

## CURRICULUM VITAE

### JAMES CHARLES VOTRUBA

#### OFFICE

Northern Kentucky University  
Nunn Drive, 469 MEP  
Highland Heights, Kentucky 41099  
Telephone: 859/572-7975  
Fax: 859/572-1392  
E-mail: votruba@nku.edu

#### ADMINISTRATIVE APPOINTMENTS

**2012-Present Northern Kentucky University  
President Emeritus and Professor of Educational Leadership**

**1997-2012 Northern Kentucky University  
President**

**Description:** Northern Kentucky University is a rapidly growing comprehensive university located five miles from downtown Cincinnati in a metropolitan region of 2.3M people. The University serves nearly 16,000 students on its Highland Heights campus and at distributed learning centers located throughout the region. A broad array of undergraduate, graduate, and professional programs are offered through the colleges of Arts and Sciences, Business, Education and Human Development, Health Professions, Informatics and the Salmon P. Chase College of Law. Several interdisciplinary centers and institutes enhance the undergraduate experience, support faculty research, and serve the needs of the metropolitan region. They include the Center for Integrative Natural Science and Mathematics, the Fifth Third Entrepreneurship Institute, the Institute for Applied Ecology, the Scripps Howard Center for Civic Engagement, and the Metropolitan Education and Training Services Center. The President reports to the Northern Kentucky University Board of Regents. The University's annual budget is approximately \$250M. Over the past decade, NKU has become a national leader in the area of community engagement.

**1989-1997 Michigan State University  
Vice Provost for University Outreach and Director of \$10.2M Kellogg Foundation  
Lifelong Education Grant**

**Description:** In 1989, Michigan State University was focused on defining what it meant to be a 21<sup>st</sup> century land grant university. The vice provost position was created in 1989 to oversee all aspects of the University's academic outreach mission which involved extending and applying the research, teaching, and professional expertise of the faculty for the direct benefit of external audiences. Responsibilities spanned all fourteen colleges, over 100 academic departments, centers and institutes, and the Michigan Cooperative Extension Service. Strong liaison role with a broad range of external constituencies including government, foundations, business and industry, K-12 education, and a variety of community-based organizations. During this period, Michigan State emerged as a national model for imbedding outreach as a core institutional mission at the college and departmental level. The Kellogg grant supported this work and spanned 1989-1995.

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**1988-1989 State University of New York at Binghamton****Interim Provost and Vice President for Academic Affairs**

**Description:** Binghamton is nationally recognized for its commitment to undergraduate education (annually described as a “Public Ivy”) and to centers of nationally recognized research excellence. The Provost and Vice President for Academic Affairs was responsible for all academic planning, resource allocations, and decisions related to faculty appointment, promotion, and tenure. Reporting units included the College of Arts and Sciences (Harpur College) and the schools of Engineering, Education and Human Development, Business, and Nursing as well as the Library, Admissions, and Intercollegiate Athletics.

**1983-1988 State University of New York at Binghamton****Dean, School of Education and Human Development**

**Description:** Chief administrative officer for a college comprised of four departments, 50 faculty members, 1,000 undergraduates, and 300 graduate students. Undergraduate programs in computer science/information science, criminal justice, human service administration, organizational studies, and American studies. Master’s programs in applied social science and education (elementary, secondary, reading, and special education). Doctoral programs in elementary, secondary, reading, and special education. All undergraduate and graduate degree programs strongly linked with the arts and science disciplines.

**1979-1983 University of Illinois at Urbana-Champaign****Associate Director, Office of Continuing Education and Public Service**

**Description:** University-wide leadership for the continuing education and public service mission. Administrative responsibility for the Division of Extramural Courses and the Allerton Conference Center. Liaison with academic governance, the Graduate College, and the major academic units. Director of a project designed to strengthen faculty incentives and rewards for continuing education and public service involvement. Liaison with other Illinois postsecondary institutions and consortia.

**1977-1979 University of Illinois at Urbana-Champaign****Head, Division of Extramural Courses  
Office of Continuing Education and Public Service**

**Description:** Campus-wide leadership for off-campus credit courses and programs offered by the university throughout the state. Liaison with the Graduate College and the major academic units related to off-campus instruction. Liaison with other Illinois postsecondary institutions.

**1974-1977 University of Illinois at Urbana-Champaign****Assistant Head, Division of Extramural Courses  
Office of Continuing Education and Public Service**

**Description:** Program development and administration related to off-campus credit courses offered by the university throughout the state. This was at a time when the University was placing a new priority on serving the adult learning needs of Illinois.

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**EDUCATION**

**Institute for Educational Management**, Harvard University (1980)  
A six-week leadership institute for senior administrative officers of colleges and universities.

**Ph.D., Michigan State University** (1974)  
Major: Higher Education Administration  
Minors: Sociology and Political Science

**M.A., Michigan State University** (1970)  
Major: Interdisciplinary Social Science with emphases in Political Science and Sociology  
Minor: Social Foundations of Education

**B.A., Michigan State University** (1968)  
Major: Political Science (“with Honor”)  
Minor: Sociology

**ACADEMIC APPOINTMENTS**

- 1997-Present Professor of Educational Leadership (with tenure)  
Northern Kentucky University
- 1989-1997 Professor of Higher and Adult Education (with tenure)  
Michigan State University
- 1983-1989 Professor of Higher Education (with tenure)  
State University of New York at Binghamton
- 1981-1983 Associate Professor of Higher Education  
Member of the Graduate Faculty  
University of Illinois at Urbana-Champaign
- 1977-1981 Assistant Professor of Higher Education  
Member of the Graduate Faculty  
University of Illinois at Urbana-Champaign

**SELECTED PROFESSIONAL LEADERSHIP**

- AASCU-Penson Professional Development Center Board of Directors (2016-Present)
- AASCU-Penson Professional Development Senior Associate (2017-Present)
- Duvall Leader in Residence, University of Kentucky (2017)
- Senior Fellow, American Association of State College and Universities (2012-2013)
- Chair, AASCU Task Force on College Readiness (2010-2012)
- Chair, American Association of State Colleges and Universities Board of Directors (2009-2010)
- President, Coalition of Urban and Metropolitan Universities (2004-2006)

- Faculty member, American Association of State Colleges and Universities New Presidents Academy (2004-2006)
- Faculty member, Harvard University School of Education Institutes for Higher Education (1995-2009)
- Vanguard Initiative on Kentucky Teacher Education Reform, Steering Committee (2013-Present)
- Northern Kentucky Education Council Board of Advisors (2010-Present)
- National Campus Compact Board of Directors (2004-2010)
- Council of Presidents, Association of Governing Boards of Universities and Colleges (2002-2011)
- Board of Directors, Kentucky Science and Technology Corporation (2002-2012)
- Chair, Kentucky Council of College and University Presidents (2001-2003)
- Chair, American Association of State Colleges and Universities National Task Force on Public Engagement (1999-2002)
- National Advisory Council, Michigan State University College of Education (1999-present)
- Editorial Board, Journal of Higher Education Outreach and Engagement, University of Georgia (1992-present)
- Executive Committee, Commission on Outreach and Technology Transfer National Association of State Universities and Land-Grant Colleges (1992- 2000)
- Chair, Council on Extension, Continuing Education, and Public Service National Association of State Universities and Land-Grant Colleges (1991-92)
- Executive Committee, Council on Extension, Continuing Education, and Public Service, National Association of State Universities and Land-Grant Colleges (1988-1992)
- American Council on Education (ACE) Commission on the Adult Learner (1986-88)
- Editorial Board, Lifelong Learning (1984-86)
- Primary Review Team, W. K. Kellogg Foundation National Fellowship Program (1984)
- Advisory Board, Project on Health Promotion, Disease Prevention, School of Allied Health, State University of New York-Stony Brook (1983-86)

**SELECTED BOARDS AND COMMUNITY ENGAGEMENT**

- Horizon Fund Council (2017-Present)
- Chair, Horizon Fund Grants Committee (2017-Present)

- Co-Chair, Northern Kentucky Kindergarten Readiness Task Force (2015-Present)
- Post-secondary Education Advisory Group, Kentucky Chamber of Commerce (2016-Present)
- St. Elizabeth Healthcare Board of Trustees, Member 2012-Present, Chair (2015-Present)
- Prichard Committee for Academic Excellence (2012-Present)
- Vision 2015 Executive Committee (2005-present)
- Chair, Northern Kentucky CEO Roundtable (2012-present)
- United Way of Greater Cincinnati Board of Directors (2002-2012)
- Chair, United Way of Greater Cincinnati Research Council (2006-2012)
- Chair, Vision 2015 Northern Kentucky Regional Visioning Process (2005)
- Chair, Kentucky Campus Compact (2004-2012)
- The Bank of Kentucky Board of Directors (2013-2015)
- St. Elizabeth Healthcare Board of Trustees, Compensation Committee, Strategic Planning, Committee, Audit Committee (2012-present)
- Taft Museum of Art Board of Directors (2012-2014)
- Ohio National Mutual Holdings, Inc. Board of Directors Executive Committee, Audit Committee, Governance Committee (2003-present)
- Co-Chair, Greater Cincinnati Metropolitan Growth Alliance (2000-2002)
- Cincinnati Art Museum Board of Trustees (2001-2011)
- Greater Cincinnati Chamber of Commerce Board of Directors (2001-2012)
- Metropolitan Club Board of Governors (2001-present)
- Forward Quest Board of Directors, Regional planning body for Northern Kentucky (1998-2005)
- Urban Learning Center Board of Directors (1998-2008)
- National Conference For Community and Justice (formerly the National Conference of Christians and Jews) Board of Directors (1998-present)
- Greater Cincinnati Consortium of Colleges and Universities Board of Directors (1997-2008)
- Northern Kentucky Chamber of Commerce Board of Directors and Executive Committee (1997-2012)

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- Tri-County Economic Development Corporation Board of Directors (2004-2011)

**AWARDS AND RECOGNITIONS**

- American Heart Association, Heart of the City Award honoring James C. and Rachel M. Votruba (2018)
- Great Living Cincinnatian Award, Cincinnati USA Regional Chamber (2016)
- Hero Award, United Way of Greater Cincinnati (2015)
- Northern Kentucky Business Hall of Fame (2014)
- Northern Kentucky University Lincoln Award honoring James C. and Rachel M. Votruba (2013)
- David Lee Holt Northern Kentucky University Athletics Hall of Fame (2013)
- Northern Kentucky Imagemaker Award (2012)
- Northern Kentucky Legacy Leadership Annual Impact Award (2012)
- Naming of the Northern Kentucky University Student Union in honor of James C. and Rachel M. Votruba
- Northern Kentucky University honorary doctorate in educational leadership (2012)
- Greater Cincinnati United Way 2012 Impact Leadership Award
- Covington Education Foundation 2011 Person of the Year Award
- Metropolitan Club Award for regional leadership, 2009
- National Multiple Sclerosis Society Silver Hope Award (2007)
- Redwood Community Service Award (2007)
- Dan Beard Citizenship Award (2006)
- Northern Kentucky Chamber of Commerce Unity Award “for leadership in determining the future of Northern Kentucky” (2006)
- Governor’s Economic Development Leadership Award (2006)
- Girl Scout Council of the Licking Valley 2005 Distinguished Citizenship Medal
- American Association of State Colleges and Universities 2004 President-to-Presidents Lecture

- A.D. Albright Award for Outstanding Educational Leadership, presented annually by the Northern Kentucky Chamber of Commerce (May, 2003)
- Commemorative tree planted to honor five years of outstanding leadership by President James C. Votruba, Northern Kentucky University Faculty Senate (September, 2002)
- 2001 Distinguished Alumni Award, Michigan State University
- 2000 Distinguished Alumni Award, Michigan State University College of Education
- Outstanding Leadership Award, Northern Kentucky University Faculty Senate (September 2000)
- Outstanding Achievement Award by the Michigan Maternal and Child Health Council (1996)
- National University Continuing Education Association, International Futures Award for Exceptional and Innovative Leadership in Continuing Higher Education (1994)
- W. K. Kellogg Foundation National Fellow (1980-83)
- “Outstanding Teacher” recognition for five consecutive years, College of Education, University of Illinois at Urbana-Champaign (1978-83)
- Rockefeller Foundation Presidential Fellow, Michigan State University (1972-73)

**EXTERNAL GRANTS**

- \$100,000 grant from the W. K. Kellogg Foundation to support the work of the AASCU Task Force on Public Engagement (2001-2003)
- Project Team Leader, \$5M grant from the National Institute of Standards and Technology to design and implement an electronic communications network to support the development of small and medium-sized manufacturing firms (1993-95)
- Director and PI, \$10.2M W. K. Kellogg Foundation Lifelong Education Grant, Michigan State University (1989-95)
- Director and PI, W. K. Kellogg Foundation Grant to create the Michigan Political Leadership Program, one year, \$200,000, Michigan State University (1992-94)
- Director and PI, W. K. Kellogg Foundation Multidimensional Excellence Grant, one year, \$100,000, Committee on Institutional Cooperation (1992-93)

**INTERNATIONAL EXPERIENCE**

- Expanded international emphasis while President of Northern Kentucky University (1997-2012)
- Institutional Design Team, Carthage Institute of Technology, Tunis, Tunisia, United States Agency for International Development (1988-89)

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In conjunction with my work as a W. K. Kellogg Foundation National Fellow, I studied the public role of higher and adult education in selected countries of Europe, Africa, Latin America, and Southeast Asia. (1980-83)

## PUBLICATIONS

### Books and Monographs:

Jenkins, Davis, Kadlec, Alison, Votruba, James, “The Business Case for Regional Public Universities to Strengthen Community College Transfer Pathways (with Guidance on Leading the Process)” in HCM Maximizing Resources for Student Success, July 2014

Beere, C.A., Votruba, J.C., and Wells, G.W., Becoming An Engaged Campus: A Practical Guide for Institutionalizing Public Engagement. San Francisco, CA: Jossey-Bass Publishers, 2011.

Votruba, J.C., ed. Serving America’s Future: Increasing College Readiness. Report of the American Association of State Colleges and Universities’ Task Force on College Readiness. Washington, DC: American Association of State Colleges and Universities. 2013

Votruba, J.C., ed. Stepping Forward As Stewards of Place: A Guide for Leading Public Engagement at State Colleges and Universities. Report of the American Association of State Colleges and Universities’ National Task Force on Public Engagement. Washington, DC: American Association of State Colleges and Universities, 2002.

Votruba, J. C., ed. New Directions for Continuing Education: Strengthening Internal Support for Continuing Education. San Francisco: Jossey-Bass, 1981.

### Book Chapters, Articles, Published Lectures and Testimony:

Tuama, S.O., Fitzgerald, H.E., Sandmann, L.R., Votruba, J., “Mapping the Field of Adult & Continuing Education” Volume Four. Chapter 66. “Community-Engaged Universities: Beneficial Exchanges. Sterling, Virginia: Stylus Publishing, LLC, 2017.

Combes, J.R., and Totten, M.S., Center for Healthcare Governance, “Succession Planning: The Board-CEO Partnership” in Governance Insights, Healthcare Executive. May/June 2016.

Votruba, J.C., “Achieving and Sustaining High Performance” in Public Purpose, Winter 2012. Washington, D.C. The American Association of State Colleges and Universities.

Votruba, J.C., “Forward” in the Handbook of Engaged Scholarship, Volumes I and II. East Lansing, MI. Michigan State University Press, 2010

Votruba, J.C., “Regional Planning and University Leadership” in Metropolitan Universities. Indiana University Purdue University Press. 2009



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- Votruba, J.C., "Leading the Engaged Institution." in Higher Education for the Public Good. Eds. A.J. Kezar, T.C. Chambers, and J.C. Burkhardt. San Francisco, CA: Jossey-Bass Publishers, 2005.
- Votruba, J.C., "Leading the Engaged University". American Association of State Colleges and Universities 2004 President to President Lecture. Published by the American Association of State Colleges and Universities, 2005.
- Votruba, J.C., "The University's Role in Workforce Development", testimony before the United States Senate Committee on Health, Education, and Labor. The Congressional Record, March 2004.
- Votruba, J.C., and B.A. Holland. "Learning to Give: Incorporating the Practices of Leadership and Philanthropy in Civic Education at a Metropolitan University" in Learning To Serve: Promoting Civil Society Through Service Learning. eds. L. A. K. Simon, M. Kenny, K. Brabeck, and R. M. Lerner. Norwell, MA: Kluwer Academic Publishers, 2000.
- Votruba, J. C., Commentary in "Looking at Postsecondary Education in Kentucky." The Kentucky Journal. Ed. Diana J. Taylor. Frankfort, KY: Kentucky Center for Public Issues, 2000.
- Votruba, J. C., "Forward." In Serving Children and Families Through Community-University Partnerships: Success Stories, ed. R. M. Lerner, and T. R. Chibucos. Norwell, MA: Kluwer Academic Publishers, 1999.
- Votruba, J. C., "Implementing Public Policy Education: The Role of the University Central Administration." In Social Change, Public Policy, and Community Collaborations: Training Human Development Professionals for the Twenty-First Century, ed. P. Ralston, R. M. Lerner, A.K. Mullis, J. P. Murray, and C. B. Simerly. Norwell, MA: Kluwer Academic Publishers, 1999.
- Ross, C., and Votruba, J. C., "Afterwords." In Social Change, Public Policy, and Community Collaborations: Training Human Development Professionals for the Twenty-First Century, ed. P. Ralston, R. M. Lerner, A. K. Mullis, J. P. Murray, and C. B. Simerly. Norwell, MA: Kluwer Academic Publishers, 1999.
- Fitzgerald, H.E., Abrams, A., Church, R. L., Votruba, J. C., & Imig, G. L. "Applied Developmental Science at Michigan State University: Connecting University Community Via Programs for Children, Youth, and Families." In Journal of Research on Adolescence. Vol. 6 no. 1 (1996).
- Votruba, J. C., "Strengthening the University's Alignment with Society: Challenges and Strategies." In Journal of Public Service and Outreach. By University of Georgia, in press (June 1996).
- Votruba, J. C., "The University's Social Covenant, a Vision for the Future." In Adult Learning, vol. 7, no. 3 (Jan./Feb. 1996).
- Lerner, R. M., Abrams, L. A., Hoopfer, L. C., McKinney, M. H., Miller, J. R., Ostrom, C. W., Taylor, C. S., Terry, P. A., von Eye, A., Villarruel, F. A., & Votruba, J. C. "Training Applied Developmental Scientists for Community Outreach: The Michigan State University Model of Integrating Science and Outreach for Children, Youth, and Families." In Applied Developmental Science: Graduate Training for Diverse Disciplines and Educational Settings. Ed. C. B. Fisher, J. Murray, & I. Sigel. Norwood, NJ: Ablex Publishing Company, 1995.

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- Votruba, J. C., "University of Wisconsin - Extension in the 21<sup>st</sup> Century." In News & Ideas, University of Wisconsin Extension, vol. 2, no. 5 (Oct./Nov. 1995).
- Votruba, J. C., "Transforming Universities for the Knowledge Age: Continuing Education's Leadership Role." In Challenge and Change: Creating a New Era of Collaboration in Adult Continuing Education, ed. W. Young and R. Mason. DeKalb, IL: LEPS Press, 1993.
- Votruba, J. C. "Promoting the Extension of Knowledge in Service to Society." Metropolitan Universities: An International Forum, 3, no. 3 (Winter 1992).
- Votruba, J. C., "Posing Questions About the Role and Mission of University-based Residential Conference Centers." In Proceedings of the Kellogg Conference on University-based Residential Continuing Education, ed. J. Pappas and J. Jarman. Norman, OK: University of Oklahoma Press, 1992.
- Votruba, J. C. "Renewing the Land-Grant Mission." The Street Corner by Center for Urban Affairs at Michigan State University, 6, no. 1 (Winter 1991).
- Votruba, J. C., "Enhancing Mid-Career Faculty Vitality." In Contemporary Approaches to Professional Updating, ed. S. L. Willis and S. S. Dubin. San Francisco, Jossey-Bass, 1990.
- Votruba, J. C., "Organizational Change: Strategies for Adult Education." In Lifelong Education for Adults: An International Handbook, ed. C. Titmus. Oxford: Pergamon Press, 1987.
- Votruba, J. C. "From Marginality to Mainstream: Strategies for Increasing Internal Support for Continuing Education." In Strategic Planning and Leadership in Continuing Education, ed. R. Simerly. San Francisco: Jossey-Bass, 1987.
- Votruba, J. C., "Adult Education: Strategies for Organizational Change." In International Encyclopedia of Education, ed. T. Husen and T. N. Postlethwaite. Oxford: Pergamon Press, 1985.
- Votruba, J. C., "Evaluating Organizational Change Strategies for University Continuing Education." ERIC Clearinghouse on Higher Education. Washington, D. C.: George Washington University, 1983.
- Votruba, J. C., and C. E. Kozoll. "Understanding Professional Practice: The Role of the Continuing Education Internship." In Lifelong Learning: The Adult Years (Fall 1981).
- Votruba, J. C., "Strategies for Organizational Change." In New Directions for Continuing Education: Strengthening Internal Support for Continuing Education, ed. J. C. Votruba. San Francisco: Jossey-Bass, 1981.
- Votruba, J. C., "The Lifelong University: A Challenge to Collegiate Tradition." Council of Educational Facility Planners International Journal (Sept./Oct. 1980).
- Votruba, J. C., "Off-Campus Program Quality: A Case Study of Institutional Self-Evaluation." In Proceedings of the 1979 Conference on Off-Campus Credit Programs: The Quality Issue, ed. J. L. Kramer. Manhattan, KS: Kansas State University Press, 1980.
- Votruba, J. C., "Developing a Comprehensive Reward System." In Attracting Able Instructors of Adults, ed. A. Brown and H. Copeland. San Francisco: Jossey-Bass (November 1979).

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Votruba, J. C., "Faculty Rewards for University Outreach: An Integrative Approach." The Journal of Higher Education, by Ohio State University Press, 49, no. 6 (Nov./Dec. 1978).

Votruba, J. C., and D. E. Hanna. "Instructional Unit Equivalents: An Incentive for Involving Academic Units in Outreach Non-Credit Instruction." Continuum: The Journal of the National University Extension Association, 43, no. 1 (September 1978).

Votruba, J. C., "Regional Interstate Planning and Resource Sharing in Graduate Education." In The States and Graduate Education. Denver: Education Commission of the States (February 1975).

### **Book Reviews**

Votruba, J. C., Review of New Priorities for the University, by Ernest Lynton and Sandra Elman. In the Harvard University MLE Alumni Newsletter (1987).

Votruba, J. C., Review of Understanding and Facilitating Adult Learning, by Stephen Brookfield. In The Journal of Higher Education (July-August 1987).

Votruba, J. C., Review of The Leader, by Maccoby, and In Search of Excellence, by Peters and Waterman. In Continuum: The Journal of the National University Continuing Education Association (January 1984).

Votruba, J. C., Review of The Costs and Financing of Adult Education and Training, by Richard Anderson and Elizabeth Kasl. In Journal of Educational Finance (Fall 1983).

Votruba, J. C., Review of The Future of Adult Education, by Fred Harvey Harrington. In National Association of Student Personnel Administrators (NASPA) Journal, 16, no. 2 (Autumn 1978).

### **Selected Papers and Presentations**

"Leading in Turbulent Times", Presenter, 2017 Women's Institute for Leadership Development, Miami University Voice of America Learning Center, December 2017

"Growing Education Gaps and the Threat to Our Democracy", Presenter, Northern Kentucky Education Council Champions for Education Summit, Northern Kentucky University, November 2017

"Advancing the Public Good", Keynote Address, American Association of State Colleges and Universities, Emerging Leaders Program, Washington, DC, June 2017

"Advancing the Public Good", Facilitator and Presenter, American Association of State Colleges and Universities, Emerging Leaders Program, Washington, DC, June, 2016

"Making Degree Completion a Board Priority", Panelist, Association of Governing Boards, National Conference on Trusteeship, Phoenix, Arizona, April 2015.

- “Regional Stewardship: Superintendents as Civic Leaders”, Panelist, American Association of School Administrators (AASA) The School Superintendents Association
- “Why Leadership Matters in Maximizing Resources for Student Success”, Panelist, American Association of State Colleges and Universities Annual Conference, Washington, DC, October 2014.
- “The College Readiness Challenge”, Keynote Address, American Association of State Colleges and Universities Annual Chief Academic Officer Conference, 2013.
- “Advancing the Public Agenda”, Plenary Address, University of Georgia, 2006.
- “Stepping Forward as Stewards of Place: Leading University Public Engagement”, Plenary Address, Outreach Scholarship National Conference 2003, Madison, Wisconsin. October 2003.
- “University Leadership and Institutional Alignment”, Plenary Address, Coalition of Urban and Metropolitan Universities Annual Conference, Detroit, Michigan, October 2003.
- “Leading the Engaged University: The Challenge of Organizational Alignment”, Plenary Session Remarks, National Association of State Colleges and Universities Summer Conference, 2003.
- “The Metropolitan Leadership Challenge.” Closing comments, Metropolitan Growth Alliance Great Cities Symposium, Cincinnati, November 2001.
- “Aligning Universities to Engage the Public Agenda..” General Session Address, American Association of State Colleges and Universities 1999 Annual Conference.
- “Enhancing Community Partnerships.” Address to the Harvard Institutes for Higher Education Annual Alumni Symposium, 1999.
- “Universities in Transition.” Greater Cincinnati Rotary Club, 1999.
- “The Research-Outreach Linkage to Society.” Invited paper presented at the American Association for the Advancement of Science (AAAS) National Conference, Philadelphia, Pennsylvania, 1997.
- “Implementing Public Policy Education: The Role of the University.” Keynote Address, Third National Applied Developmental Science Conference, Tallahassee, Florida, 1997.
- “Outreach and the Scholarship of Engagement.” Keynote Address, University Symposium, University of Colorado-Boulder, Boulder, Colorado, 1997.
- “Universities as Citizens: Moving from Vision to Reality.” Keynote Address, Indiana Campus Compact Colloquium, Indianapolis, Indiana, 1996.
- “Realigning Universities for the Knowledge Age.” General Session Address, American Association for Higher Education (AAHE), Chicago, Illinois, 1996.
- “Fulfilling the University’s Social Covenant.” Keynote Address, University of Wisconsin-Extension 30<sup>th</sup> Anniversary Celebration, Milwaukee, Wisconsin, 1995.

- “Initiating, Implementing, and Studying Large-Scale University Change: Outreach at Michigan State University.” Presented at “The Transformation of Higher Education: Taking Charge of Change,” 29<sup>th</sup> Annual Conference of the Society for College and University Planning, San Francisco, California, 1994.
- “The Future of Land-Grant Universities.” Keynote Address, Oregon State University Extension Service, Corvallis, Oregon, 1994.
- “Challenges Confronting Land-Grant Universities and Cooperative Extension.” Capstone Speaker, Colorado State University Extension Forum, 1993.
- “The Future of Land-Grant University: Challenges for Extension.” Keynote Address, Western Regional Extension Conference, Jackson Hole, Wyoming, 1993.
- “Reinventing Universities.” Address, Reinventing Government Conference, sponsored by the Institute for Public Policy and Social Research, Michigan State University, 1992.
- “Transforming Michigan State University for the Twenty-first Century.” Detroit Edison Alumni Club, 1992.
- “Challenges to the Twenty-First Century Land-Grant University.” Traverse City Rotary Club, 1992.
- “Reinventing University Service to Society.” Presentation to the National Association of State Universities and Land-Grant Colleges (NASULGS) Council on Extension, Continuing Education, and Public Service, NASULGC National Conference, 1991.
- “Towards Multidimensional Excellence: Reconceptualizing Faculty Roles.” Symposium, Association for the Study of Higher Education Annual Meeting, Boston, 1991.
- “Building Higher Education Collaboration in the Knowledge Age.” Keynote Address, Michigan Community College Association, 1991.
- “Building Community-based Learning Systems.” Address, West Shore Community College Founders Club, 1991.
- “Challenges Facing Rural America: Higher Education’s Role.” Governor’s Conference on Rural Development, Lansing, Michigan, 1990.
- “Forging the Twenty-first Century Land-Grant University: Challenges to Cooperative Extension.” Address, Michigan Cooperative Extension Service Annual Meeting, 1990.
- “Call to Arms: Revitalizing the Land-Grant Tradition.” Keynote Address, Cooperative Extension Service Business Officers National Meeting, Las Vegas, Nevada, October 17, 1990.
- “The Challenge of Multidimensional Excellence in the Land-Grant University.” Presentation, National Association of State Universities and Land-Grant Colleges National Conference, 1990.
- “The Lifelong University: Extending and Applying Knowledge in Service to Society.” Address, Richard Featherstone Society Annual Meeting, Michigan State University, 1990.

- “Michigan’s Future and the Role of Higher Education.” Michigan Association of County Commissioners Annual Meeting, 1990.
- “Living in the Knowledge Age.” Commencement Address, Mid-Michigan Community College, 1990.
- “Agenda for the 1990's: Continuing Higher Education in the Knowledge Age.” Keynote Address, National University Continuing Association Region IV, Kalamazoo, Michigan, 1989.
- “The Challenge of Learning Society.” Address, Fall Faculty Convocation, College of Education, Michigan State University, 1989.
- “Faculty Rewards for University Outreach.” Presentation, National Association of State Universities and Land-Grant Colleges National Conference, 1989.
- “Creating the Lifelong University.” Presentation, Michigan State University Development Board Annual Meeting, 1989.
- “Reshaping the University for the Knowledge Age.” Keynote Address, Continuing Education Association of New York Annual Meeting, 1989.
- “Building a New Era of Partnership Between Higher Education and K-12 Education.” Address, New York Association of School Personnel Administrators Annual Meeting, 1988.
- “The Continuing Educator as Campus Leader.” Keynote Address, Continuing Education Association of New York, 1987.
- “Moving Continuing Education from Margin to Mainstream.” Keynote Address, Association for Continuing Higher Education, Atlanta, Georgia, 1986.
- “Establishing a Culture of Excellence.” Address, New York State School Boards Association Annual Meeting, 1985.
- “Establishing a Peace Studies Education Center.” Paper, International Adult Education Conference, University of the District of Columbia, 1985.
- “Relating Continuing Education to the Broader Institutional Agenda.” Address, National University Continuing Education Association National Conference, 1985.
- “Planned Change in Collegiate Organizations.” Faculty Seminar, University of New England, Armidale, N.S.W., Australia, 1983.
- “Evaluating Organizational Change Strategies for University Continuing Education.” Paper, American Educational Research Association Annual Conference, 1983.
- “Challenge for Continuing Education Leadership.” Keynote Address, Conferences and Institutes Seminar, University of Michigan, 1983.
- “Faculty Issues in Assuring Quality.” General Session Address, Fifth Annual Conference on Quality in Off-Campus Programs conducted by Kansas State University, 1982.

- “Strengthening the Promotion and Tenure Process.” Seminar, National University Continuing Education Association Annual Conference, 1982.
- “Strengthening Organizational Support for Continuing Education.” Faculty Seminar, University of British Columbia, Vancouver, 1981.
- “Strengthening Organizational Support: The Internal Marketing Challenge.” Keynote Address, Third Annual National CHEXPO 81 Marketing and Management Conference, 1981.
- “Strengthening Internal Support for Continuing Education.” Workshop, National University Continuing Education Association National Conference, 1981.
- “Continuing Learning in the Professions: Implications for Professional Practice.” Presentation, National University Continuing Education Association National Conference, 1981.
- “Continuing Education Divisions and Graduate Schools: Prospects for Partnership.” Address, Illinois Council for Continuing Higher Education Annual Conference, 1980.
- “Evaluating the Quality of Faculty Outreach Efforts.” Seminar, National University Continuing Education Association Regional Conference, 1979.
- “Strategies for Change Leadership: Implications for Continuing Educators.” Workshop, National University Continuing Education National Conference, 1979.
- “Evaluating the Quality of Faculty Outreach Efforts.” Paper, Adult Education Research Annual Conference, 1979.
- “Strategies for Organizational Change: Implications for University Outreach Staff.” Seminar, National University Continuing Education Association Region IV Conference, 1978.
- “Evaluating the Quality of Off-Campus Degree Programs.” Seminar, National University Continuing Education Association Region IV Conference, 1977.
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