

**Education:****University of Redlands,  
School of Education (2019)**

- Doctorate (Ed.D.) in Leadership for Educational Justice
- Recipient of the Alpha Delta Kappa Outstanding Graduate Student Award
- Dissertation - *Navigating a Cleft Habitus: A Phenomenological Study of Social Class and the College Experience*

**University of Rochester,  
Margaret Warner  
Graduate School of  
Education & Human  
Development (2011)**

- Master of Science in Higher Education
- Recipient of the Walter I. Garms Award for Educational Leadership
- Thesis - *The History of SUNY Oswego and its Impact on Teacher Education in America*

**State University of New  
York at Oswego (1994)**

- Bachelor of Arts in English & Communication Studies-Public Relations, cum laude

**Key Qualifications, Attributes, & Experiences:**

- Servant leader with integrity, ethics, and an executive presence guided by strong morals, kindness, and humility.
- 17 years of progressively responsible leadership experience managing a broad range of activities within two complex academic environments and 10 years of progressively responsible leadership in the corporate sector.
- Significant budget and personnel experience. Successful in building effective teams, increasing revenue, reducing expenses, controlling costs, and mitigating risk.
- Experience with two large comprehensive fundraising campaigns and knowledge of how to help them succeed.
- Well versed in shared governance. Regular collaboration with faculty senate, faculty assemblies, and other faculty, staff, and student governance groups.
- Strategic, critical thinker informed by multiple perspectives and reliable data; ability to make difficult decisions.
- Relationship builder and mentor with a record of innovation, vision, and collaboration and a reputation for gaining trust and respect even under challenging circumstances.
- Passionate higher education advocate with an unwavering student-centric focus and commitment to access, engagement, and success.
- Engaging and visible presence on campus and in the community; approachable by all constituencies.
- Demonstrated commitment to cultivating inclusive communities, including a track record of successfully implementing new policies and practices.
- Inspiring, emotionally intelligent communicator with an inclusive, transparent communication style including the ability to hear, understand, and coalesce multiple perspectives of complex issues.
- Understanding and application of higher education policies and best practices and knowledgeable about key issues facing intuitions today.
- 14 years of cultivation and stewardship experience working in a strategic capacity with boards of trustees at two universities.

## PROFESSIONAL EXPERIENCE

---

### University of Redlands - Redlands, CA

4/2013 – 6/2023

*The University of Redlands is an independent, private, residential liberal arts institution in Southern California serving approximately 3,000 students and offering more than 40 undergraduate programs and 33 graduate programs. A Hispanic Serving Institution, it includes one college and four schools, including the distinctive Johnston Center for Integrative Studies that enables self-motivated undergraduates to create their own degrees. Athletics = 21 DIII programs. Operating Budget = \$113.6M/Endowment Portfolio Market Value as of 12/31/22 = \$250,445,252*

#### **Vice President for Administration - 7/2020 to 6/2023**

*Position was eliminated as part of a university-wide reduction in force that included other position eliminations.*

- Served as a member of the President's Cabinet and provided vision, leadership, strategic direction, management, and support for operations including human resources, facilities and real estate, safety and security, event and office services, auxiliary operations (bookstore and dining services), environmental and institutional sustainability, and emergency preparedness.
- Advised the President on executive and administrative issues and was responsible for identifying and implementing short- and long- range strategic goals.
- Oversaw the planning for University Village (a sustainable, transit-oriented, 30-acre community adjacent to a new rail transit line and University train depot).
  - Prepared letters of support, case statements, and fact sheets for local, state, and federal elected officials to garner support and funding for the development.
  - Worked with a team of policy advisors at a national firm to help secure state and federal funding and grants for the project.
  - Attended and presented at City Council meetings and met with local elected officials to advocate for the project. Successfully lobbied to gain City approval for 4-story buildings in the Village.
- Oversaw a \$10.7M operating budget and a \$19M compensation and benefit budget; 90+ employees; and 63 buildings on the main 160-acre main campus.
- Chaired the COVID-19 Task Force, which served as the university's policy/decision-making group and managed all issues associated with the COVID-19 pandemic.
- Managed Harvest Table and Barnes and Noble and worked in conjunction with both vendors on all matters related to dining, event catering, and bookstore operations.
- Contributed significantly to policy development and major strategic planning and resource allocation decisions.
- Provided leadership for the development of the university's Emergency Operation Plan and for annual training related to the plan.
- Chaired the Incident Assessment Team and served as the primary activator of the group when incidents occurred.
- Provided support and leadership to the Campus Planning Committee of the Board of Trustees. Presented key matters to the Executive Committee and full Board of Trustees as needed.
- Represented the university in local, state, and national professional organizations, and established links with appropriate local, regional, and state resources, agencies, and public groups.
- Negotiated and managed administrative service contracts with external vendors.

## University of Redlands – cont.

### ***Chief of Staff and General Secretary/Secretary to the Board - 4/2013 to 7/2020***

- Reported to the President and the Board of Trustees and coordinated all presidential office operations and activities in support of institutional priorities.
- Provided counsel to the President. Advised on sensitive matters and ensured the President had all the information necessary to make informed decisions.
- Worked closely with the president and advancement team on crafting the president's campaign-related messaging, prepared briefings for donor visits, attended numerous donor events, and sustained donor relationships on behalf of the president. Strategized for campaign-related activities and helped prepare proposals for small, medium, and large requests.
- Oversaw operations of the Office of the President with judgment, diplomacy, and understanding of university issues including personnel, budgets, policies, procedures, communications, and events to support institutional priorities.
- Acted as the President's representative and ambassador to internal and external constituents and served as the President's primary strategic liaison with constituencies, setting the tone for communications emanating from the office.
- Oversaw presidential communications. Wrote and edited over 2,000 communications for a variety of audiences including speeches, presentations, crisis and emergency communications, briefings, marketing campaigns, campaign case statements, websites, and sensitive messages on topics such as school shootings, terrorism, racism, and other important social issues.
- Served as the direct supervisor for the university's Title IX Coordinator and provided leadership support for Title IX policies, procedures, and educational programs. Led a team that updated and expanded the university's policy prohibiting discrimination, harassment, sexual misconduct, and retaliation and developed a process for reporting, investigating, and adjudicating non-Title IX equity concerns.
- Handled all aspects of managing the Board of Trustees and contributed to the strategic direction of the Board.
  - Built and transitioned the Board to an electronic Board portal.
  - Designed and implemented a new trustee orientation program.
  - Oversaw three major revisions to the university's bylaws.
- Oversaw stakeholder engagement and communication; regular collaboration with faculty senate, four faculty assemblies; and other faculty governance groups.
- Developed and managed presidential and trustee operating budgets and endowment income accounts of over \$1M.
- Coordinated and managed highly visible and sensitive issues influencing the mission or reputation of the university.
- Participated in institutional planning, policy development, and problem resolution.
- Ensured that presidential directives and initiatives were effectively carried out.

## Select Accomplishments - University of Redlands

Financial Management/ Organizational Development	Justice, Equity, Diversity, & Inclusion (JEDI)	Crisis Leadership
<ul style="list-style-type: none"> <li>• Completed a comprehensive staff compensation study that resulted in a reduced number of market-adjusted position grades, a new pay scale, improved equity, a compensation philosophy and policy, and adjustments designed to improve employee retention.</li> <li>• Worked closely with the CFO to execute a taxable refunding and tax-exempt bond issuance to secure \$54M in funding for capital projects. Oversaw the development and implementation of projects.</li> <li>• Orchestrated a challenging leadership change in Human Resources. Reinvented the unit to achieve improved community engagement, better policies and practices, and reduced risk.</li> <li>• Orchestrated equitable raises for lowest-paid workers in Facilities to improve retention and morale by not filling 3 vacant positions and realigning the work.</li> <li>• Renegotiated Konica Minolta contract reducing managed print costs \$65K annually.</li> <li>• Reestablished summer conferences post COVID resulting in over \$1M in non-tuition revenue.</li> <li>• Developed staff through reorganizations and professional development that reduced personnel costs by \$236K and increased organizational effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• Broadcasted university-wide memos in Spanish.</li> <li>• Partnered with Public Safety on JEDI training sessions and orchestrated the hire of the first woman public safety officer (followed by a second) in over a decade through budget management and reductions in overtime.</li> <li>• Helped launch the Conflict Resolution Center to offer restorative justice alternative resolutions. Provided leadership and funding to create a center that had no “owner” or physical location.</li> <li>• With Alvarado, A. R., wrote Let’s talk about class: Exploring social class identity through intergroup dialogue. In G. L. Martin &amp; S. Ardoin (Eds.), <i>Social class supports: Programs and practices to serve and sustain poor and working-class students through higher education.</i></li> <li>• Chaired the search for the inaugural Senior Diversity and Inclusion Officer - was the first comprehensive search to employ techniques to reduce bias during the screening and interview processes.</li> <li>• Assisted with the implementation of the social justice fellowship <i>Gen F: Building the Next Generation of Feminist Leaders, Scholars, &amp; Advocates</i> with program lead and creator Dr. Angela Clark-Taylor.</li> <li>• With the president, launched the action-based university-wide Council on Inclusiveness and Community.</li> </ul>	<ul style="list-style-type: none"> <li>• Chaired the COVID-19 Task Force and served as the primary decision-maker, author, and updater of all COVID-related policies, practices, procedures, and mitigation strategies.</li> <li>• Formed the ancillary COVID-19 Advisory Group of faculty, staff, and student representatives to serve as the advisory board to the COVID-19 Task Force.</li> <li>• Originated regular COVID updates and maintenance of the COVID-related webpages to ensure the community had timely and accurate information.</li> <li>• Orchestrated partnership with the County of San Bernardino to operate a campus COVID testing site that enabled us to require weekly testing for all students, faculty, and staff. The site operated for 2 years and administered over 700,000 PCR tests.</li> <li>• Orchestrated partnership with Redlands Community Hospital and other local entities to operate a campus vaccination clinic. It was the largest testing site in the city and vaccinated over 32,000 individuals, for which we received an accommodation from City Council.</li> <li>• Coordinated crisis communications during a campus lockdown precipitated by the 2015 terrorist attack in San Bernardino.</li> </ul>

*The University of Rochester is a world's leading research university and medical center with over \$425M in annual external research funding and a community that includes more than 3,000 faculty, 12,000 students, and 30,000 staff. It comprises 7 schools (Arts & Sciences, Engineering, Music, Medicine & Dentistry, Nursing, Business, and Education) and 60 centers and institutes. Athletics = 21 DIII programs.*

**Assistant Deputy to the President - 10/2008 to 3/2013**

- Oversaw special projects for the President in support of institutional priorities.
- Managed and improved processes and systems, including those related to workflow, computing, equipment, and resource management, such as the transition to a collaborative online file sharing system and the implementation of standardized templates for Board meeting materials.
- Developed and managed budgets and endowment income accounts of over \$5M.
- Served as a project liaison to the provost (2012) for the \$100M Blue Gene/Q supercomputer collaboration between the State, the university, and IBM to build a high-performance system dedicated to health research. The transformative project made Rochester an international center for biomedical research and a draw for research funding, scientific minds, industry and academic collaboration, and private sector job growth.
- Conducted research, analyzed data, and prepared reports, presentations, speeches, publications, and educational materials.
- Developed, implemented, and managed appropriate training and professional development programs to foster a positive, team-oriented environment.
- Represented the Chief of Staff in communicating to members of the University community and others, including trustees, government officials, business and community leaders, alumni, donors, and parents.
- Served as the trusted handler for high profile university guests such as former Supreme Court Justice Antonin Scalia and former SEC Chairman Mary Shapiro.
- Triaged incoming communications and prepared responses to correspondence and other inquiries to the President. Managed internal and external communications.
- Performed, supervised, coordinated, and monitored the work activity related to all Presidential events and community engagement activities.
- Worked closely with university senior administrators and a wide range of key internal and external constituencies.

**Assistant Director, Information Technology Services (Promoted from Communications Manager) - 9/2005 to 10/2008**

- Developed first-ever IT multiple-pronged communications plan to address communications issues on multiple fronts.
- Served as strategic advisor and communications expert to counsel IT on numerous communication needs both planned and incident related.
- Designed, wrote, coordinated, and published various first-ever materials such as newsletters, annual reports, security awareness campaigns, web sites, incident responses, and presentations.
- Managed IT initiatives for the President and other executive offices.
- Led the Computer Sales retail organization with a budget of \$12M. Developed the staff through a reorganization, including the construction and move to a new facility.



**Element K, Journals Division (formerly Ziff-Davis) - Rochester, NY**

**6/1999 – 6/2005**

***Publisher/General Manager (Promoted from Associate Publisher) - 4/2003 to 6/2005***

- Led the Journals' Division of 50+ employees as a member of the executive team. Responsible for P&Ls, strategic vision and business objectives, new business ventures/strategic alliances, product development, and mergers and acquisitions.
- Represented the division during its sale to Eli Research. Conducted due diligence and reviewed the purchase agreement to ensure a successful transition.
- Identified organizations for acquisitions. Closed one cost-free acquisition that netted 4,000 new subscribers plus 55,000 expired but marketable contacts.
- Forged strategic alliances with managers at Adobe to create an exclusive Element K marketing offer for inclusion in over 100,000 Adobe CS software boxes.
- Teamed with Dell USA to create a security insert for their Business Catalog division. Negotiated \$95K in free advertising and opened a new marketing channel.

***Senior Director of Editorial, Design, & Web Services (Promoted from Editorial Director) - 10/2000 to 4/2003***

- Oversaw operations of the editorial, graphic design, web, and new product teams.
- Responsible for development of personnel to produce products that met company standards regarding market timeliness, cost, quality, and customer needs.
- Created a low-cost, high-margin business model and custom branded Quick Reference Cards for retail. Generated \$65K from first partner, CompUSA.
- Selected to manage the Graphic Design team following a change in management. Successfully rebuilt the team and implemented new processes to improve communication, quality, and project management.
- Closed a \$42K deal with Best Buy to provide custom CD-ROMs for retail stores. Orchestrated tasks among several internal and external groups.
- Managed the Web team and cut costs and production time, saving \$125K per year. Developed and oversaw implementation of a web strategy that resulted in a stronger marketing and editorial site and increased revenue by 15%.
- Oversaw the production of 2 digital photography commercial trade books.
- Created an editorial architecture to bring uniformity to the publications, making it easier for teams to do their jobs and to train new hires consistently.

***Managing Editor (Promoted from Editor) - 5/1998 to 10/2000***

- Managed content teams and accountable for the content of 25+ monthly publications and weekly email blasts.
- Managed a custom publication for Microsoft that generated \$150K.
- Created and implemented a new product line (*Solution Series*). Wrote the first book, curriculum, and taught the pilot online class.

**Paychex, Incorporated - Rochester, NY**

**5/1995 – 4/1998**

***Technical Writer (Promoted from Editor)***

- Researched, wrote, and edited field and corporate manuals and communications related to payroll, taxation, and human resources.

## TEACHING

---

Course Title: Leadership and Entrepreneurship MAED 604 (3 Units)  
School of Education, University of Redlands

March 2022

## HIGHER EDUCATION PUBLICATIONS & CHAPTERS

---

Rogers, M. L. & Alvarado, A. R. (2021). Let's talk about class: Exploring social class identity through intergroup dialogue. In G. L. Martin & S. Ardoin (Eds.), *Social class supports: Programs and practices to serve and sustain poor and working-class students through higher education* (pp. 181-196). [Stylus](#).

Rogers, M. L. B. (2019). *Navigating a Cleft Habitus: A phenomenological study of social class and the college experience* (Doctoral dissertation). Retrieved from ProQuest.

## CURRENT RESEARCH

---

"It's a Balancing Act: Being Working-Class at a 4-Year University." This is a follow-up to the 2018 study that led to my dissertation. It explores how study participants are shaped by their working-class identities and how that intersects with other identities, their role as a student, and their relationship with their peers, faculty, family, and friends.

## TECHNICAL PUBLICATIONS

---

- Element K Journals Creative Team **with M. L Rogers as Publisher**. *Get the Picture You Want: Essential Photoshop Editing Techniques*. Peachpit Press, 2005.
- Element K Journals Creative Team **with M.L. Rogers as Editorial Director**. *Get the Picture You Want: Essential Digital Photography Techniques*. Peachpit Press, 2004.
- *Troubleshooting Microsoft Windows*. Stephen W. Sagman. Microsoft Press, 2001. Chapter on sound by **M.L Rogers** (pages 280-291).
- The Windows 2000 Family. *PC Magazine*, March 21, 2000, and *PC Computing*, April 2000. (Author **M.L. Rogers** with Tim Poulsen)
- *Microsoft Insider*. Element K Journals in partnership with Microsoft Corporation. 1999. 5 issues. (Managing Editor **M.L. Rogers**)
- *Solution Series: Capture your audience—add multimedia to your PowerPoint presentation*. Ziff-Davis Courseware, 1999. (Author **M.L. Rogers** with Marie McKenna)
- *Solution Series: Create unique design effects for your PowerPoint slides using photographs*. Ziff-Davis Courseware, 1999. (Author **M.L. Rogers** with Marie McKenna)
- *Inside Microsoft Word*. Element K Journals, 1998. 12 issues. (Lead Editor **M.L. Rogers**)
- *Inside Microsoft PowerPoint*. Element K Journals, 1998. 12 issues. (Lead Editor **M.L. Rogers**)

## SELECT UNIVERSITY OF REDLANDS SERVICE

---

- Served as the Chair of the university's COVID-19 Task Force and related university-wide working-group. 2020 - 2023
- Served as a voting member of the Energy Risk Management Committee. 2020 - 2023
- Served as a voting member of the Gift Acceptance Committee. 2019 - 2023
- Served as the primary convener of the university's Incident Assessment Team and as the Emergency Operations Executive. 2020 - 2023
- Chaired the national search for the University's first Senior Diversity and Inclusion Officer. 2019
- Assisted with planning courses and recruiting faculty for the Summer Bridge Program for first-generation and low-income students. Taught a course on life skills as part of the program. 2019
- Served as a member of the transition/implementation team tasked with ensuring a successful merger of the University of Redlands with the San Francisco Theological Seminary. 2018 - 2019
- Assisted with the development of the social justice fellowship *Gen F: Building the Next Generation of Feminist Leaders, Scholars, & Advocates* in collaboration the program creator Dr. Angela Clark-Taylor. 2018
- Coordinated the University Distinguished Fellows program designed to embed public intellectuals within the community to enhance and expand academic programming. 2015 - 2019
- Served as the liaison for the university's staff organization. Helped them build a professional development program and taught sessions on effective communication and active performance management. 2014 - 2020
- Managed and led University Communications following the departure of the unit's leader. Worked to rebuild morale and realign the team's priorities. Restructured the unit through thoughtful position shifts and performance-based terminations. 2014 - 2015
- Convened a commission and led an external review process of the Marketing and Communications division. This audit resulted in a successful reorganization. 2014
- Served on the search committees for the Assistant Director for Advancement and the Director of Human Resources. 2014 - 2020
- Co-Chaired three searches: First University General Counsel; Chief Communications Officer; and the Vice President for Advancement. 2014 - 2019
- Served as the faculty liaison to the student radio station, KDWAG. 2014 - 2019



## **PROFESSIONAL SERVICE, TRAINING, PRESENTATIONS, & LEADERSHIP**

---

- Member, AGB professional development planning committee. 2019 - 2020
- Invited presenter, national AGB Conference for Board Professionals, "Managing from the Control Tower: How to Build Collaborative Relationships with Your Pilots, Passengers, and Crew." 2019
- Invited presenter, national AGB Conference for Board Professionals, "Planning Board Retreats: Balancing Act or 3-Ring Circus?" 2017
- Invited presenter, EDUCAUSE Annual conference, "Breaking Through Technology Barriers: Creating an Effective IT Communications Program with a Limited Budget." 2008
- Received Award of Excellence - General Service Campaign from the Special Interest Group on University and College Computing Services for a data security awareness campaign I wrote, designed, and marketed. 2008
- Completed the EDUCAUSE Leadership Institute program for senior information technology leaders in Higher Education. 2007
- Completed Karrass Effective Negotiating seminar. 2007
- Completed Cornell Project Management Methodology Workshop. 2006
- Completed Executive Coaching and Leadership Training Program, Levels I & II at the Professional Development Group, Rochester, NY. (One of five employees selected to attend this one-year program.) 2005
- Served as Editorial Special Working Group Chair of the Newsletter and Electronic Publishing Association. Conference presenter multiple years. 2004
- Received Awards of Excellence from APEX and the Society for Technical Communications for *Inside Microsoft PowerPoint*. 1999
- Served as a Toastmaster. Received Best Speaker Award, Best Evaluator Award, and Best Table Topic Speaker. 1997 - 1998

## **COMMUNITY SERVICE**

---

- Served on the Ontario, CA Airport Roundtable – a community-based group formed by the airport to increase utilization and services. 2019 – 2023
- Participate in various volunteer activities in the Redlands community, including regularly for the Citrograph Foundation. 2014 – Present
- Served as the treasurer on the Board of the Redlands Symphony Association. 2013 – 2015
- Served as the President and Vice President of the Penfield High School Parent Teacher Student Association in Penfield, NY. 2011 – 2013

## **CERTIFICATIONS & COMPUTER SKILLS**

---

- ATIXA certified Civil Rights Investigator Level Two.
- Advanced computer skills including Microsoft Office, SharePoint, Teams, OneDrive, and Forms; Acrobat DC; WebEx; Zoom; EpiServer web management; Intermediate knowledge of Adobe Creative Suite (Photoshop, InDesign, and Illustrator).