

## **Russ Kavalhuna, JD, ATP (airline transport pilot)**

### **ACADEMIC DEGREES and PROFESSIONAL LICENSES**

2008, Law License, State Bar of Michigan.

2007, Juris Doctor, selected as Valedictorian speaker, Cooley Law School, magna cum laude. Graduated number three in class. Attended part-time on weekends, while flying full-time as airline pilot.

2005, Airline Transport Pilot Certificate (highest civilian license).

2001, Bachelor of Science, Western Michigan University, Aviation Science, cum laude.

### **PROFESSIONAL EXPERIENCE**

#### 2018-present

President, Henry Ford College  
Dearborn, Michigan

Public college with over 150 programs of study and more than 14,000 undergraduate students on two campuses. Presidential performance of “exceeds expectations” and “significantly exceeds expectations” on all annual evaluations from Board of Trustees.

#### Responsibilities:

- Report to seven-member Board of Trustees.
- Oversee all college operations.
- Represent college as the public face of the institution.
- Supervise seven vice presidents and two directors.
- Manage shared governance on campuses with five collective-bargaining units.

#### Leadership and Institutional Advancements:

- **Student Success:** Led strategic planning process to focus entire institution on student success.

#### **Strategies:**

- Implemented plan to reduce completion-gap for students of color.
- Piloted co-requisite courses for entry-level courses.
- Instituted College 101 curriculum to support first-generation students.
- Instituted Early Alert program to intervene with support for students nearing failure.
- Implemented micro-grant fund and food pantry to support students’ acute financial needs.

#### **Outcomes:**

- Gained unanimous Board approval for Strategic Plan focused on student success.

- Increased graduation rate over 3X.
  - Promoted and established partnerships with employers (Ford Motor Company, Corewell Health, Henry Ford Health, DTE Energy, US Steel, and Johnson Controls).
- **Enrollment:** Instituted strategy to address eight years of declining enrollment.

**Strategies:**

- Established College's first Strategic Enrollment Management (SEM) team.
- Established new Vice President position for marketing and recruitment.
- Increased budget for marketing and recruitment.

**Outcomes:**

- Accomplished first increase in enrollment in eight years (pre-pandemic).
  - Increase headcount market share from 2017 to 2022:
    - Locally: 44% increase (18% to 26%)
    - Statewide: 14.5% increase (5.32% to 6.09%)
  - Increased retention rate.
  - Established College as preferred institution for Detroit Promise students with most students and highest success rates.
- **Accreditation:** Successful re-accreditation from Higher Learning Commission in January 2020.
- **Budget management:** Implemented revenue-enhancement strategies and expense management processes. Increased fund balance 3X, to nearly one year's operating budget. Never operated budget in the red.
- **Crisis Management:** Led campus-wide response to multiple crises.

**DEI / Racial Justice Strategies:**

- Conducted first-ever town hall on racial climate on campus.
- Issued presidential statements on racial justice (available upon request).
- Conducted Campus-wide Climate Survey.
- Retained third party to perform focus groups.
- Instituted Black Employees Association.

**DEI / Racial Justice Outcomes:**

- Hired first-ever Chief Diversity Officer, a cabinet position that reports to the President.
- Delivered first-ever strategic plan on diversity.
- Revamped hiring practices to ensure diverse, qualified applicant pools.
- Increased faculty diversity to represent student body diversity.

**COVID-19-Response Strategies:**

- Closed campuses and moved 88% of classes to online format in two weeks.
- Built new website informing all students and staff of crisis response; receiving over 300,000 visits in first month.

- Distributed millions of relief dollars directly to students through college-wide tuition reduction and direct relief grants.
- Executed cost-controls to protect college budget.
- Distributed over 20 presidential communications about crisis response via email, social media, and video. Examples include:
  - March 4, 2020: <https://www.hfcc.edu/news/2020/info-and-resources-about-coronavirus>
  - March 11, 2020: <https://www.hfcc.edu/news/2020/president-kavalhuna-talks-about-hfc-coronavirus-response>
  - March 12, 2020: <https://www.hfcc.edu/news/2020/changes-henry-ford-college-operations-due-coronavirus>
  - July 2, 2020: <https://www.hfcc.edu/news/2020/president-kavalhunas-message-about-safety-campus-summer>
- Conducted virtual board meetings.
- Initiated Return-to-Campus Team of diverse stakeholders that developed COVID-response plan and return-to-campus plan.

#### **COVID-19-Response Outcomes:**

- Received clean report from independent financial auditor on distribution of unprecedented federal monies.
  - Cost-control plan protected College budget. Despite estimating 12% reduction in revenue, accomplished only 2% reduction.
  - Successfully brought students back to campus in July 2020 to finish winter classes.
- **Campus Culture:** Led strategy to repair campus culture, with transparency, trust, and respect.

#### **Strategies:**

- 160+ presidential listening-tour sessions
- Delivered consistent public statements focused on the culture of teamwork, beginning in Investiture Speech and continuing during all subsequent college-wide speeches (available on Henry Ford College's YouTube channel).
- Revamped and improved Board of Trustees Website:
  - <https://www.hfcc.edu/trustees>

#### **Outcomes:**

- Accreditor's public report noting improved culture ([https://www.hfcc.edu/sites/hfcmain/files/attachments/henry\\_ford\\_college\\_final\\_report.pdf](https://www.hfcc.edu/sites/hfcmain/files/attachments/henry_ford_college_final_report.pdf)):
  - "Despite the turnover in executive leadership, faculty and staff at HFC report that they have great confidence in the current president's leadership, embrace the fact that he comes from outside academia, and appreciate his desire to not only solicit their feedback but also to welcome constructive criticism. They are optimistic that the President and his leadership team will make decisions in the best interest of the College and will usher in an era of stable executive leadership."

- When discussing “shared leadership,” the auditor’s report noted:
    - “Many reported to the Team that they trust the current President to make deliberate decisions based on his ability to sit back and listen and watch before making drastic changes. The groups affirmed the success of the President’s Listening Tour sessions, which have greatly enhanced the progress of shared governance.”
    - “Team conversations with faculty and staff were enlightening and demonstrated the appreciation that employees have for the current President’s sincere effort/belief that they may speak freely without fear of repercussions. Several reported that it had not always been that way with former presidents, and one attendee remarked, ‘It’s nice to return to a culture of collegiality.’ Another stated, ‘At any given moment, we know there will be improvements made to make HFC smarter, greater, better for us and the students we serve.’”
- **Fundraising:** Led College’s major-grant and major-gift efforts.
  - **Strategies:**
    - Launched College’s first-ever capital campaign.
    - Built relationships with national and international philanthropic leaders:
      - Ralph C. Wilson Jr. Foundation: hosted Foundation Board meeting on Henry Ford College campus.
      - Ford Foundation: met with President Darren Walker and hosted Foundation staff and Board member for multiple visits to Henry Ford College.
      - Kresge Foundation: multiple meetings with President and hosted Foundation staff at Henry Ford College.
      - Skillman Foundation: visited Foundation President at her office.
      - The Ballmer Group: hosted Foundation staff at Henry Ford College.
  - **Outcomes:**
    - Capital campaign reached 146% of goal.
      - \$10M line-item grant from State of Michigan for Student Success Center.
      - \$6M line-item grant from Wayne County for Student Success Center.
      - \$6.7M Capital Outlay state funding for campus expansion of Tech Center.
      - \$4.9M joint grant from Ralph Wilson Foundation and Ballmer Group.
      - \$3.1M Sen. Stabenow community-investment grant from federal government.
      - \$2.9M Sen. Peters community-investment grant from federal government.
      - \$2M Rep. Dingell community-investment grant from federal government.
      - \$2.1M grant from Ralph Wilson Foundation.
      - \$1M grant from State of Michigan (MiLEAP) for student-success initiative.
      - \$600k grant from State of Michigan for academic summer camp for marginalized students.
      - \$500K grant from Corewell Health for nursing program.
      - \$500K private individual gift for health careers.
      - \$380K grant from Johnson Controls Inc. for clean-energy curriculum.
      - \$250K grant from Ford Foundation.

- \$150K grant from state of Michigan for student-support services during the pandemic.
    - \$50K grant from Kresge Foundation for scholarships during the pandemic.
  - Grown endowment 39%.
- **Advancing College's Public Image:** Led external efforts to highlight College's strengths.
  - **Strategies:**
    - Actively engaged governors and legislators of both political parties.
    - Meeting with and supporting industry leaders, including Ford Motor Company, Apple, Corewell Health, Trinity Health, Henry Ford Health, and the Detroit Regional Chamber.
    - Led earned-media campaign to position College as leader in serving first-generation college students.
    - Led effort to attract industry and government leaders to campuses.
  - **Outcomes:**
    - Delivered Michigan's first job guarantee for graduates of healthcare curricula with Corewell Health and Henry Ford Health.
    - Appointed by Governors of both parties to multiple state-wide Boards, including the Michigan Workforce Board, the Michigan Aeronautics Commission, the Growing Michigan Together Council, and the Michigan Council for Rehabilitation Services.
    - Generated regional and national earned-media coverage.
    - Selected by Governor to present at launch of college-access announcement.
    - Attracted Governor Whitmer to campus, highlighting health-care and tech. curricula.
    - Attracted Lt. Governor Gilchrist to campus, highlighting mechatronics curriculum.
    - Attracted Congresswoman Dingell to make campus presentation on domestic violence.
    - Attracted Michigan Secretary of State Benson to give presentation on voting essentials.
    - Attracted Board Meeting of Detroit Promise.
- **Campus Development:** developed and executed plan to raise and devote fund for capital expansions.
  - **Outcomes:**
    - Obtained over \$16M in state and county funding for \$90M project to transform central campus with new Southeast Michigan Student Success Center.
      - Construction to begin Fall 2025.
    - Tech Center: obtained state funding for \$12M expansion of facility where computer science, advanced manufacturing, and business curricula occur, including state-of-the-art "maker space."
      - Construction completed 2023.
    - Institutional Energy Master Plan (IEMP): obtained funding for \$25M campus-wide project that will save 60% of energy costs and 40% of water costs, paying for project through energy savings guaranteed by Johnson Controls Inc. Project includes learning lab for clean-energy curricula.
      - Construction completed 2023.

## 2015-2018

Executive Director of Flight Operations, Western Michigan University, College of Aviation  
Battle Creek and Kalamazoo, Michigan

Western Michigan University is a comprehensive R2 with 22,500 students during my tenure. Its College of Aviation remains the nation's third-largest collegiate aviation program.

### Responsibilities:

- Oversaw flight operations budget (\$11M) and never allowed deficit.
- Supervised six department heads.
- Assured compliance with faculty collective-bargaining agreement, with no grievances.
- Oversaw safe operation of 40 aircraft and a multi-million-dollar simulator lab.
- Taught undergraduate courses.

### Leadership and Program Advancements:

- Successfully led plan to gain Capital Outlay legislation for funding a \$23M campus expansion.
- Attracted Michigan Governor Rick Snyder and state legislators to campus.
- Planned and executed annual Aviation Safety Symposium featuring national industry leaders:
  - Chairman of the National Transportation Safety Board (NTSB);
  - President of national aviation corporation, Pentistar Aviation; and
  - Chairman of national trade group, National Air Transportation Association (NATA).

## 2009-2015

Assistant United States Attorney (Federal Prosecutor), United States Department of Justice  
Grand Rapids, Michigan (jurisdiction included western half of Michigan)

### Responsibilities:

- Organized violent-crime taskforces in five cities (Kalamazoo, Battle Creek, Grand Rapids, Lansing, and Benton Harbor) that brought diverse stakeholders together, including community leaders and political officials.
- Conducted more than 100 federal criminal investigations and twelve federal jury trials.

### Accomplishments:

- Hired through prestigious U.S. Attorney General's Honors Program.
- Managed more than 140 federal/state officers in multi-year investigation of 31 gang members, resulting in successful prosecution of the entire gang.
- Awarded service recognitions by ATF and Holland Police Department for fighting violent crime.
- Passed multiple FBI background investigations.

## 2012-2015

Adjunct Professor of Law, Cooley Law School, multiple locations in Michigan and Florida

Responsibilities: Developed and taught class titled Forensic Evidence in Criminal Trials. Simultaneously delivered lecture to four locations through distance-education technology.

## 2007-2009

Senior Lawyer (Law Clerk), Michigan Supreme Court, Justice Michael F. Cavanagh  
Lansing Michigan

Responsibilities: Supervised lawyers and drafted decisions and memoranda for the Court's senior Justice.

Accomplishments: First lawyer in Justice Cavanagh's then-25-year career to be promoted to Senior Lawyer.

## 2001-2006

Commercial Airline Pilot, US Airways Express

Responsibilities and Accomplishments:

- Worked full-time as a pilot while attending law school on weekends.
- Led flight crews as First Officer and Captain of airliners, safely handling multiple inflight emergencies.
- Member of collective-bargaining unit (Airline Pilots Association) and elected to leadership position tasked with negotiating the collective-bargaining agreement.

## **PUBLIC SERVICE / COMMUNITY INVOLVEMENT**

### 2023

Co-Chair of Workgroup on Higher Education, Growing Michigan Together Council

Selected by Governor Whitmer to co-chair working group of the Growing Michigan Together Council to develop and propose ways for Michigan's higher education institutions to support goal of retaining and increasing population in Michigan.

### 2023-present

Board Member, The Joyce Foundation

A private, nonpartisan philanthropy that invests in public policies and strategies in several program areas, including higher education and economic mobility. With \$1.3B in assets, the Foundation gives charitable distributions of \$65M per year.

### 2020-present

Board Member, Michigan Workforce Development Board, Michigan Department of Labor and Economic Opportunity (LEO)

Appointed by the Michigan Governor to statewide board responsible for the workforce development system in Michigan, including modifying Michigan's four-year state plan to advance the Governor's goal of increasing percentage of citizens with a college degree.

### 2021-present

Board Member, Garden City Hospital

Support CEO and senior staff at teaching hospital in Wayne County. Participated in Michigan Health and Hospital Association's training for hospital board members.

### 2020-present

Board Member, SEMCOG Metropolitan Affairs Coalition ("MAC")

Members of MAC's Board of Directors are leaders from all walks of life in Southeast Michigan including auto manufacturing, construction, education, financial institutions, healthcare, hospitality, insurance, legal and accounting professions, media, technology, utilities, labor organizations, and elected officials. The MAC works cooperatively to tackle issues and find creative solutions to help transform our region's image, build connections, forge relationships, and create new economic opportunities.

### 2009-present

Commissioner and Chairman, Michigan Aeronautics Commission

Appointed and reappointed three times by three Michigan Governors (Granholtz, Snyder, and Whitmer), and confirmed by Michigan Senate four times, to statewide commission with \$100 million annual appropriation budget for all aviation infrastructure in Michigan. The Commission also oversees operation of all state-owned aircraft, including the Governor's aircraft.

#### Responsibilities:

- Supervise the Director of the Michigan Office of Aeronautics.
- Public liaison to state and federal legislators, the Governor's office, federal agencies, and industry to develop state-wide aviation policy.

#### Accomplishments:

- Elected three times as Chairman by fellow commissioners from both political parties.
- Formed and staffed subcommittee to promote STEM education and careers.
- Authored a public report on Michigan's commercial air service.
- Chaired executive-search committee to select the Commission Director.



## 2021-2022

Board Member, Michigan Council for Rehabilitation Services

Appointed by Michigan Governor Gretchen Whitmer to statewide board that reviews, analyzes, and advises Michigan's rehabilitation programs and services.

## 2019

Board Member, Michigan's 21st Century Talent Creation Subcommittee

Appointed by Michigan Governor Rick Snyder to statewide committee, which included industry executives, labor leaders, educators, lawmakers, and representatives of various state agencies. The Subcommittee focused on changing demands for skills and how collaboration with educators can quickly prepare students for rapidly changing workplaces.

## 2021-present

Member, University of Michigan – Dearborn, Citizens Advisory Committee

## 2018-present

Member, Rotary Club, Dearborn, Michigan

## 2007-2009

Big Brothers, Big Sisters

Served as big brother to fatherless thirteen-year-old, Antonio

## **FACULTY/TEACHING EXPERIENCE**

### 2016-2018

Western Michigan University, College of Aviation:

- Aviation Law, AVS 3190.
- Substitute Lecturer for Aviation Safety, AVS 2050.

### 2012-2015

Cooley Law School:

- Forensic Evidence in Criminal Trials.

## 1999-2000

Western Michigan University, College of Aviation:

- Certified Flight Instructor for multiple flight-training courses (primary, instrument, and commercial pilot courses).

## **AWARDS AND COMMENDATIONS**

- 2022, Detroit Regional Chamber, Excellence in Educational Leadership Award
- 2018, 2020, 2021, 2022, and 2023: Detroit 500 Most Powerful Business Leaders, DBUSINESS
- 2015, ATF National Honor Award for prosecution of organized crime
- 2015, Outstanding Achievement Award, Holland Police Department
- 2011, “Up and Coming Lawyer,” Michigan Lawyers Weekly

## **FUNDRAISING**

- 2024, Michigan Department of MiLEAP grant of \$1M to support academic coaches for adult students.
- 2024, Michigan Department of MiLEAP grant of \$200K to support emergency grants students.
- 2024, Corewell Health grant of \$500K to support nursing program.
- 2024, Michigan Department of Labor and Economic Opportunity grant of \$600K to provide academic summer camp on campus for incoming marginalized students.
- 2023, Federal community investment grant of \$2.9M to Henry Ford College for workforce development programs (Senator Gary Peters).
- 2022, Federal community investment grant of \$3.1M to Henry Ford College for renewable energy curricula (Senator Debbie Stabenow).
- 2022, Ralph C. Wilson Jr. Foundation, \$4.9 million to Henry Ford College for student success.
- 2022, Federal community investment grant of \$2M for innovations in workforce development (Congresswoman Debbie Dingell).
- 2021, Johnson Controls Inc. grant of \$360,000 to support curriculum in clean energy.
- 2021, Michigan Department of Labor and Economic Opportunity grant of \$150,000 to support academic coaches for frontline workers during the pandemic.
- 2021, Kresge Foundation grant of \$50,000 to support tuition for frontline workers during the pandemic.
- 2019, Ralph C. Wilson Foundation grant of \$2.1 million to Henry Ford College.
- 2018, private, individual gift of \$500K to Henry Ford College.
- 2018, Michigan Capital Outlay Legislation, which supported a \$12M campus expansion at Henry Ford College.
- 2016, Michigan Capital Outlay Legislation funding a \$22 million expansion of Western Michigan University’s Aviation Campus.

## **INSTITUTIONAL PROMOTION**

2023 (Dec.), Lt. Gov. Garlin Gilchrist and Corewell Health Executives, Henry Ford College hosting press conference announcing Corewell Health job guarantees for HFC nursing graduates.

2023 (Oct.), Detroit Public Television, Henry Ford College hosting DPTV's Townhall, "Higher Education and the Battle for Gen Z Talent"

2023 (Aug.), Gov. Gretchen Whitmer, Henry Ford College hosting Governor's Higher Education Summit with all Michigan Higher-Education Presidents and Boards.

2023 (Feb.), Michigan's representative at National Governors Association conference in Washington DC.

2023 (Apr.), U.S. Senator, Debbie Stabenow, Henry Ford College hosting tour and celebration of federal grant to support clean-energy curriculum and partnership with Johnson Controls.

2023 (Jan.), Michigan Senator, Sylvia Santana, Henry Ford College hosting ceremonial swearing in by Lt. Governor Garlin Gilchrist.

2022 (Dec.), Congresswoman, Debbie Dingell, honorary guest at Henry Ford College celebrating her service to the district and move to a new district.

2022 (Nov.), Ralph C. Wilson Jr. Foundation, Board meeting and panel presentation on student success hosted at Henry Ford College.

2022 (Apr.), Congresswoman, Debbie Dingell, tour and speech at Henry Ford College regarding community investment grant to HFC of \$2M for workforce development.

2021 (Nov.), U.S. Secretary of Commerce Gina Raimondo, UAW hosted visit and discussion on workforce development in Taylor, Michigan; was only invited speaker from higher education.

2021 (June), United States Secretary of Education, Dr. Miguel Cardona, tour and speech at Henry Ford College regarding supporting students during the pandemic.

2021 (Mar.), Speaker at Lt. Governor Garlin Gilchrist's press conference announcing free-college program for citizens over age 25.

2020 (Dec.), Speaker at Lt. Governor Garlin Gilchrist's announcement of partnership with Henry Ford College to launch Financial Literacy curriculum for high school students.

2020 (Dec.), Over 25 hard media stories, covering areas of over 10 million viewers and national coverage, about Henry Ford College advancing college-access program for essential workers.

2020 (Sep.), Speaker with Governor Gretchen Whitmer at statewide press conference announcing college-access program for essential workers: Future for Frontliners.

2020 (Feb.), Michigan Secretary of State Jocelyn Benson, town hall discussion at Henry Ford College.

2019 (June), Michigan Lt. Governor Garlin Gilchrist, tour and speech at Henry Ford College.

2019 (Apr.), Congresswoman, Debbie Dingell, speech at Henry Ford College.

2019 (Mar.), Michigan Governor Gretchen Whitmer and Lt. Governor Garlin Gilchrist, joint presentation to HFC students in Lansing, Michigan.

2019 (Mar.), Michigan Governor Gretchen Whitmer, tour and speech at Henry Ford College.

2016 (June), Michigan Governor Rick Snyder, tour and use of flight equipment at Western Michigan University.

## **SELECTED PRESENTATIONS**

2024, Panel Participant, Detroit Regional Chamber's Detroit Policy Conference, "Aligning the Business and Workforce Community with Higher Education to Grow Michigan's Economy"  
Detroit, Michigan

2024, Presentation, Complete College America, "Using Data Analytics to Increase Graduation Rates"  
Dearborn, Michigan

2023, Joint Panel with UM President Santa Ono, Detroit Regional Chamber's State of Education and Talent Report 2023  
Detroit, Michigan

2023, Televised interview on Detroit Public Television, "The Future of Work"  
Dearborn, Michigan

2022, Presentation on Leadership, Higher Education Innovation's Annual Presidents Conference  
Waco, Texas

2021, Panel Participant, Detroit Regional Chamber's Mackinac Policy Conference, "Preparing K-12 for Postsecondary Success"  
Mackinac Island, Michigan

2020, Panel Participant, Detroit Regional Chamber's Leadership Council for Detroit Drives Degrees, "Supporting our region during COVID-19 and preparing for a sustained recovery"  
Detroit, Michigan (virtual)

2019, Panel Participant, ACCT National Legislative Conference, Trustee Advocacy Academy: "Speaking With One Voice for Effective Advocacy" to Congress  
Washington, DC

2019, Panel Participant, Federal Reserve Bank of Chicago, "Fed Listens: Monetary Policy's Impact on Workers and Their Communities"  
Chicago, Illinois

2019, Panel Participant, Detroit Regional Chamber's Mackinac Policy Conference, "Closing the Gap: How Businesses Can Use Tuition-Free Community College to Meet Skills Requirements"  
Mackinac Island, Michigan

2019, Panel Participant, Lumina Foundation's "2019 Driving Change Convening"  
Detroit, Michigan

2019, Panel Participant, College Promise Campaign's "Michigan College Promise Symposium," announcing debt-reduction agreement between Henry Ford College, Wayne State University, and Oakland University  
Detroit, Michigan

2019, Panel Participant at symposium to increase minority attendance and success entitled "Black, Brown, and College Bound"  
Tampa, Florida.

2016 – 2017, Moderator, Aviation Safety Symposiums hosting expert aviation speakers  
Western Michigan University  
Kalamazoo, Michigan

2016, Panel Participant, "Drones and Media," discussion on the legal and social implications on drones being used by news media  
Western Michigan University  
Kalamazoo, Michigan

## **SELECTED PROFESSIONAL DEVELOPMENT**

2020, The Aspen Institute, College Excellence Program, New Presidents Fellow

2019, Harvard Graduate School of Education, Seminar for New Presidents

2017, National Pilot Source Forum (NPSF)  
Represent one of three collegiate flight programs on U.S. Air Force's public/private partnership to study the United States' pilot shortage.

2016, Presidential Leadership Scholars  
Selected to participate in leadership training from Presidents George W. Bush and William J. Clinton. Participants connect with the best minds in the study of leadership and benefit from lectures and interactions with the former Presidents and the Cabinet members who served them.

2010, Michigan Political Leadership Program, Michigan State University

## **PUBLICATIONS**

[Policy Plan for Michigan Air Service](#). An analysis of Michigan commercial air service and recommended policy prescriptions for future challenges.

[http://www.michigan.gov/documents/aero/PPMAS\\_March\\_16\\_2016\\_Final\\_519062\\_7.pdf](http://www.michigan.gov/documents/aero/PPMAS_March_16_2016_Final_519062_7.pdf)

## PERSONAL

I am the son of an immigrant with little means who achieved the American Dream through public education. My parents were public school teachers who gave me an appreciation of hard work and public service. My children attend Dearborn Public Schools.

I love camaraderie and teamwork, which springs from years of high school sports, including soccer, football, track, and basketball. I still enjoy an over-40 basketball league and running 5Ks. I love reading leadership books, with *Turn The Ship Around* (Marquet) as my current favorite. When I was a prosecutor, I focused on the dangerous parts of society, which led to receiving death threats and caused me to shift my focus to the redemptive power of education. My passion is harnessing higher education's unique power to solve our societal challenges of class, health, and violence.

I have included a list of references from pivotal categories in Michigan's unique higher-education landscape (and ancillary stakeholders), which will add immediate value to Western Michigan University.