trustees (ACCT) Leadership Institute, September 2002

Lincoln Foundation Awards (Illinois Baldrige Award) Examiner Training-Certificate, June 2003

Senior Fellow in Global Education Policy Focusing on India. Global Education Policy Fellowship Program. Institute for Educational Leadership. 2016

HONORS / AWARDS:

American Political Science Association Fellowship, 1974

Wisconsin Advanced Opportunity Fellowship, 1975

Phi Delta Kappa, Education Honor Society, 1980

Pi Lambda Theta, Graduate Education Honor Society, 1979

PROFESSIONAL BACKGROUND:

Ivy Tech Community College—South Bend-Elkhart 2016--present

Chancellor

College restructured from regions to campuses in fall 2016. Currently serve as senior administrator for three counties: St. Joseph, Elkhart and Marshal. Campus includes two locations: South Bend and Elkhart. Responsible for supervision of ten Cabinet level staff in order to achieve College's core values and policy objectives and goals; build new and varied community outreach and partnerships, including through fundraising opportunities; expand the availability of the College's instructional program and services and meet the needs of a diverse community and student body on the campus and the communities in the regions.

Accomplishments:

- Expanded programs at Elkhart County site in 2016-18 to meet community and industry needs in electrical engineering, welding, industrial maintenance (Advance Automation and Robotics), Commercial Driver Licensing (CDL)/Logistics, and Healthcare Support and Certified Nursing Assistant (CNA).
- Dual credit and Early College enrollments increased from 1,200 headcount to 6,900 headcount from 2011 to 2018.
- Supported work of faculty and students to establish site and services for “wrap- around” support center to address students’ needs in areas of food insecurity, healthcare services, and mental health counseling. With the executive director of resource development, we acquired over \$500,000 in donor funding to fund the staffing and services that has been in operations for two years.
- Travelled with local delegation of industry and educators in April 2018 to visit to Germany and Switzerland to study the apprenticeship model in each country. As a result of trip the campus provides or provides training and assessment for incumbent worker apprenticeship training for the largest manufacturing company in the region. Helped to develop with staff, community educators, and industry representatives the initial pathway design with the apprenticeship pathway with local schools based on dual credits earned manufacturing and Information Technology leading to certifications and certificate completion by 12th grade and Associate degree one after gradation while attending Ivy Tech.

Northwest and North Central Regions 2011--16

Chancellor

Served as senior administrator for bi-regional service area that included campuses in South Bend, Elkhart, Warsaw, Gary, East Chicago, Valparaiso and Michigan City with annual enrollment of 30,000 students. Was responsible for supervision of seven campus presidents

and eight other Cabinet level staff in order to achieve College's core values and policy objectives and goals; build new and varied community outreach and partnerships, including through fundraising opportunities; expand the availability of the College's instructional program and services and meet the needs of a diverse community and student body on the campus and the communities in the regions. Report directly to the college President.

Accomplishments:

- Provided plans for merger of the North Central and Northwest regions in 2012. Plans were approved by Ivy Tech President and State Trustees and served as basis for four other subsequent bi-regional mergers. Appointed chancellor of the first bi-region merger in April 2012.
- Opened new educational site in Crown Point-Merriville Indiana. The first permanent Ivy Tech educational site in south Lake County. The new site allows for the expansion of and quality improvements for Nursing and Health Sciences.
- Expanded new program offering in response to industry and community needs in Plymouth for Precision Machine Tool Technology; in Valparaiso for Machine Tool Technology; in La Porte for Commercial Driver Licensing (CDL)/Logistics and Certified Production Technician (CPT); in Elkhart for the RV Industry Certified Production Associate Training program; in Warsaw for the Orthopedic Lean Advanced Manufacturing Certification.
- Improved enrollment and student services by piloted and establish the Express Enrollment (One Stop) Center, expanded bookstore and open first dining service on the South Bend campus. The Express Enrollment Center has now become the model throughout the College for delivering improved enrollment services.
- Celebrated the completion of \$7.9 million campaign for Northwest region in 2014; as of 2015, raised \$2.4 million towards the building of a workforce training /advanced manufacturing center on the Elkhart County campus.

EASTERN IOWA COMMUNITY COLLEGE DISTRICT 2005 – 2011

Scott County, Iowa

President - Scott Community College

Managed and led the overall operations of the college with an enrolment of 6,100 students. Coordinated and directed the development financial resources and facility operations at multiple sites. Served as member of the Chancellor's Cabinet. The president served as the chief executive of the college in conformity with Board policies and administrative procedures.

Accomplishments:

- Established an evening transportation shuttle from west Davenport to the SCC campus sites from Fall 2006 to Spring 2007. The transportation service was in partnership with

River Bend Transit. The project received funding from the Riverboat Development Authority (RDA) in addition to college, state and federal transportation agency funds for two buses.

- Improved the college's wireless capabilities at the Kahl Educational Center and Belmont Campus. Wireless radio receptors have been installed in the Applied Technology Building, the Student Life Center, Library, and cafeteria Spring. Students, faculty, and staff have wireless Wi-Fi hot spots in these areas.
- Helped lobby for and received federal funding of \$490,000 earmarked for design and construction of a second roadway entrance for the Belmont campus, as well as expand the existing roadway. Total project costs were \$4 million.
- New physical sciences labs were designed and constructed totaling 14,000 square feet at the cost of nearly \$5 million. Labs were available for instruction Spring 2010.
- Applied Technologies instructional facilities renovations and addition of more than 25,000 square for a cost of \$2.5 million.
- Completed construction for a new Culinary Arts and Hospitality Building for a cost of \$2.5 million.
- Implemented new Surgical Technology program started Fall 2009 and Restaurant Management program started Spring 2011.

Vice Chancellor, Instruction 2008 – 2011

Was responsible for leading the development and evaluation plans for instructional programs and services in the district. Coordinate the program evaluation process for vocational technical programs in the District. Chair the District's Instructional Council.

Accomplishments:

- Added new program development for the District in Automotive Virtual Paint; Surgical Technology; Environmental Conservation, Veterinarian Technician and Laboratory Technician.
- Increased the number of articulation agreements with two- and four-year colleges.
- Achieved approval of the district's first Academic Plan.
- Established a cost modeling structure for instructional decision making.

Vice Chancellor for Technology and Communications Systems 2005 – 2008

Provided leadership in the development of the strategic and cost-effective use of technology initiatives to enhance teaching, learning, communication, and work throughout the district. As a member of the Chancellor's Cabinet, provided visionary leadership towards enhancing the district's effectiveness, quality and innovation through technology.

Accomplishments:

- Provided leadership for the development, funding, implementation, and evaluation of short- and long-range district-wide strategies for the use of technology in teaching, learning, student service, and communication.
- Provided ongoing management of the district's software conversion systems, processes, procedures and continuous improvement.
- Chaired a district-wide committee of administrators, faculty and staff which focuses on the implementation of technological innovation to improve teaching, learning and service.
- Led the preparation and implementation of short and long-range EICCD Technology Master Plans.
- Approved district-wide standards for workstations, software, multimedia classrooms and all related technology infrastructure equipment.

BLACK HAWK COLLEGE 2000 – 2005

Moline, Illinois

Vice President, Instruction and Student Services

Served as the chief academic and student services officer for the District. Responsible for leadership in establishing priorities and objectives and in planning for the current and long-range educational, financial, personnel, and facilities needs for the District's instructional programs.

- Coordinated faculty and administrative efforts to establish student learning outcomes and assessment in the College District.
- Prepared the annual instruction and student services budgets as approved by the Board of Trustees.
- Reviewed academic policies and activities of groups and organizations functioning as part of the District instructional programs including emergency appointment of personnel and authorization of expenditures to meet urgent and unexpected needs.
- Supervised instructional and student support services deans in the formation of annual and long range financial facilities plans, and in the development and maintenance of appropriate administrative organization and management program for institutional resources, including facilities and equipment, to assure accomplishment of the institutional and instructional missions.
- Represented the College at local, state, regional, and federal agencies, associations, and organizations in the promotion of the District's instructional programs interests.

Accomplishments:

- Built tech prep and dual enrollment partnerships with high schools in Black Hawk College's service area. Dual enrollment increased by more than 50%.

- Worked with faculty unions and senates to establish student learning and learner focused processes as part of faculty development, post-tenure evaluation, and promotion in rank.
- Created greater synergy in the development of the College's academic programs and directed focus on the role department chairs as instructional leaders by reorganizing and reducing academic departments.
- Led the College's initiatives to establish international partnerships. I attained letters of intent to deliver ESL training with the Ministry of Education's China Study Center for International Exchange in Beijing, People's Republic of China in 2001-02. In addition, as a member of the Moline Sister City delegation, participated in discussions for creating student exchanges and educational training in Salvatierra, Mexico during July 2002.

CUYAHOGA COMMUNITY COLLEGE 1997 – 2000

Cleveland, Ohio

Assistant Vice President, Academic and Student Affairs

Led the development and implementation of college student service initiatives.

- Supervised the District-wide Director of Student Financial Assistance, the Director of Student Support Systems, and the Director of the College Information Center, in support of college-wide enrollment management and general information requests.
- Supervised the Administrative Coordinator and the Lead Analyst for Title III projects that totaled \$1.67 million over five years in grant support from the Federal Department of Education.
- Served as the lead administrator for the successful 10 years re-accreditation from the North Central Association (Accreditation) of Colleges and Universities.
- Provided administrative oversight and support to the College's student outcomes assessment initiatives. Coordinated the preparation of the College's catalog and schedule booklets each term with the Office of Public Affairs and Information.
- Participated as a member of the Deans Counterparts Council to promote and support college-wide integration of plans, policies, and programming between academic and student affairs services.
- Reported to the College President and the Executive Vice President for Academic and Student Affairs for enrollment growth and management, including serving as chair of the college-wide Growth Enrollment Management (GEM) steering committee, which assisted in achieving enrollment growth.

Accomplishments:

- Coordinated the development and implementation of the College's enrollment growth model. Enrollment decline was reduced by three percent between Fall 1998 and Spring 2000.

- With the Executive Vice President for Academic and Student Affairs, Dr. Sunil Chand, developed and attained a \$1.4 million federal Title III-Strengthening the Institution grant with funding over a three-year period. Served as the project director of grant during implementation and achieved outstanding external performance reviews for administering the three projects in the grant.
- Developed and established operations for the College Information Center as a new unit of the college with a budget of \$1 million in technology and personnel. The Center served four campus sites and provided a professional customer service approach to responding to enrollment related inquiries and follow-up.
- Served as self-study coordinator, with Dr. Curtis Gooden, for the college's re-accreditation by the Higher Learning Commission. Organized all administrative support throughout the process, from co-chairing the self-study steering committee and organizing arrangements for the visiting team visit. The College received a 10-year unconditional re-accreditation in Spring 2000.

OREGON STATE SYSTEM OF HIGHER EDUCATION 1990 – 1997

Eugene, Oregon

Assistant Vice Chancellor, Office of Academic Affairs

Reviewed institution proposals for new undergraduate and graduate instructional programs, centers, and institutes, and other assignments related to academic program allocation in the Oregon State System of Higher Education (OSSHE).

- Monitored general education degree requirements; coordinated OSSHE/community college curriculum articulation; monitored guidelines and procedures for implementation of block transfer agreement with community college and lower-division common course numbering system; community college transfer students and of minority and other underrepresented students.
- Maintained liaison with appropriate state, regional and federal agencies as well as work with campus representatives, State Higher Education Board members, and other public and private agencies related to areas of specialization.
- Represented the System on the State System/Community College Coordinating Committee, the Oregon Mathematics Education Council, the State composition Advisory Committee, and the Oregon Joint Boards Articulation Commission.
- Managed more than \$1.5 million in annual scholarships.

Accomplishments:

- Served as administrative liaison for creating Oregon's first Joint Boards Articulation mandated by the State Board of Higher Education and the Board of Public Education. In addition, worked with community college and four-year college presidents and staff to

implement policies and procedures for students to transfer seamlessly from two-year to four-year institutions.

- Helped organize and facilitate discipline-based faculty groups to create the State's common course numbering system for all courses offered during the first two years college as the State System of Higher Education representative.
- Achieved State Board of Trustees' approval for plans to assist college-level efforts to increase minority-group student enrollment and to hire minority group faculty. Minority group student enrollment grew by two percent and faculty hires and retention by five percent over a six-year period.
- Served a member of the Oregon Partnership for Quality Taskforce where I contributed to statewide guidelines for credit-based training related to continuous quality improvement.

CALIFORNIA STATE UNIVERSITY-FULLERTON 1986 – 1990

Fullerton, California

Executive Assistant to the President, Office of the President

Served as governmental and community liaison: met with and informed state legislative and congressional representatives on issues and interests important to the Fullerton campus.

- Represented the President on the campus Long-Range Planning and Priorities Committee as well as the Budget Advisory Committee. Responsible for agenda setting and action item follow-up for the University Advisory Board (community leader advisors to the President) and the President's Advisory Panel (all management-level staff and leaders of the Academic State and Associated Students).
- Developed and managed privately supported programs promoting academic excellence and student retention.
- Responsible for the budgetary oversight of the intercollegiate athletics program (\$4.2 million budget).
- Organized and coordinated campus information campaigns in support of capital outlay state facilities bond referendums.
- Identified important issues confronting the campus and developed appropriate background information and data to produce policy action recommendations for the President. Prepared speeches, position papers, and reports for the President.
- Convened university groups/committees along with the Office of University Relations and Development to launch new university ventures.

Accomplishments:

- Assisted the president in lobbying annually for major capital facilities at the state capitol in Sacramento. Personally met with staff of legislators from the College's district to

present information and answer questions about a project and prepared testimony for the president during presentations to the legislative committees.

- Organized information campaign for local and state referendums in support of the college.
- Assumed responsibility for the Athletic Department and eliminated a \$1.2 million deficit.
- Managed the presidential scholars program and assisted the president in fund raising for twenty scholarships annually.
- Successfully achieved funding from the Educational Foundation for Black Americans to establish the Mentoring Network Program to assist minority group student retention in high school and in college.

UNIVERSITY OF MARYLAND-COLLEGE PARK 1980 – 1986

College Park, Maryland

Assistant Provost, Division of Human and College Resources 1982 – 1986

Performed duties in areas of academic long-range planning and program development.

- Monitored and produced reports on desegregation and affirmative action compliance and goal attainment efforts.
- Chaired the Division Program, Courses, and Curricula Committee (PCC), which reviewed interdisciplinary academic program proposals; assisted deans and directors in academic search procedures.
- Served as liaison to Division Computer Technology Committee responsible for long-range plans for procurement and utilization of computer-related technology.
- Planned and implemented policies related to Division support for faculty development and student recruitment.
- Coordinated academic program and administrative reviews.

Accomplishments:

- Successfully recruited students from historically black colleges attend graduate school at the University of Maryland.
- Established the first computer based classroom in the Division.

TEACHING BACKGROUND:

UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE 2010 – 2011

Adjunct Faculty

Doctor of Management for Community College Professionals Program (online)

- Provided graduate instruction in higher education policy management and analysis.

University of Phoenix 2002-2010

Online Instructor

Undergraduate courses in Political Science

Graduate courses in Education Policy

UNIVERSITY OF OREGON 1990 – 1997

Eugene, Oregon

Department of Education Policy and Management

Associate Professor (Adjunct)

University of Maryland-College Park 1980 – 1986

Assistant Professor, Department of Education Policy, Planning and Administration

Was responsible for instruction, research, and public service. Areas of instruction included Organization Theory and Management, Personnel Management and Collective Bargaining, and Policy decision-making. Research interests included organizational design and assessment, personnel staff development and management, and organizational learning process.

Accomplishments:

- Developed the Personnel management and collective bargaining course.
- Doctoral committee chair and advisor.

PRESENTATIONS:

- “The Employment Relationship in Higher Education: A Relative Contract Perspective,” presented at the American Education Research Association, New Orleans, LA. April 1984.
- “Perceptions of the Employability of an Aging Workforce in a Technological Society,” presented at the American Education Research Association in New Orleans, LA. April 1984.
- “An Educative Perspective of Managing Changing Organization,” presented at the American Educational studies Association, Milwaukee, WI. November 1983.
- “Strategic Management of a Maturing Labor Force,” with George T. Baker, invited presentation at NATO Conference on Aging and Technology, University of Southern California, Los Angeles, CA. August 1983.
- “Towards an Alternative Model for Managing Changing Organizations: A Learning Developmental Approach,” Organization Policy and Development Conference, University of Louisville, Louisville, KY. May 1983.

- “Implementation of Faculty Assignments Under Court-Ordered School Desegregation: Armstrong et al vs. Board of Directors of the City of Milwaukee,” American Education research Association, New York, NY. March 1982.
- “The Influence of State Management Structures on Unionization and Personnel Salary Changes Among School Districts, with I. Philip Young, American Educational Research Association, New York, NY. March 1982.
- “Ethical Criticism: The Role of Ethics in Educational Policy Analysis,” American Educational Studies Association, Boston, MA. November 1981.
- “Research and Student School Attendance: An Agenda, Conference of Educational Administrators and Supervisors of Maryland Annual Convention, Baltimore, MD. October 1981.
- Educational Access and Achieving Diversity in Oregon Public Higher Education.” Paper given at the conference on Affirmative Action: Too Much or Not Enough, University of Oregon Law School, Eugene, OR. April 3, 1991.
- “The Future of Minority Teacher Education.” Testimony in support of Minority Teacher Workforce Legislation, House Education Committee, Salem, OR. June 4, 1991.
- “Institutional Cultures and Multicultural Relations in Education.” Paper given at the Common Ground Conference, Southern Oregon State College, in Ashland, OR. October 1991.
- “Education Reform and Its Impact on Students of Color,” Pacific Association of College Admissions and Registrar Officers, Reno, NV. November 1993.
- “Access and Articulation in School-to-Work Transition: Meeting the Challenges of Vocational /Academic Curriculum Integration at the State Level.” School-to-Work Transition: Educators’ Roles in School-to-Work Transition conference. Sponsored by the National center for Research in Vocational Education, Baltimore, MD. July 14, 1994.
- “Leadership Diversity: The Development of Community Leaders through Networking.” Leadership 2000 Conference, League for Innovation in the Community College, San Diego, CA. July 18, 1994.
- “Future Relationships between Community Colleges and Higher Education in Oregon” panel presentation. Oregon Community College Association, Portland, OR. October 28, 1995.
- “Cuyahoga Community College’s Information Call Center: Successfully Changing to Technology-Based Student Services,” Conference on Information Technology, League for Innovation. Miami, FL. November 2, 1998.
- “Electronic Based Support for Enrollment Service Delivery” Conference on Information Technology, League for Innovation in the Community College. Chicago, IL. November 14, 1999.
- “The Strategic Use of Partnerships in the Development of Online Degree Courses and Certificates” presented Dr. Keith Miller, President of Black Hawk College, Fifth China-USA Conference on Education, Beijing, People’s Republic of China, June 15, 2001.

- “A Cooperative Role for Community College Partnerships in China’s Basic Education Reform,” China International Education Exhibition 2001, China Education Association for International Exchange, Beijing, People’s Republic of China, October 19, 2001.

PUBLICATIONS:

- “Promoting Women’s Participation in Higher Education” with Susan Weeks and Gary Christensen, Oregon State System of Higher Education. Eugene, OR, 1992. Journal of Resources in Education, June 1993, ED 353866.
- Implementation of Planned Educational Change: A Multivariate Analysis of the Decision Source for Change Organizational Commitment Job Satisfaction among IGE Teachers,” Technical Report NO. 548, 201 pages, Wisconsin Research and Development Center for Individualized Schooling, University of Wisconsin, Madison, WI, July, 1980.
- “The Implementation of Planned Educational Change: A Theoretical Discussion,” Technical Report No. 549, 31 pages, Wisconsin Research and Development Center for Individualized Schooling, University of Wisconsin, Madison, WI, July, 1980.
- “Towards an Alternative Model of Managing Changing Organizations: A Learning Developmental Approach,” in Organization and Policy Development, University of Louisville Press, Louisville, KY, 1984.
- “The Employment Relationship in Higher Education: A Relational Contract Perspective,” Journal of Higher Education Abstracts, 1984.

PROFESSIONAL / CIVIC AFFILIATIONS:

St. Joseph County Chamber of Commerce Board, Member, 2015-present

OrthoWorx U|IAB Advanced Manufacturing Council, Member, 2013-present

Northwest Workforce Development Board, Member, 2012-present

Elkhart County Economic Development Board, 2011-present

North Central Workforce Investment Board, Member, 2011-present

Ronald McDonald House Charity Board, Member, 2012-14

South Bend Diversity Utilization Board, Vice President, 2012-14

Bethany Children and Families, Board Member, 2009-11

Quad Cities United Way, Board Member, 2008-11

United Neighbors-Davenport, Board Member, 2005-11

Quad-Cities American Red Cross, Board Member, 2007-2010

Iowa Quad Cities Chamber of Commerce, Board Member, 2006-2010

Bettendorf Chamber of Commerce, Board Member, 2007-2009

Sacred Heart Catholic School Board of Education, Board Member, 2002-2003

National Council of Instructional Administrators, Board Member and Secretary, 1997-2005

American Association of Community Colleges Marketing and Communications Commission Member, 2006-2009; Workforce and Economic Development Commission, 2003-2005

Thomas G. Coley References
