

November 10, 2022

WittKieffer  
2015 Spring Road  
Suite 510  
Oak Brook, IL 60523

Dear Search Committee Members:

This application letter is in response to the September 29, 2022, Chronicle of Higher Education vacancy announcement for the President of Stockton University. First, let me commend chair Ciccone, the Stockton University Board of Trustees, members of the search committee, and Wittkieffer for a clear and detailed President Leadership Profile. This document outlines Stockton University's extraordinary opportunities ahead and thoughtfully highlights the qualities and skills needed in the university's next leader. Based on this document as well as my own research, there is not another higher education leadership opportunity in the country that has captured my imagination, enthusiasm and excitement than the Stockton University presidency.

I believe my nearly three decades working at large and small, urban and rural, public institutions across the country make me an ideal candidate worthy of the search committee's consideration. Through these experiences, I have consistently demonstrated the competencies needed to lead among the best positioned institution in the northeast into an undeniable and exciting future. It is from these perspectives that I would like to offer the following response to the "opportunities and expectations" set forth in the Presidential Profile for this remarkable institution:

Across the country, all levels of higher education are facing a pivotal moment in American history. There are a variety of environmental challenges shaping higher education including financing public colleges and universities, demographic enrollment declines, workforce development needs, advancements in technology and the necessity for resource generation. All these variables are compelling institutions to reimagine their role in educating, supporting and empowering the communities they serve while refining their competitive edge. I am convinced, in the coming years, Stockton can emerge as the state's higher education leader closing equity gaps, becoming a regional centerpiece in workforce development and sharing the national stage in a new era of public higher education.

### **Strategic Vision and Planning for the Future**

The Stockton Strategic Plan 2025, "Choosing our Path" is a wonderfully ambitious and thoughtfully designed strategy to scale the mission and future impact of the university. I believe it is essential the incoming president provides unwavering support, guidance and direction throughout the plan's execution and evaluation. Similarly, Stockton's next president should also continuously assess the emerging environment for a long-term strategy, allowing the community to take a fresh look at Stockton's future opportunities and next strategic plan.

Having the opportunity to lead Rhode Island College's 2017-2020 strategic plan, "Affirming Our Strength, Building Our Future" as well as initiating the first City University of New York (CUNY) system strategic plan for student affairs, "Ensuring the CUNY Promise," I have a deep appreciation and value for the excitement students, faculty, staff, trustees and community must feel as they think about Stockton's future possibilities. Without question, higher education leaders are leveraging the strategic planning process to respond to a variety of external and internal changes while reinforcing shared governance throughout the planning stages.

During my tenure at Rhode Island College, I have elevated shared governance in a variety of ways by fostering open communication, collegiality and staff cohesiveness beyond strategic planning. This was particularly evident in the college's response to COVID-19 and our efforts to manage the college's instructional, health and financial adaptations. I launched a COVID Working Group involving the entire Faculty Senate Executive Committee as well as created a Strategic Resources Budget and Planning Committee comprised predominantly of faculty, key staff and administrators to provide me data informed recommendations for budgetary efficiencies and new investments. In my first year, I also enhanced our systems of shared governance by developing a monthly Extended Presidents Executive Cabinet (EPEC) including the Chair of the RIC Council (Faculty Senate), all academic deans and all collective bargaining units from across campus. In a similar way, as the Vice Chancellor of Student Affairs at CUNY, I led monthly system-wide council meetings on policy, resources, planning and support for 24 Vice Presidents for Student Affairs across seven community colleges, eleven four-year institutions and six graduate and professional schools. Over my career, I have established numerous administrative systems designed to foster a sense of community and campus engagement while providing essential communication, robust discussion and important guidance on numerous institutional topics.

### **Fostering Diversity, Equity and Inclusion**

For nearly 30 years I have championed and addressed issues of diversity, equity and inclusion in a collegiate setting. From my early professional work in multicultural affairs, to most recently college president, I have led and institutionalized numerous campus equity and inclusion efforts. My commitment to this work is inspired by my deep personal and professional values of equity and inclusion as I see it through the lens of equal access, opportunity and educational attainment. Indeed, my passion for innovating and transforming higher education institutions is fueled by a desire to modernize institutional policies, programs, services and infrastructure as a strategy to ensure the social mobility and economic prosperity of our next generation of diverse leaders. Considering Stockton's growing enrollment diversity and work toward becoming a Hispanic Serving Institution (HSI) the next president must powerfully and actively affirm Stockton's diversity, equity and inclusion efforts.

As president of Rhode Island College, I emphasized inclusive excellence as a core pillar and value as part of the college's strategic plan. In my first year, I created the Office of Diversity, Equity and Inclusion, including the inaugural Associate Vice President for DEI direct report and launched the President's Commission on Inclusive Excellence. In three years, the freshmen class increased from 38 percent to 51 percent students of color and the college is now among the only

public four-year, Hispanic Serving Institutions (HSI) in New England. Similarly, the college experienced record new faculty of color and, after aggressive national searches as well as pending retirements and interim positions, the president's cabinet became 45 percent professionals of color and 55 percent women. I am convinced these efforts along with remarkable staff contributed to the college being ranked #2 in Social Mobility among all public institutions in New England as reported by U.S. News and World Report in 2022.

I have a tremendous value for the Minority Serving Institution (MSI) and HSI federal designations and the important role they have in shaping the broader ethos of the campus community. As the Vice President for Student Affairs at Adams State University (formerly college), an HSI in southern Colorado, I worked with the President and Provost on securing a U.S. Department of Education, Title V, \$1.85 million grant while redesigning the Division of Student Affairs to better serve students. The impact of this work brought national recognition by the American Association of State Colleges and Universities (AASCU) for the college's dramatic improvement of 5-year Hispanic student graduation rates from 15 percent in to 51 percent in three years. Similarly, as the Associate Vice Chancellor for Student Affairs at the University of Colorado Denver, I was the co-investigator of a \$3.5 million, U.S. Department of Education, Title V, Hispanic Serving Institution grant creating the Denver Transfer Initiative with the Community College of Denver. This partnership fostered seamless transfer processes between the two institutions resulting in a significant improvement in the number of transfer student enrolling at the university.

While at the City University of New York, now the largest urban public university in America serving over 500,000 students, I also worked to advanced scalable equity and inclusion initiatives. Working with system administrators I lead one of the largest Black Male Initiatives in the country, mobilize Asian and Asian Pacific Islander students to respond to several global crisis including disasters in Japan, Philippines and Nepal, launched a system-wide Trio Council and was appointed to the New York State Board of Regents Workgroup to improve outcomes for boys and young men of color. During my career in student affairs, I have established and advised numerous student-driven clubs and organizations supporting students of color as well as LGBTQI students and students with disabilities.

### **Supporting Innovative Curriculum and Student Success**

Investing in a modern and innovative curriculum as well as student-ready support services will be essential for Stockton's future growth. Modernizing today's curriculum both in content and delivery are a necessity for a forward-thinking university as well as supporting student learning needs. Today, many leading institutions are utilizing internal and external data to inform new curriculums and delivery modes. For instance, at Rhode Island College, I worked with the faculty in computer science and information systems to gather Department of Labor and Training data and partner with a nationally leading data analytics company, SaS, to redesign the IT and information systems curriculum. By utilizing state market data and regional labor statistics the faculty positioned their department and curriculum to address future workforce needs in data science and data analytics including new courses in data mining, data visualization and artificial intelligence. Similarly, I led several productive partnerships that led to new curriculum emphasis

including a collaboration with Lifespan, the second largest employer and leading healthcare provider in Rhode Island. Together, we have expanded high growth areas in medical imaging and behavioral health while establishing the Lifespan School of Medical Imaging undergraduate program on the Rhode Island College campus. I also partnered with Brown University and the University of Rhode Island to establish the Rhode Island Nursing Education Center, a state of the art, nursing education, training and research facility in downtown Providence.

I am convinced the next generation of universities will fortify investments in the liberal arts to ensure students have the flexible thinking and communication skills needed in any field or industry. Students must have a robust selection of learning opportunities inclusive of high impact practices such as undergraduate research, internships, serving learning opportunities as well as experiences that allow them to flex their emotional intelligence, necessary in an inclusive democracy. For instance, Rhode Island College has made initial investments in simulation technology for the School of Nursing to incorporate the development of socio-emotional skills alongside the technical skills required of today's nurses. I am certain, as artificial intelligence becomes more ubiquitous, the student learning experience must evolve to effectively prepare graduates to not only succeed but to thrive within this new learning and workforce reality.

### **Advocacy for Stockton**

Developing effective relationships with numerous stakeholders will also be required for Stockton's next leader. My experience in Rhode Island and elsewhere has allowed me to build productive relationships with federal delegates, Governors, General Assembly leadership and city officials as well as college governing boards. As president I actively and regularly engaged with additional external entities including the Rhode Island business community, chambers of commerce, multiple media networks, over 65,000 alumni, the Rhode Island College Foundation Board and Trustees. Vital to my success across a variety of institutions has been my ability to work closely with internal and external governing bodies and stakeholders.

As the Vice Chancellor for Student Affairs at CUNY, I led a collaborative to improve enrollment and services for among the most disadvantaged students in foster care. By bringing together youth-in-care champions such as the NYC Administration for Children Services, the Children's Aid Society, New Yorkers for Children and Lawyers for Children we were able to develop city-wide support systems to improve college access for thousands of young adults aging out of foster care. I also worked with the New York Mets baseball organization to create a college day for NYC high school students providing over 1600 underserved students with a CUNY college fair and baseball game. These experiences, among many others, have given me a strong understanding of how Stockton University can develop productive public-private and public-governmental partnerships to address the region's economic workforce needs and advance the college's priorities.

Now more than ever, I am convinced the next president must provide leadership at local, state, regional, national levels. Locally, I am on the Board of Directors for the Providence Performing Arts Center, and most recently on the Board of Directors for the Greater Providence Chamber of

Commerce and United Way of Rhode Island as well as Co-Chairman of the Urban Innovation Partnership in Providence.

As indicated in my enclosed resume, I have also testified on numerous state and city governance hearings and have engaged in numerous state and regional leadership roles. Regionally, I was recently a delegate on the New England Board of Higher Education consisting of government, business and higher education leaders across New England and, in 2017, I was appointed by Governor Gina Raimondo as a member of the Commission on Higher Education and Employability. Similarly, while in New York City, I co-chaired the NYC Higher Education Taskforce on Student Wellness and Anti-bullying and while the Associate Vice Chancellor for Student Affairs at the University of Colorado Denver, I was appointed by Governor Bill Ritter to the Governor's P-20 Education Council. This past year I was on the American Association of State Colleges and Universities (AASCU) Membership Committee, a member of the National Collegiate Athletic Association (NCAA) Division III Presidents Council governing board, and former chairman of the Little East Athletic Conference (LEC) Presidents Council.

### **Revenue Generation and Operational Excellence**

Today and tomorrow's higher education leaders must be prepared to navigate an increasingly challenging higher education financial landscape. The incoming Stockton University president must be ready to engage in an uncertain budgetary environment by addressing the university's mandatory expenses, facility maintenance needs and limitations of state funding, all while identifying new revenue streams and efficiencies. Despite Stockton's most recent fall 16 percent increase in first year student enrollments, the incoming president must have a clear understanding of strategic and financial planning as well as fundraising and resource generation strategies.

In 2017, I led the development of the "Building Futures" campaign to modernize our academic facilities. During my 5-year tenure, the college completed over \$50 million modernizing academic facilities while securing the college's designation as a 2017 U.S. Department of Education Green Ribbon School. In 2018, the college successfully executed an additional \$25 million bond to modernize our teacher education building, and, in 2020, received an additional \$38 million voter-approved bond to modernize our primary laboratory science building.

Fundraising has been another source of strategic innovation and focus. In collaboration with the Rhode Island College Foundation, we implemented a state-of-the-art donor management system which contributed to doubling annual fundraising, and this year, the college receiving its largest and third largest gifts in its history. Furthermore, I established a first-in-the-nation partnership with the creator of Broadway's hit "Hamilton", Lin-Manuel and the Miranda family. Through the creation of the Miranda Scholars program, the Miranda family has committed to \$500,000 in scholarships for diverse students in the college's Music, Theater and Dance program.

As the Vice Chancellor for Student Affairs at CUNY I led innovative initiatives generating new resources supporting economically disadvantaged students. Working closely with the system's seven community colleges, I expanded Single Stop USA services (i.e., food and housing assistance, tax relief, health insurance and government benefits), providing financial resources in

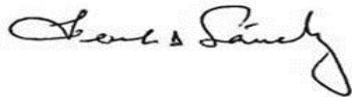
excess of \$700,000 in its first year. Over the course of the next five years, student resources skyrocketed to \$40 million and for every one dollar supporting the program there were \$25 in direct student benefits. On average, eligible students received an additional \$6,500 in benefits and financial resources with the program contributing to improved retention and degree attainment. In a similar way, Rhode Island College invested in open educational resources (OER) and has saved Rhode Island College students nearly \$1 million in textbook expenses.

Throughout my higher education career, I believe I have demonstrated effective, innovative and transformational leadership across an assortment of higher education institutions. I have led institutional planning efforts, championed equity and inclusion, advanced curriculum innovation while supporting student success and created new opportunities for revenue generation in an uncertain higher education landscape. Ultimately, my unwavering commitment to higher education has been inspired by serving underrepresented and disadvantaged students along with ensuring our postsecondary education institutions have modern systems to improve the lives within increasingly diverse communities.

I welcome the opportunity to join the Stockton University community, Chair Ciccone and the entire Board of Trustees as the university's next president. I believe my leadership, background and experience, coupled with my track-record of inclusion, curriculum development, student support and resource generation make me a strong candidate for your consideration.

Please contact me directly at [REDACTED] should I be able to provide any additional information or offer clarification on the enclosed application materials.

Yours in Education,

A handwritten signature in black ink, appearing to read "Frank D. Sánchez". The signature is written in a cursive style with a large, sweeping flourish at the end.

Dr. Frank D. Sánchez

## CURRICULUM VITAE

### FRANK D. SÁNCHEZ, Ph.D.

#### WORK /CONTACT:

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LinkedIn: Frank D. Sanchez

#### HOME/CONTACT

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Twitter: @FrankdSanchez

#### EDUCATION

**INDIANA UNIVERSITY, PH.D.**, Bloomington, Indiana, School of Education. Major: Higher Education Administration. Emphasis: Learning Cognition and Instruction and Policy Studies. 2003

**COLORADO STATE UNIVERSITY, M.S.**, Fort Collins, Colorado, School of Education and Occupational Studies. Major: Student Affairs and Higher Education. 1993

**UNIVERSITY OF NEBRASKA-LINCOLN, B.A.**, Lincoln, Nebraska, College of Arts and Sciences. Major: Psychology. Minors: Speech Communication and Ethnic Studies. 1991

#### Other Relevant Education:

**HARVARD UNIVERSITY**, Institute for Educational Management, Graduate School of Education. 2013

#### PROFESSIONAL EXPERIENCE

##### **PRESIDENT**

Rhode Island College, Providence, RI  
July 2016 – 2022

**Responsibilities:** Provide executive leadership for Rhode Island’s first State public college (1854) serving over 7000 students, managing 47 buildings and administering a \$180 million budget. Direct reports include Provost and Vice President for Academic Affairs, Vice President of Administration and Finance, Vice President of Advancement and College Relations, Vice President of Student Success, Associate Vice President of Diversity, Equity and Inclusion, Assistant Vice President for Professional Studies and Continuing Education, Chief of Staff, Executive Director of External Relations and Director of Athletics. The President is responsible for six schools including Faculty of Arts and Sciences, the Feinstein School of Education and Human Development, the School of Business, the School of Nursing, School of Social Work and the Graduate School. The President works closely with the college foundation Board of Directors and Trustees with an estimated \$42 million in assets and provides critical state leadership in collaboration with the Council on Postsecondary Education, Governor, state elected officials, industry leaders, school districts and community-based organizations as well as over 65,000 alumni.

### **Significant Accomplishments:**

- Grew annual fundraising 200%, increased total endowment 65% (\$28 million to \$42 million), and received the largest and third largest gifts in college history.
- Successfully led a \$25 million bond measure in 2018 to modernize teacher education building and a \$38 million bond in 2021 to renovate the college's primary academic science building.
- Established first in the nation partnership with Lin-Manuel Miranda and the Miranda Family supporting \$500,000 in diversity scholarships for students in Music, Theater and Dance.
- Received \$1,000,000 Rhode Island Housing development grant to create a Workforce Development Hub in partnership with the City of Central Falls.
- Invested in energy efficiency efforts leading to the college receiving U.S. Department of Education 2017 Green Ribbon School designation.
- Negotiated historic faculty union contract and compensation increase of 17 percent over 3 years.
- Elevated USNWR ranking to #2 in Social Mobility among all public institutions in New England.
- Became among the first federally designated, 4-year, Hispanic Serving Institution in New England.

### **VICE CHANCELLOR FOR STUDENT AFFAIRS**

City University of New York (CUNY), New York, NY

January 2011 – 2016

**Responsibilities:** CUNY is the largest urban, public university in America serving over 500,000 students on 24 campuses in degree, adult and continuing education programs. The Vice Chancellor provided system-wide leadership in the coordination, delivery and evaluation of a comprehensive, student-centered university culture supporting all students. Responsible for policy development and strategic planning in a wide range of areas supporting student success including: Assessment, Athletics, Black Male Initiative, Career Services and Internships, Child Care Centers, Counseling, Disability Services, Housing, International Student Services, Student Life, Student Health Centers, Veterans' Affairs and Women Centers. Other responsibilities include industry partnerships, Malave Leadership Academy, SEEK and College Discovery, Single Stop Centers, TRiO Programs and University Student Senate. The Vice Chancellor has oversight of over 40 central office professional staff and an annual budget of \$37.5 million.

### **Significant Accomplishments:**

- Led the development of the first CUNY Student Affairs Strategic Plan – **Ensuring the Promise: A Central Office of Student Affairs Strategic Action Plan from 2012-2015.**
- Institutionalized Single Stop operations connecting students to public benefits and other resources; \$700,000 in 2010 to \$40 million in 2015.
- Established productive external partnerships to grow workforce development opportunities with private industry, government and non-profit entities including: Federal Reserve of New York, Goldman Sachs, Morgan Stanley, JP Morgan Chase, Mets Baseball, New York City Council, Commissioner on Cultural Affairs, New York Blood Center, New York Food Bank, Robin Hood Foundation, TheDream.US.
- Coordinated system-wide student and programmatic responses to significant national and global crisis including disasters in Haiti, Japan, Philippines and Nepal.
- Expanded food pantries and foster care support for students across NYC and CUNY.
- Provided system leadership in establishing a No Smoking/Tobacco policy, branding and implementation across 24 colleges.
- Led the creation of the first "Military Friendly" higher education system in the country.



## **ASSOCIATE VICE CHANCELLOR FOR STUDENT AFFAIRS**

University of Colorado Denver, Denver, CO  
June 2005 – December 2010

**Responsibilities:** The University of Colorado Denver (UCD) serving 27,000 students across 13 Schools and Colleges. Associate Vice Chancellor provided leadership for 110 staff members and managed an annual budget of \$10 million for the consolidated Downtown Denver Campus and Anschutz Medical Center. Responsible for Enrollment Management: Undergraduate Admissions, Financial Aid, Registrar, Scholarships, Pre-collegiate Programs, dual enrollment programs, Title V Grant; University Life and Dean of Students: Student Life, Student Activities, Student Health Insurance, Housing, Community Standards and Wellness, Counseling Center; Student Success: Student Advising and Success Center, Learning Assistance Center, Career Center, Veteran Affairs, Disability Resources and Services, Orientation, Student Support Services (TRiO), Educational Opportunity Programs (EOP); International Affairs – International student recruitment, retention services and visa management.

### **Accomplishments:**

- Led structural and functional consolidation of student affairs operations across the UCD Downtown Denver Campus and the University of Colorado Anschutz Medical Center.
- Co-investigator of a \$3.5 million Title V Hispanic Serving Institution grant, Transfer Initiative with the Community College of Denver and a \$1.2 million Title III Upward Bound grant.
- Created Dean of Students, Veteran Student Services office and Community Standards/Wellness operations to enhance student services, support and success.
- Provided leadership for coordinating services and policies for a new 650 bed housing unit and residence life operations and programming on the Downtown Denver Campus.
- Significantly increased out-of-state, transfer and international student enrollments.

## **VICE PRESIDENT FOR STUDENT AFFAIRS**

Adams State University (formerly College), Alamosa, CO  
August 1999 – May 2005

**Responsibilities:** Adams State University is a comprehensive, rural, public college serving 2200 students delivering master, bachelors and associate degrees as well as serving 20,000 students through the extended campus. Vice President for Student Affairs is responsible for 60 staff members and an annual budget of \$7 million. Areas of responsibility included: Academic Advisement Center, Admissions, Bookstore, College Center, Counseling and Career Center, Disability Services, Educational Talent Search, Financial Aid, Housing and Residence Life, Records, Student Life, Learning Communities, Student Support Services and Upward Bound.

### **Accomplishments:**

- Led retention initiatives that resulted in five-year graduation rates improving from 15 percent in 2002 to 51 percent in 2005 and recognized by the American Association of State College and Universities (AASCU) as a Hispanic Serving Institution dramatically improving graduation rates
- Reengineered admissions processes to increase first-year enrollments by 23 percent.
- Established student-focused campus traditions including First-year Convocation.
- Led the establishment of curricular-based learning communities – Freshmen Interest Groups.
- Primary Investigator for a \$700,000 Title III Student Support Services grant and a \$1.1 million Title III Educational Talent Search grant.
- Provided leadership in establishing one-stop-shop student services.

## **INTERIM DIRECTOR AND ASSOCIATE DIRECTOR OF HOUSING AND RESIDENCE LIFE,**

University of Wyoming, Laramie, WY  
May 1997 – July 1999

**Responsibilities:** The University of Wyoming is a land-grant University providing undergraduate and graduate programs to over 13,000 students. Interim Director of Housing and Residence Life led the coordination, management and planning of the financial, personnel, student programming and physical plant aspects for residential and apartment life. The department was composed of approximately 1800 students housed in 6 residence halls, 1400 students, and their families in 608 apartment units with an annual budget of over \$6.5 million. Associate Director of Housing and Residence Life designed, developed and implemented comprehensive services, programs and policies effectively integrating the academic mission of the University with the residential component of student life. Provided the primary leadership for Housing Department in absence of the Director and oversaw annual budget of \$700,000.

### **Accomplishments:**

- Designed, implemented and evaluated curricular learning communities, Freshman Interest Groups, involving one-third of all residential students.
- Increased retention rates of students living in residence halls.
- Established new programming model for residence life staff and paraprofessionals.
- Provided primary leadership and housing response during the Matthew Shepard murder and emergency response.
- Partnered with Academic Affairs and faculty to develop first-year initiatives and academic support in the residence halls.
- Established satellite residential tutoring, writing and math services.
- Taught a first-year seminar.

## **ASSISTANT DIRECTOR OF MULTICULTURAL AFFAIRS**

DePauw University, Greencastle, IN  
July 1995 – May 1997

**Responsibilities:** DePauw University is a private university serving 2500 students. The Assistant Director of Multicultural Affairs established culturally relevant initiatives to enhance the collegiate experience and improve student retention. Advising of students on academic and personal levels, monitored the academic progress of ethnically diverse students and provided educational opportunities for cross-cultural and racial understanding campus-wide.

### **Accomplishments:**

- Established academic and faculty partnerships to co-develop university-wide cultural programming with History, Anthropology, Romance Languages, as well as interdisciplinary departments including Latin American and Caribbean Studies and Black Studies.
- Represented the Office of Multicultural Affairs on faculty committees including Advising and Retention, Health Sciences, Latin American and Caribbean Studies.
- Provided leadership in creating a Gay, Lesbian, Bisexual and Transgender student organization.
- Advised African American, Latino/a and Asian Pacific Islander students and organizations.
- Provided academic advising to marginal and probationary students.
- Assisted with the development of summer orientation and social transition activities for students of color.

## **FACULTY /TEACHING EXPERIENCE**

**Instructor**, Rhode Island College, RIC 100, Fall 2020

**Instructor**, Adams State University, First Year Seminar, Fall 2000.

**Instructor**, University of Wyoming, University Studies, Fall 1998-Spring 1999

**Visiting Instructor**, Indiana State University, COUN 638 Student Affairs Administration, Spring 1996

**Associate Instructor**, Indiana University, School of Education, June 1993 - May 1995

### **Undergraduate courses taught:**

U212 Multiculturalism in the United States

X150 Managing Learning Resources

X152 Minority Achievers Program

X152 Critical Thinking and Independent Learning

X152 Latino Academic Success Seminar

X152 Critical Reading and Thinking for the New College Student

## **SELECTED NATIONAL & REGIONAL LEADERSHIP**

- National Collegiate Athletic Association, Division III Presidents Council, 2019-present
- Hispanic Association of Colleges and Universities, faculty, La Academia de Liderazgo, October 4, 2019.
- Little East Athletic Conference, Chair, Council of Presidents, 2018-2021
- New England Board of Higher Education (NEBHE), Board of Delegates, 2018-present
- National Association of Student Personnel Administrators (NASPA), Co-Chair Accreditation Taskforce 2016-2017.
- National Association of Student Personnel Administrators (NASPA), Board of Directors, 2015 - 2017.
- Association of Latino/a Professionals of America, Executive Committee, New York, 2015 - 2017.
- National Association of Student Personnel Administrators (NASPA), Inaugural Escaleras Leadership Institute, Faculty Member, 2014
- State University of New York, Executive Leadership Program, 2014
- NASPA, Mid-Level Managers Institute, Faculty Member, 2012.
- Gates Millennium Scholars (GMS) Advisory Board Member, 2012- 2016.
- Hispanic Scholarship Fund, Northeast Advisory Board, Board Member, 2011 - 2016.
- NASULGC/AASCU National Taskforce on the Voluntary System of Accountability, 2007 -2008.
- Founding Member, State-wide Colorado Coalition for the Educational Advancement of Latinos, COCEAL, 2008 - 2011.
- Hispanic Association of Colleges and Universities (HACU), Member of the National Conference Planning Committee, 2008.
- "Retention 101: 50 Essential Data Points," faculty member, Educational Policy Institute Retention Retreat, October 5-7, 2006, Hilton Head, South Carolina.

- NASPA New Professionals Institute, Faculty Member, 2003.
- Member, Sigma Lambda Beta Fraternity International Incorporated, 1991 - 1993.
- Member, University of Nebraska-Lincoln Varsity Wrestling Team, 1986 - 1989.

## **SELECTED STATE AND CITY LEADERSHIP**

- Board of Directors, Providence Performing Arts Council 2021-present
- Board of Directors, United Way of Rhode Island, 2018-present
- Board of Directors, Tech Collective, 2018-Present
- Urban Innovation Partnership – City of Providence, Co-chair - Mayoral appointment, 2018-present
- Recovery-Friendly Workplace Committee, Co-chair - Governor appointment, 2018-present
- Commission on Higher Education and Employability, Member - Governor appointment – 2017-2018
- Providence Foundation, Board of Trustees, 2017-present
- Rhode Island Commodores, Board of Governors, 2017-present
- Testimony at the New York State Assembly, Standing Committee on Higher Education hearing on, “*The changing demographics of students in higher education and educational opportunity programs,*” December 14, 2015.
- New York State Board of Regents Workgroup to Improve Outcomes for Boys and Young Men of Color, Member, 2015.
- Testimony at the New York City Council on Higher Education Committee hearing on *Merit and Need-based Scholarships at CUNY*, June 12, 2014.
- Testimony at the New York City Council on Higher Education Committee hearing on *Pathways*, February 24, 2014.
- Testimony at the Joint Hearing of the New York City Council on Higher Education and Mental Health Committees on *Are Colleges Offering Adequate Mental Health Services to Students?* October 31, 2013.
- Testimony at the New York City Council on Higher Education Committee hearing on *How Can Student Debt Impact College Success?* January 31, 2014.
- Testimony at the Joint Hearing with the New York City Council on Higher Education, Women’s Issues and Civil Rights Committees, *Student Diversity at NYC Public and Private Higher Education Institutions.* December 11, 2012.
- Testimony at the Joint Hearing with the New York City Council on Higher Education, Women’s Issues, Civil Rights and Public Safety Committees, *Sexual Harassment and Sexual Assault Programs at the City University of New York.* October 17, 2012.
- Board Member, America Needs You, 2012-2016.
- Member, New York Blood Center (NYBC) Education Chair and Board Member, 2011-2016.
- NYC Higher Education Task Force on Student Wellness and Anti-Bullying, Co-chair, 2011 - 2012.
- Committee Member, Governor’s P-20 Education Council – Data and Accountability Committee (Governor Appointment), 2008-2011(Colorado).
- Board Member, Colorado Scholarship Coalition, 2007- 2009.
- Democratic National Convention Committee, Education Committee, 2007-2008.
- Executive Board Member, Vice President and Chair of Nominating Committee, Latin American Educational Foundation (LAEF), 2006 – 2011.
- Member, Adobe de Oro, Concilio de Artes Arts Council, Alamosa, Colorado, 2001-2006.
- Member, Alamosa Chamber of Commerce, Alamosa, Colorado, 1999 – 2002.

## **SELECTED COLLEGE ACTIVITIES**

### **The City University of New York**

Chancellor Taskforce on Athletics - Co-Chair  
Chancellor Taskforce on Experiential Learning - Member  
Council of Presidents Committee on Veteran Affairs  
Post Hurricane Sandy University Student Response - Chair  
Philippines Typhoon Disaster University Response (Philippines, Japan Tsunami, Haiti Earthquake) – Chair

### **University of Colorado Denver**

University Planning and Accreditation Committee (UPAC) - Member  
Athletics Feasibility Taskforce - Co-Chair  
Title V Cooperative Grant, Denver Transfer Initiative (\$3.5 million) - Co-Chair  
IACLEA/U.S. Dept. of Homeland Security Training: Simulation-Based Training Command Post Personnel  
Associate Vice Chancellor for Diversity and Inclusion Search - Co-Chair  
Executive Student Information Systems Committee (PeopleSoft Implementation) - Member  
Blue Ribbon Commission on Diversity Report - Member

### **Adam State College**

Presidential Search Committee - Member  
Strategic Enrollment Management Team - Co-Chair  
Faculty Senate - Member  
Traditions 2000 Taskforce - Co-Chair  
First-year Seminar Planning Committee – Member

## **HONORS AND AWARDS**

- National Association of Student Personnel Administrators (NASPA), Pillar of the Profession Award, 2017.
- Latino Public Radio, Community Champion Education Award, 2017
- Transition Services for New York, Inc., Public Service Award, 2016.
- NASPA LKC National Outstanding Senior Student Affairs Officer, 2016.
- Selective Corporate Internship Program, Educator of the Year Award, 2015.
- LaGuardia Community College, ADA25 Champion Award, 2015.
- Michael Steurman Friend of CUNY Athletic Conference Award, 2014.
- CUNY Child Care Council, Leadership Award, 2014
- NYC Hispanic Chamber of Commerce, Educational Leadership Award, 2012.
- El Diario, 8th Annual 25 Outstanding Latinos “El Award”, 2011.
- Boy Scouts of America Greater New York Council Community Service Award for Outstanding Support, 2011.
- Association for College and University Housing Officers International, Talking Stick, Robert P. Cooke, Article of the Year, 1999.
- University of Wyoming, Trustee Award of Merit, 1999.
- University of Wyoming, Outstanding Professional Staff Member, 1998.
- Indiana University Graduate Fellowship, Recipient, 1993, 1994.
- National Hispanic Scholarship Fund, Recipient, 1989, 1990, 1993.
- University of Nebraska-Lincoln Simon-Orta Scholarship, 1988.

## **FUNDRAISING AND GRANT AWARDS**

- Rhode Island College Bond referendum, **\$38,000,000** (2021)
- Rhode Island College Bond referendum, **\$25,000,000** (2018)
- Rhode Island Department of Housing, Co-Investigator, **\$1,000,000** (2018)
- New York State Department for the Blind, Co-Investigator, **\$900,000** (2015-2020)
- Robin Hood Foundation, Hurricane Sandy Emergency Funding, **\$350,000** (2012-2013)
- Lumina Foundation, Co- Investigator, CREAR Futuros, **\$600,000** (2011 – 2015)
- Higher Education Services Corporation, Primary Investigator, **\$250,000** (2012-2013)
- Daniels Fund, renewal, Veteran Student Services, **\$50,000** (2010-2012)
- Daniels Fund, Primary Investigator, veteran student scholarships. **\$100,000** (2008-2011)
- U.S. Department of Education, Co-Investigators, Title III Federal Grant, Upward Bound, \$1,200,000 (2007-2012)
- U.S. Department of Education, Co-Investigators, Title V Federal Cooperative Grant, Denver Transfer Initiative: **\$3,500,000** (2006-2011)
- U.S. Department of Education, Primary Investigator, Title III Federal Grant, Student Support Services, **\$700,000** (2001-2005)
- U.S. Department of Education, Primary Investigator, Title III Federal Grant, Educational Talent Search **\$1,100,000** (2000-2004)

## **INVITED PRESENTATIONS AND KEYNOTE ADDRESSES**

Sanchez, F. (2020). Rededicated: The Diversity, Equity and Inclusion Imperative for New England Higher Education's Systems, Structures and Institutions, New England Board of Higher Education, Annual Fall Board Meeting, respondent on "College and Career Readiness, Newton, MA.

Sanchez, F. (2020). The Return of College Athletics in the Time of COVID-19," American Association of State Colleges and Universities, Zoom video conference.

Sanchez, F. (2018) Student Affairs in an Era of Multi-literate Leadership, Keynote Address, NASPA Region I Conference, Providence, RI.

Sanchez, F. (2018). Forces Driving Evolution in Education: Will Higher Education Survive, Assessment Institute, Keynote Address, Indianapolis, IN.

Sanchez, F. (2018). Hispanic Enrollments: Trends, Tactics and Technology, Hispanic Association of Colleges and Universities, Keynote Address, Deans Forum, Atlanta, GA.

Sanchez, F. (2014) Reframing Urgency & Action: Latinos and a New Era of Higher Education, Hispanic Association of Colleges and Universities, keynote address for the 13th Annual Latino Higher Education Leadership Institute, Saturday, Denver, CO.

Sanchez, F. (2012) An Emerging Vision for Student Affairs at CUNY, keynote address American College Personnel Association Presidential Symposium, Kingsborough Community College, Brooklyn, NY.

Sanchez, F. (2010). A Catalyst for Student Success: Leveraging Title V for Institutional Change, keynote address, Student/Faculty Symposium on Retention and Diversity, Governors State University, May 14, 2010, University Park, Illinois.

Sanchez, F. (2008) RMACRAO'S Master Narrative: Future Demographics, Challenges and Changes, keynote address for the Rocky Mountain Association of Registrar and Admission Officers, Laramie Wyoming.

Sanchez, F. (2007) Your Voice Counts – A Conversation with Members of Governor Ritter's P-20 Council, Panelist for the Colorado Council on High School/College Relations annual conference, School of Mines, Golden Colorado.

Sanchez, F. (2000). Converging Technological Pedagogies with the Residential College, presenter in The Oxford Round Table, Oxford, England.

Sanchez, F. (1999) Liberating Yourself Through Education, keynote speaker for ESPIRIT Leadership Conference, February 26-27, 1999, Cheyenne, Wyoming.

Sanchez, F. (1998). Careers in Housing, panelist at the Intermountain Association of College and University Residence Halls Regional Conference, Logan, Utah.

Sanchez, F. (1998). "Real Life, Real Learning: The Effective Apprenticeship," moderator and presenter for the Eighth Annual Colloquium on Teaching Excellence, University of Wyoming, Laramie, Wyoming.

### **SELECTED PEER REVIEWED CONFERENCE PRESENTATIONS**

Sanchez, F. (2014). Show Me the Money: CUNY Reinventing Financial Aid for Low Income Students, Featured Educational Session for the National Association of Student Personnel Administrators Annual Conference, Baltimore, MD.

Sanchez, F. (2013). Bridges that Transform: Considerations for Tomorrow's Student Affairs Professional," keynote address for the National Association of Student Personnel Administrators Region II, New York, NY.

Sanchez, F. (2013). Negotiating with Hurricanes: A System Response to Student Crisis, Featured Educational Session for the National Association for Student Personnel Administrators Annual Conference, Orlando, FL.

Sanchez, F. (2012). Latino Student Success: Strategies, Policy and Critical Evidence," National Conference on Race and Ethnicity, May 29, 2012, New York, NY.

Sanchez, F. (2006). Diversity Pipelines That Work: Best Practices and Lessons Learned, presenter for the Coalition of Urban and Metropolitan Universities National Conference, Miami, Florida.

Sanchez, F. (2006). Latino(a) Student Success: Essential Data, Important Policy and Best Practices, presenter for Innovative Educators National Conference – Latino Students: Promoting Access and Success, San Diego, California.

Sanchez, F. (2006). Culturally Relevant Enrollment Initiatives," faculty member for Innovative Educators National Conference – Latino Students: Promoting Access and Success, San Diego, California.

Sanchez, F. (2004). Promoting Institutional Assessment & Change: The Building Engagement & Attainment of Minority Students Project (BEAMS), presenter for the National Association of Student Personnel Administrators National Conference, Denver Colorado.

Sanchez, F. (2003). Building a Shared Vision Between Academic and Student Affairs Professionals, co-faculty presenter for the National Association of Student Personnel Administrators, Region IV New Professional Institute, Santa Fe, New Mexico.

- Sanchez, F. (2003). *Student Learning: Imperative, Theory and Practice*, faculty member for the National Association of Student Personnel Administrators, Region IV New Professional Institute, Santa Fe, New Mexico.
- Sanchez, F. (2002). *Retention Strategies for the Diverse Student*, presenter for the Diversity, Dialogue, Directions Symposium, Laramie, Wyoming.
- Sanchez, F. (2002). *Serving, Recruiting and Retaining H.S.I. Students*, chair and presenter for the Hispanic Association of Colleges and Universities Annual Conference, Denver, Colorado.
- Sanchez, F. (2002). *Are TRIO-Eligible Student Engaged by Your Campus?* presenter for the Council for Opportunity in Education's 21<sup>st</sup> Annual Conference, September 10-14, 2002, Washington, D.C.
- Sanchez, F. (2002). *Retention Tools: Strategies, Programs and Policies for the Small College Administrator*, faculty member for the Small College Enrollment Conference, July 8-10, 2002, Nashville, Tennessee.
- Sanchez, F. (1999). "Residential Learning Communities: A Blueprint for Freshman Interest Groups," program chair and presenter in pre-conference workshop at the National Association of Student Personnel Administrators National Conference, New Orleans, Louisiana.
- Sanchez, F. (1998). *Freshman Interest Groups at UW: Design, Implementation and Evaluation*," program chair and presenter at the Association of Intermountain Housing Officers Regional Conference, Boise, Idaho.
- Sanchez, F. (1998). "Purposeful Programming: A Model for Residential Learning and Academics," program chair and presenter at the Association of Intermountain Housing Officers Regional Conference, Boise Idaho.
- Sanchez, F. (1998). *Reconsidering Housing's S.P.A.C.E.: A Model for Residential Learning and Academics*, program chair and presenter at the National Association of Student Personnel Administrators National Conference, Philadelphia, Pennsylvania.
- Sanchez, F. (1997). *Empowering Multicultural Affairs: Connecting Cultural Programming to Academe*, program chair and presenter at the National Association of Student Personnel Administrators National Conference, Chicago, Illinois.
- Sanchez, F. (1996). *Transforming the Landscape: A Strategic Plan for a Socially Responsible Environment*, program chair and presenter at the National Association of Student Personnel Administrators National Conference, Atlanta, Georgia.
- Sanchez, F. (1995). *Transforming Intercollegiate Athletics: Race Gender and Power*, program chair and presenter at the American College Personnel Association and The National Council of Educational Opportunity Associations Regional Conference, St. Louis, Missouri.
- Sanchez, F. (1994). *The Diversity Success Projects: A Successful Model Program for Retention*, program presenter at the American College Personnel Association National Conference; Indianapolis, Indiana.
- Sanchez, F. (1994). *Assessing Our Communities: Latino/a Issues from Coast to Coast*, panelist at the American College Personnel Association National Conference, Indianapolis, Indiana.
- Sanchez, F. (1993). *The Hispanic Success Project; A Successful Model Program for Retention*, program presenter at the Sixth Annual National Conference on Race and Ethnicity in American Higher Education, New Orleans, Louisiana.
- Sanchez, F. (1993). *A Culturally Sensitive Development Course for At-Risk Hispanic Students*, program presenter at the National Association of Student Personnel Administrators National Conference, Boston, Massachusetts.



## **PUBLICATIONS, COMMENTARY AND PROFESSIONAL PAPERS**

- Sanchez, F.D. (2018, summer). Restoring a Once-Leading Program Back to Prominence, *AASCU Public Purpose Magazine*, 22.
- Sanchez, F.D. (2017, April 20). College graduates pump up a state's economy. [Editorial]. providencejournal.com.
- Sanchez, F.D. (2016, fall). Beyond the Degree: Portable Skills for Tomorrow's Graduates, *AASCU Public Purpose Magazine*, 28.
- Dalpes, P., Baston, M and Sanchez, F. (2015). 'Community College Student Affairs Professionals at Entry- and Mid-Level.' In A. Tull, L. Kuk and P.Dalpes (Eds.) *Handbook for Student Affairs in Community Colleges*, Stylus Publishing, Sterling, VA (pp.281-297).
- Sanchez, F.D. (2014). The New Student Affairs Leaders: Our theory, practice and future. Invited author, *Colorado State University Journal of Student Affairs*. 23, 13-19
- Sanchez, F.D. (2003). The impact of participation in a learning community on the academic success and involvement of academically underprepared college students. (*Unpublished doctoral dissertation*). Indiana University, Bloomington, Indiana.
- Sanchez, F. (June, 2002). SSS Learning Communities. *Opportunity Outlook: Council for Opportunity in Education*, 2-6.
- Sanchez, F. (1999). Teaching and learning in social contexts: Theory for tomorrow's residential practice, *Talking Stick, Association of College and University Housing Officers International*, 16, 16-19.
- Sanchez, F.D. (1993). Retaining At-Risk Hispanic Freshman: An Innovative Approach for Colorado State University. *Unpublished professional paper*, Colorado State University, Fort Collins, Colorado.
- Sanchez, F.D. (1993). Meeting the needs for at-risk Black students. *Colorado State University Journal of Student Affairs*. 2, 67-73.

## **REFERENCES AVAILABLE UPON REQUEST**