



MID-AMERICAN CONFERENCE

ALDP NOTABLE ALUMNI NEWSLETTER



EDITION 4

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***MAC*TION®**



NIDAA MAKKI

VICE PROVOST - ACADEMIC
AFFAIRS

UNIVERSITY OF AKRON

ALUMNI BIOGRAPHY:

Nidaa Makki serves as Vice Provost for Academic Affairs at the University of Akron, overseeing accreditation, curriculum matters, and program review. In this role, she provides strategic oversight for the Institute for Teaching, Learning, and Assessment, and the Office of Community Impact. She has previously served as an Associate Dean for Research and Graduate Studies in the Buchtel College of Arts and Sciences, and as Director of the Urban STEM Education Center in the LJFF School of Education. Nidaa joined the University of Akron as a faculty in Science Education in 2008. Her research focuses on investigating teacher practices in implementing STEM teaching best practices, and examining student learning and motivation for STEM. She has served as PI and co-PI on several state and NSF funded projects and as program evaluator for various federal and locally funded STEM programs. Her research was published in journals such as School Science and Mathematics, and in proceedings of the American Society for Engineering Education.

ALDP TESTIMONIAL:

The experience in the ALDP program was influential in growing my knowledge and skills as an academic leader. I appreciated the community we developed at our institution with the support of our ALDP liaison, and the networking opportunities that the workshops provided. Learning with and from colleagues across various institutions helped me develop a more nuanced perspective on the complexities of higher education, and more specifically the challenges that regional institutions face. Participating in workshop sessions, readings, and discussions, were valuable in shaping my thinking about approaches to navigate challenges.

ALDP CLASS OF:

2022-23





LINH NGUYEN LITTLEFORD

ASSOCIATE PROVOST FOR
FACULTY AFFAIRS &
PROFESSIONAL DEVELOPMENT
BALL STATE UNIVERSITY

ALUMNI BIOGRAPHY:

Dr. Linh Nguyen Littleford currently serves as Associate Provost for Faculty Affairs and Professional Development at Ball State University (BSU). She earned her Ph.D. in clinical psychology from Miami University and completed her internship at the University of Colorado Health Sciences Center, followed by post-doctoral work at the University of Michigan. Since joining BSU in 2002, she has served in the Department of Psychological Science as a faculty member, director of graduate programs, and interim department chair. Dr. Littleford has taught a wide range of undergraduate and graduate courses, focusing on active learning, critical thinking, and real-world application of psychological concepts. Her research focuses on teaching and learning in higher education, with particular attention to how student perceptions are shaped by contextual and communication variables. Throughout her career, Dr. Littleford has contributed to faculty and student success through service at the departmental, college, and university levels. She is a firm believer in lifelong learning and in creating meaningful opportunities for others to grow as educators, scholars, and leaders. She centers faculty as key to student success and works to ensure they have the resources and support needed to thrive. Nationally, she has held leadership roles in professional organizations such as Division 2 of the American Psychological Association, where she helped shape faculty development resources. In her current role, Dr. Littleford focuses on expanding professional development programs that promote teaching effectiveness, mentorship, and academic leadership as well as supporting faculty across all career stages and appointment types. Her work emphasizes broadening access to professional development, improving communication around academic policies, and offering practical tools that help faculty meet institutional expectations while enhancing faculty and student success.

ALDP TESTIMONIAL:

Participating in the MAC ALDP has been a transformative experience that broadened my view of higher education, deepened my understanding of how universities function, and increased my confidence to take on formal leadership roles. Meeting dedicated and accomplished leaders from across the MAC network showed me that leadership comes in many forms. Our cohort and speakers reflected a range of experiences and strengths, reinforcing that there is more than one way to be a leader. It was also affirming to hear that leadership is a journey. Leaders grow into their roles and, like any skill, leadership can be strengthened through intentional practice. I enjoyed the opportunity to meet people who cared deeply about their institutions and about supporting others through education. I found it inspiring to hear from leaders who were intentionally cultivating the next generation of administrators through mentorship and professional development.

Another insight I gleaned from the program was the value of understanding the institutional "big picture." I believe it is essential for faculty and staff to learn more about their institutions' revenue sources, cost drivers, and financial models. This is not only important to enhance transparency, but to build shared ownership of institutional success. Such knowledge fosters alignment, encourages collective responsibility, and reframes resource discussions away from zero-sum thinking.

I truly valued the support shown during our BSU Fellows meetings, particularly during discussions that were personal and moments when people allowed themselves to be vulnerable. The MAC ALDP has been instrumental in my development as an academic leader. It reaffirmed my commitment to higher education and expanded my sense of what is possible through thoughtful, collaborative leadership. I am grateful to have participated and to continue this journey alongside others who are working to strengthen our institutions and support our faculty, staff, and students.

ALDP CLASS OF:

2020-21





MO ZOLFAGHARIAN

ASSOCIATE DEAN FOR GRADUATE
PROGRAMS, FACULTY AFFAIRS &
RESEARCH
BOWLING GREEN STATE
UNIVERSITY

ALUMNI BIOGRAPHY:

Mohammadali Zolfagharian, PhD, is Professor of Marketing and Associate Dean for Graduate Programs, Faculty Affairs, and Research at the Schmidthorst College of Business, Bowling Green State University. He is a leader-scholar-teacher whose career bridges academia, corporate management, and consulting, with a focus on building innovative, collaborative, and forward-looking teams.

Dr. Zolfagharian has authored more than 130 intellectual contributions, including publications in flagship and top-tier journals such as the Journal of Marketing Research, International Journal of Research in Marketing, Decision Sciences, Industrial Marketing Management, and European Journal of Marketing. His research integrates quantitative and interpretive methodologies to examine topics such as consumer multicultural identity, innovation adoption and its consequences, and value co-creation and engagement. His recent publication in the Journal of Marketing Research highlights his continuing role as a thought leader in marketing scholarship.

As Associate Dean, Dr. Zolfagharian provides strategic leadership in graduate programs, faculty affairs, and research development. He has advanced institutional goals through initiatives in curricular innovation, accreditation, faculty mentorship, and industry engagement.

In previous roles as department chair at multiple institutions, he energized faculty performance, built industry partnerships, revitalized advisory boards, and secured new endowed scholarships to support student success. His leadership emphasizes co-creation, continuous improvement, and balancing ambition with well-being for faculty, staff, and students alike.

In the classroom, Dr. Zolfagharian is passionate about converting students into proactive seekers of learning through experiential projects and applied inquiry. He has taught services marketing, consumer behavior, branding, and research methods across undergraduate, MBA, and PhD levels, consistently integrating theory with practice.

Blending scholarly impact, academic leadership, and transformative teaching, Dr. Zolfagharian is dedicated to advancing knowledge, empowering students, and strengthening the role of business education in addressing global challenges.

ALDP TESTIMONIAL:

Participating in the Mid-American Conference Academic Leadership Development Program (ALDP) in 2022-23 was a formative professional experience that directly strengthened my capacity to serve as an academic leader and enabled measurable improvements in my unit-level work. The ALDP's combination of an on-campus development component and a yearlong series of MAC-wide workshops gave me both deep, institution-specific coaching and exposure to cross-campus best practices. Across the program's in-person workshops and monthly virtual sessions I engaged with rigorous content on budgeting and financial stewardship, accreditation and accountability, governance, conflict resolution, and inclusive excellence. These were all practical topics that I could immediately translate into strategic actions in my college. ALDP mentorship helped me refine my approach to building collaborative, resilient teams. Working alongside fellows and senior administrators from other MAC institutions expanded my perspective on shared challenges (e.g., faculty development, curricular innovation, and community partnerships) and supplied concrete tools I used to revitalize advisory boards and strengthen faculty promotion pathways back home.

The program's mix of peer learning, practical workshops, and institutional mentoring accelerated my leadership growth more than any single workshop or reading could. Today I apply that learning in program development, faculty affairs, and research strategy, helping to create a culture of continuous improvement, inclusivity, and measurable impact. I wholeheartedly recommend ALDP to faculty who aspire to lead with both rigor and empathy.

ALDP CLASS OF:

2022-23



NATHAN DAUN- BARNETT

ASSOCIATE DEAN FOR
FACULTY & STUDENT AFFAIRS
UNIVERSITY AT BUFFALO



ALUMNI BIOGRAPHY:

Dr. Daun-Barnett is an Associate Professor of Higher Education and Associate Dean for Faculty and Student Affairs in the Graduate School of Education at the University at Buffalo. His research focuses on college access and success, with particular attention to barriers facing low-income, first-generation, and racially minoritized students, as well as institutional strategies to improve outcomes. He also developed and led Buffalo's citywide FAFSA Completion Project, coordinating 250 interns in 25 schools over a decade. For more than a decade, he coordinated a citywide FAFSA Completion Project in Buffalo Schools, in partnership with Say Yes to Education Buffalo. He also created seven college success centers in BPS, working closely with school counselors to assist students and families with the college choice process. He is the lead author of the 3rd edition of Public Policy in Higher Education with Edward St. John. At UB, he co-chaired the governance and communication subcommittee of the university's retention task force and consults with local colleges on student success initiatives. Previously, Dr. Daun-Barnett served as a policy analyst with the Michigan Association of State Universities. He has spent more than 25 years as a higher education professional, both as a faculty member and an administrator, and his current work focuses on helping institutions manage organizational change in a period of social and political volatility.

ALDP TESTIMONIAL:

I was fortunate to be selected to participate in the Mid-American Conference Academic Leadership Development Program (MAC-ALDP) during the 2022-23 academic year and I found it to be both energizing and insightful. I had been department chair for several years and had navigated the pandemic as an academic leader and it was helpful to connect with other academic leaders who had faced the same issues but in different institutional contexts. I particularly enjoyed reading and discussing Gallos and Bolman's Reframing Academic Leadership and hearing from academic leaders at both Bowling Green University and Eastern Michigan University. The most beneficial feature of the program, for me, was the opportunity to engage in a shared experience through the campus visits and then share our reflections and insights as a campus team. We met on several occasions throughout the course of the year at UB to discuss our roles as academic leaders on campus and to think about our next steps on our leadership journey. My only regret is that I had not participated in the program sooner. I think new academic leaders would find this to be an extremely valuable experience as they prepare for their roles. As a faculty member in higher education administration, I think about and teach about leadership in colleges and universities frequently, but the experience is always different than what we study in the field. We have just launched an EdD in higher education and I am much better equipped to prepare the next generation of campus leaders, in part because of my experience with MAC-ALDP.

ALDP CLASS OF:

2022-23





CHRISTOPHER TYCNER

ASSOCIATE DEAN & PROFESSOR
COLLEGE OF SCIENCE &
ENGINEERING
CENTRAL MICHIGAN UNIVERSITY

ALUMNI BIOGRAPHY:

Dr. Tycner is a professor in the Department of Physics and since 2022 serves as an Associate Dean of College of Science and Engineering at Central Michigan University. Before his current appointment in the Dean's office, Dr. Tycner served as a chair of Department of Physics for a nine-year period between 2012 and 2021. Before joining CMU in 2007, Dr. Tycner was a Michelson Postdoctoral Fellow at the U.S. Naval Observatory, Flagstaff Station between 2004 and 2007. He holds an undergraduate degree in Astronomy from University of Western Ontario (Western University) and a Ph.D. degree in Astronomy and Astrophysics from University of Toronto.

ALDP TESTIMONIAL:

I was very fortunate to have the opportunity to participate in the 2022-2023 MAC Academic Leadership Development Program (ALDP). The timing of this leadership development experience aligned perfectly with my transition from department chair to associate dean, a role I began in 2022.

Serving as department chair for nine years taught me a great deal about supporting students and individual faculty members. However, that role did not fully prepare me for the complexity, breadth, and volume of tasks and challenges that college-level leaders face. The MAC ALDP provided a valuable opportunity for me to connect with colleagues across our sister institutions, many of whom were in similar administrative roles, and to learn from those who had navigated similar leadership transitions themselves as I was experiencing at that time.

To this day, I vividly remember connecting with many participants and presenters, not only during formal sessions, but also during breaks and evening gatherings. Their advice, both solicited and unsolicited, and their willingness to share insights on a wide range of academic and leadership topics have been invaluable as I continue to grow in my college-level leadership role. I am also profoundly grateful to my CMU MAC ALDP mentor and to the program organizers for creating such an impactful professional development experience for new and aspiring academic leaders.

ALDP CLASS OF:

2022-23





W. DOUGLAS BAKER

DIRECTOR FOR ACADEMIC
ASSESSMENT & ASSURANCE
EASTERN MICHIGAN UNIVERSITY

ALUMNI BIOGRAPHY:

Dr. W. Doug Baker is Director of Academic Assessment & Assurance and Accreditation Liaison Officer at Eastern Michigan University. He leads institutional assessment, continuous improvement, and accreditation initiatives that strengthen the university's academic quality and student learning outcomes.

Before assuming his current role, Dr. Baker served as Interim Associate Provost for Academic Programs and Initiatives, as the Director of Undergraduate Studies, the Associate Dean of the College of Arts & Sciences, and as Dean of the College of Education. As a member of the EMU faculty, he previously taught courses on literacy, writing pedagogy, and research methods for future secondary teachers and writing researchers.

Dr. Baker earned his Ph.D. from the University of California, Santa Barbara. His research explores classroom discourse, literacy development, and interactional ethnography as tools for understanding how teaching and learning unfold in educational settings.

He is co-author of *Discourse Analysis of Language and Literacy in Educational Settings: A Microethnographic Perspective* (Routledge, 2022) and co-editor of *Interdisciplinary and Intercultural Programmes in Higher Education* (Routledge, 2017). His numerous book chapters and journal articles—published in venues such as *Review of Research in Education and Pedagogies: An International Journal*—examine the role of language, positioning, and collaboration in knowledge construction.

Through his leadership and scholarship, Dr. Baker advances Eastern Michigan University's commitment to academic excellence, interdisciplinary inquiry, and meaningful assessment practices that promote student success.

ALDP TESTIMONIAL:

As a participant in the MAC Academic Leadership Development Program in 2019-20, I was fortunate to have had the opportunity to learn from administrators with other fellows on my campus and to attend ALDP workshops at the University of Buffalo and Northern Illinois University—the latter just before the pandemic sent us home. The training expanded my perspective on leadership, encouraged me to explore communication practices, and offered unique opportunities to engage with upper administration and leaders from other institutions to better understand possibilities for higher education.

As many of us do, I began as a faculty member, focused on a particular field of study and research methodology. Next, leading efforts of the College of Arts and Sciences to assess student learning from programmatic perspectives, I expanded my view from program and department to college and university. I began working with administrators and eventually became Associate Dean of the college. As an ALDP fellow, I welcomed opportunities to engage with the university's president, provost, and deans, further enlarging my perspective of leadership in higher education.

The visits to UB and NIU led to conversations across institutions and states, examining similar challenges and noting effective practices. The interactions among colleagues and administrators within and across universities led me to reflect on communication—my culminating ALDP project focused on processes and practices at the college level; and I observed how effective leaders coordinate competing visions.

Since the ALDP training, I have had the opportunity to serve the institution in various interim leadership roles, including as Dean of the College of Education, Associate Provost for Programming, and currently the Director of Academic Assessment & Assurance. I also coordinated with colleagues to host the ADLP workshop, leading me to further recognize the value of the investment the MAC has made toward mentoring leaders.

ALDP CLASS OF:

2019-20





MANFRED HM van DULMEN

PROVOST & SENIOR VICE
PRESIDENT OF ACADEMIC
AFFAIRS (UNIVERSITY OF
MARYLAND)
KENT STATE UNIVERSITY

ALUMNI BIOGRAPHY:

Manfred H. M. van Dulmen joined the University of Maryland, Baltimore County as provost and senior vice president for Academic Affairs in August 2024.

Prior to UMBC, van Dulmen served as senior associate provost and dean of the Graduate College at Kent State University. He started at Kent State as a faculty member in the Department of Psychological Sciences in 2004. Over the next two decades, van Dulmen held numerous academic leadership positions at Kent State, including interim department chair and associate dean of the College of Arts and Sciences. He led Kent State through the COVID-19 pandemic and developed strategies for enhancing graduate education and supporting student mental health. He also led strategic planning in Academic Affairs, helped to enhance and promote research strength across all disciplines, and led efforts resulting in new collaborative degree programs in data science and cybersecurity, as well as in innovative micro-credential programs at Kent State.

Dr. van Dulmen is an award-winning scholar with a Ph.D. in family social science from the University of Minnesota. He has published more than 100 articles and book chapters and edited or co-edited three books. He also founded and served as editor-in-chief of the Sage Publications journal *Emerging Adulthood*. His research interests include adolescent and young adult relationships and experiences, externalizing behavior problems and aggression, and measurement and methodology.

ALDP TESTIMONIAL:

I still have fond memories of the MAC-ALDP Leadership Program and years later still connect with alumni and campus liaisons. From getting to know campus leaders at my own institution better, developing community with other leaders, to making connections with leaders at other MAC universities, the program really opened my eyes to the various pathways to leadership roles in higher education. I learned to appreciate the differences and unique cultures of each university while we also have much in common (and discussing shared challenges was a great form of group therapy!). There was not one meeting I attended where I did not come back with a great idea to institute at my home institution, from rethinking the academic budget model to fostering and promoting innovative academic programs. At the time I was a first year Associate Dean and the MAC-ALDP Leadership Program helped me think through and articulate how I wanted to lead as an aspiring leader.

In all, the MAC-ALDP Leadership Program fostered in me a continued interest in academic leadership and unlocking potential in the students, staff, and faculty we serve. I learned and saw the difference we can make as academic leaders in positively changing people's lives. I felt privileged to later, as a liaison, also be able to mentor faculty at Kent State on their leadership journey and help them navigate leadership in higher education.

ALDP CLASS OF:

2018-19





MARCIA ENGLAND

PROFESSOR & CHAIR OF
GEOGRAPHY
MIAMI UNIVERSITY

ALUMNI BIOGRAPHY:

I am currently in my seventh year as Chair and 19th as a faculty member at Miami University. I am a cultural and feminist geographer that focuses on representations of the body and mental health in popular culture. I have published two books on body geographies and I'm working on a popular culture companion to introductory human geography courses. My teaching interests are on issues of gender and I try to make students see the ways that geography is an everyday discipline that is everywhere. My career as Chair (and before that Director of Graduate Studies) has been informed by those that have been in these jobs before me. My open door policy is something I'm proud to have and I try to see the bigger issues afoot even though I tend to be more of a trees over forest person. I love being Chair of my department and it's a pleasure to come into work even in the current higher education landscape. I have a good work-life balance (and that term probably needs to be abolished because they always intersect) and I try to keep a sense of humor about my job and the stresses of academia. I have two chaotic dogs and a sassy cat at home that ground me.

ALDP TESTIMONIAL:

I found the MAC-ALDP process to be helpful in three ways that made me a better administrator and colleague. One, the networking with my peers at Miami University was great. We built a cohort of support. Unfortunately, my ALDP year was during COVID so networking with others at different universities didn't happen. Two, I learned to read an academic budget from one of the workshops. We researched our own university's budget and became familiar with the different lines on them and sources of revenue and costs. It has helped me as I navigate changes to our RCM here at Miami. Third, and this was the most important, conflict management/resolution. Early on as Chair, I was fearful of conflict and I think it made me ineffective. In a workshop on conflict management, Dr. Jennifer Bott from Western Michigan talked about conflict as an opportunity and that clicked for me. It was honestly a game changer. I followed up with her after the workshop and she recommended a book: *Conversations Worth Having* by Jackie Stavros and Cherri Torres. It helped me see how to understand that conflict isn't necessarily a bad thing and I can now better manage interpersonal social and work relationships. I have been engaged in a Chairs Faculty Learning Community here and I recommend that book each year to new Chairs.

ALDP CLASS OF:

2020-21





AMANDA DURIK

ASSOCIATE DEAN FOR
UNDERGRADUATE AFFAIRS

NORTHERN ILLINOIS UNIVERSITY

ALUMNI BIOGRAPHY:

I started at Northern Illinois University as an Assistant Professor in 2005 in the Department of Psychology. Beginning in 2011, I served the department as the Director of Undergraduate Studies until 2019 when I moved into the role of department chair. I learned a great deal as department chair and was in that role when I participated in the MAC ALDP, in 2021. Both as Director of Undergraduate Studies and as Chair I found value in working to assist students with their learning and to help faculty in their roles as teachers and mentors. In January of 2023 I joined the College of liberal Arts and Sciences Dean's office as the Associate Dean for Undergraduate Affairs. I currently serve in that role where I have opportunity to work on initiatives related to student success, general education, advising, curriculum, scholarships and other things that are near to my heart. My experience in the psychology department was a very sound preparation for what I currently do, and I continue to learn new things and new ways of thinking about how to serve students and the university.

ALDP TESTIMONIAL:

I started the ALDP program in Fall of 2021, which was when we were still coming out of COVID. At the time, I had been department chair for two years so I had a good sense of my department and how it functioned, but I only had a tangential understanding of some of the larger issues that the university managed. It was enjoyable to work with the person in the provost office who was overseeing the ALDP program and also to get to know the cohort at my institution—two other people whom I knew somewhat but had a chance to get to know better as part of the program. I benefitted from getting to know emerging leaders from universities across the Mid-American Conference (MAC), although these experiences were limited due to COVID. The opportunities to interact with people at other institutions helped me realize that we were often dealing with similar challenges, which was somewhat comforting. Overall, the experience helped me better understand how the university worked, and how different offices fit together and how they influence each other. At an individual level, I believe the program helped cultivate my interest in seeking out the role as associate dean. At the institutional level, it is helpful for leaders to know how their roles fit together with those of others in order to move together as an entity rather than as a collection of different offices with their own initiatives.

ALDP CLASS OF:

2021-22





JASON TREMBLY

RUSS ENDOWED CHAIR
OHIO UNIVERSITY

ALUMNI BIOGRAPHY:

Dr. Jason Trembly is the Russ Endowed Chair and Chair of the Department of Mechanical Engineering at Ohio University, where he also serves as Director of the Institute for Sustainable Energy and the Environment. His research advances environmental chemical engineering solutions that enable circular economies and low-carbon industrial transitions. He leads interdisciplinary projects in carbon materials development, electrochemical processing, and waste valorization, with applications in energy, chemicals, buildings, and infrastructure. A key part of his work is developing technologies that can be scaled and commercialized to bring new economic opportunities to legacy energy regions.

Dr. Trembly has authored more than 100 publications and directs several federally and industry funded initiatives. His research portfolio has generated multiple patents, technology licenses, and commercialization partnerships with industry, translating university research into manufacturing and workforce opportunities. He also contributes to national science and policy efforts through his service on the U.S. National Academies Committee on Carbon Utilization Infrastructure, Markets, Research, and Development. His prior research experience includes work at RTI International and as an ORISE Fellow at the U.S. Department of Energy's National Energy Technology Laboratory.

In addition to research leadership, Dr. Trembly is active in advancing his profession. He is chair of the AIChE Environmental Division and serves on the executive committee for the American Carbon Society. Dr. Trembly's contributions have been recognized nationally and institutionally. He is the 2025 recipient of the AIChE Lawrence K. Cecil Award in Environmental Chemical Engineering and has been named an Ohio University Presidential Research Scholar for his pioneering work in sustainable energy and materials innovation.

ALDP TESTIMONIAL:

Participating in the ALDP was a valuable experience in my growth as an academic leader. The program provided both structured opportunities and informal networks to deepen my understanding of institutional operations, shared governance, and the complex challenges facing higher education. Through MAC-wide workshops, I gained insights into strategic planning, budgeting, accreditation, and inclusive leadership, while also learning from administrators and peers across MAC institutions. These sessions broadened my perspective on how universities balance mission, resources, and stakeholder needs, and they helped me sharpen my own leadership philosophy.

The ALDP also provided a valuable cohort of peers across the MAC with whom I could exchange perspectives, challenges, and best practices. These conversations reinforced the importance of collaborative leadership and building relationships beyond one's own campus.

ALDP CLASS OF:

2020-21





KRISTEN KEITH

SENIOR ASSOCIATE DEAN
IN THE JUDITH HERB
COLLEGE OF ARTS, SOCIAL
SCIENCES & EDUCATION
UNIVERSITY OF TOLEDO

ALUMNI BIOGRAPHY:

Dr. Kristen Keith is a Professor of Economics, Interim Chair for the Department of Economics and Senior Associate Dean in the Judith Herb College of Arts, Social Sciences and Education at The University of Toledo. She earned her Ph.D. in Economics from The Ohio State University. Dr. Keith's research is in applied microeconomics, with a particular focus on labor markets, pay equity, and education policy. Her work has been published in leading journals including Economics of Education Review, Journal of Human Resources, Contemporary Economic Policy, and Applied Economics.

At The University of Toledo, Dr. Keith has provided extensive leadership through her service as Senior Associate Dean, in addition to significant contributions to faculty governance, curriculum development, and student success initiatives. She was promoted to Full Professor in recognition of her scholarly contributions, leadership, and dedication to advancing the mission of the university.

ALDP TESTIMONIAL:

I am honored to be recognized as The University of Toledo's MAC Academic Leadership Development Program notable alumna. The fellowship was an invaluable experience that allowed me to connect with peers across the Mid-American Conference, gain new perspectives on leadership in higher education, and strengthen the skills needed for future roles. The relationships and insights I developed during the program have had a lasting impact on my career, supporting my growth as a faculty member and preparing me for leadership opportunities, including my current position as Senior Associate Dean. I am deeply grateful for the opportunity to have participated in the ALDP and highly recommend it to colleagues interested in developing their leadership and contributing to the future of higher education.

ALDP CLASS OF:

2018-19





GLINDA RAWLS

ASSOCIATE PROFESSOR OF
COUNSELOR EDUCATION
WESTERN MICHIGAN UNIVERSITY

ALUMNI BIOGRAPHY:

Since my participation in the MAC ALDP in 2022-23, I have assumed a leadership position at Western Michigan University. I am currently serving as the Chair of the Curriculum Committee for the College of Education and Human Development (CEHD). Within in this role, I preside over all curriculum committee meetings, facilitate the voting process for curriculum changes within the college, review curriculum proposals, communicate with CEHD faculty about curriculum proposals, Work with faculty curriculum committee members, University Curriculum Manager, CEHD Curriculum Manager, and the administrative assistant to the committee. I also input curriculum decisions within Curriculum, a database management system for curriculum proposals, on behalf of the committee, and serve as a resource to CEHD faculty and the college regarding the curriculum change processes.

ALDP TESTIMONIAL:

It was such an honor to have been selected as a MAC ALDP Fellow in 2022-23. I obtained so much information about leadership in the program, and I had the chance to meet other fellows at institutions within the Mid America Conference (MAC). However, the most important thing I learned from the program was understanding what leadership means to me. After the program, I understood that leadership would not look the same for everyone. Leadership is not only an individual choice or decision, but it can look different based upon someone's qualities, skills, values, beliefs, and experiences. This knowledge was so helpful to me because I thought all leaders had to act or think the same way. Another positive outcome I experienced after completing the program was obtaining a leadership position. I honestly did not expect to put all the leadership training I received from the program into practice so soon. Two years after completing the ALDP, I assumed a leadership role as the College of Education and Human Development Curriculum Committee Chair. I attribute this success to the program and the training I received.

ALDP CLASS OF:

2022-23

