

Clarenda M. Phillips, Ph.D.

ADMINISTRATION AND TEACHING

Texas A&M University – Corpus Christi, March 2018 – present
Provost/Vice President for Academic Affairs and Professor of Sociology
Interim Dean for the College of Science (September 2022-February 2023)

Texas A&M University – Corpus Christi is a public, comprehensive Hispanic- and Minority-Serving university with R2 status and one of 11 member schools of the Texas A&M System. The University has 8,000 undergraduate students and 2,800 graduate students in 85 programs. The undergraduate population is 50% first generation and 38% low-income. With a total annual budget of \$290 million, the university employs 470 full-time faculty, 240 part-time faculty, and 850 staff.

Administration

Responsibilities: Administer a \$78 million annual budget and provide oversight of six academic colleges, College of Graduate Studies, Office of Student Success, University Libraries, Digital Learning and Academic Innovations, Registrar’s Office, Center for Faculty Excellence, Center for Athletic Academic Services, Office of International Education, Office of University Assessment and Accreditation, and academic, curricular, and student policies.

Select activities and accomplishments (collaborative with leadership team, faculty, staff, and students):

Enrollment and Student Success

- Established Viking to Islander Program (VIP), a concurrent enrollment program with the local community college, to provide a pathway for students that were not admitted to the university
- Increased FTIC first-year retention rate by 3% in 2018 and 5% in 2022
- Implemented the University’s Finish-in-Four Initiative, which has increased first-year credit intensity by 4 credits for the past two cohorts
- Through resource reallocation, institutionalized a summer bridge program that targets low-income, first-generation students and students with development education needs. Program has averaged a 90% completion rate in the first two summers
- Designed and implemented a comprehensive student success plan that includes ongoing collaboration with every division across the university
- Created the Office of Student Success to centralize all academic support services in one unit
- Successfully completed application process to become a member of the American Association of State Colleges and Universities Student Success Equity Intensive program, funded by the Bill & Melinda Gates Foundation, to eliminate equity gaps in student success
- Developed and hosted the first Islander Family Weekend to increase student belonging and family support
- Implemented Midterm Grade Submission procedure with 99% of faculty submitting grades for undergraduates and a campus-wide Progress Report initiative with 80% of faculty submitting Progress Reports

- Implemented a teaching effectiveness program through the Association for College and University Educators (ACUE) for new faculty and faculty who teach courses with high DFW rates. Eighty-nine percent of students in courses with ACUE faculty reported that faculty designed an effective course, established a productive classroom environment, created a sense of belonging
- Developed graduation plans for every academic program to promote student degree completion through course scheduling and advising

Organizational Effectiveness and Sustainability

- Hired the university's first chief diversity officer
- Designed comprehensive academic program review
- Successfully competed for \$1M grant from the Greater Texas Foundation to support the transition of dual credit students to the university
- Developed 12 new academic programs in science, math, engineering, kinesiology/sports management, allied health, mental health, and health care fields
- Established the SAGE Fellowship (voucher program) that funds in-state tuition and university fees for terminal degree graduate programs
- Completed the SACSCOC Reaffirmation Self-Study, Compliance Certification, Focused Report, and the campus visit, which resulted in reaccreditation with no recommendations for improvement
- Implemented Interfolio for faculty evaluation processes and CourseLeaf for curriculum management
- Oversaw the development and implementation of every academic unit's academic continuity plan

Faculty Development and Support

- As the institution PI, developed a pre-professoriate scholars program to increase faculty diversity in STEM through the Texas A&M University System's participation in the NSF INCLUDES Alliance: Re-Imagining STEM Equity with URM Postdoc Pathways (RISE-UPP)
- In collaboration with Research and Innovation, relaunched the Social Science Research Center as the Community Collaborative Research Center, which supports faculty in three colleges
- In collaboration with Research and Innovation, launched the Center for the Humanities
- Developed and implemented a comprehensive department chair professional development training program
- Initiated the first TAMU-CC Open Access Publishing Fund to promote open access publishing. In the first year, the program funded article processing charges for 15 articles authored or co-authored by 55 TAMU-CC faculty, researchers, and students across four different colleges
- Implemented recommendations from two task forces on promotion and tenure criteria and fixed-term faculty

Finances and Facilities

- Co-chair the University Budget Committee
- Reallocated over \$500,000 to support new student success initiatives

- Reallocated \$75,000 to support undergraduate and graduate student research
- Redesigned 10,000 square feet of library space into a Learning Commons to provide a welcoming space for student study, research, and creativity
- Created the First-Year Advising Center with 3000 square feet of dedicated space
- Eliminated University College to consolidate academic student support services in a single unit and reduce redundancy in student support services

Advancement and Alumni Engagement

- In collaboration with Institutional Advancement, secured over \$1.5M in corporate and foundation gifts to support new student success initiatives
- While interim dean, increased annual giving within the College of Science by 50 percent
- Collaborating with the Vice President for Advancement, prioritized Academic Affairs fundraising initiatives, established donor and alumni engagement goals for deans, and revised scholarship awarding process
- Engaged with civic, community, and corporate leaders to further university priorities

Notre Dame of Maryland University, July 2016 – February 2018 **Provost/Vice President for Academic Affairs and Professor of Sociology**

Notre Dame of Maryland University is a private, comprehensive Catholic university with a liberal arts emphasis. The University has 2700 undergraduate and graduate/professional students with 1200 undergraduate students in 30 programs and 1500 graduate/professional students in 24 programs. The University has the only women's college in Maryland and is classified as a "community engagement institution" by the Carnegie Foundation for the Advancement of Teaching.

Administration

Responsibilities: Oversight of four academic schools (Arts, Sciences, and Business; Education; Nursing; Pharmacy), Division of Student Life, Department of Athletics, Institutional Research, Registrar's Office, Faculty Resource Center, Loyola-Notre Dame Library, Office of International Programs, Renaissance Institute, University Lab Safety Officer, Career Center, A Child's Place, online programs, and academic, curricular, and student policies.

Select activities and accomplishments (collaborative with leadership team, faculty, staff, and students):

- Oversaw the reaffirmation process of the University's accreditation from the Middle States Commission on Higher Education
- Secured program accreditations from the Accreditation Council of Business Schools and Programs and the Collegiate Council of Nursing Education for graduate and undergraduate programs
- Developed the university's Comprehensive Student Success Strategy
- Developed the university's Center for Innovation in Teaching and Learning
- Implemented a BA in Leadership in Hospitality and Event Management by partnering with University Maryland of Eastern Shore and Morgan State University, both public HBCUs
- Guided the successful program creation and approval for BA in Art Therapy, MA in Art Therapy, online RN to BSN, and online BA in Liberal Arts

- Implemented recommendations from the Academic Resource Reallocation process that resulted in the suspension of three academic majors and two minors
- Restructured the Division of Student Life to improve student programming and eliminate redundancies
- Established the Women's Education in the 21st Century Implementation Team
- Co-developed the University's Transgender Policy
- Developed and implemented the University Emergency Closing Procedures
- Developed the university's first student worker hiring process

Morehead State University, Morehead, Kentucky, 2012 – 2016
Associate Vice President of Academic Affairs and Professor of Sociology

Morehead State University is a public, regional comprehensive university with an enrollment of nearly 11,000 undergraduate and graduate students. The University has 141 undergraduate degree programs and 71 graduate degree programs. With four regional campuses in addition to the Morehead campus, the University is classified as a "community engagement institution" by the Carnegie Foundation for the Advancement of Teaching.

Administration

Responsibilities: Oversight of undergraduate programs and curricula, General Education, Registrar's Office, University College, Distance Education and Regional Campuses, Center for Leadership and Professional Development, the Honors Program, International Student Services, academic and curricular policies, and the University appeals and grievance processes as well as serve as the Academic Affairs liaison with the Council on Postsecondary Education (state higher education coordinating board).

Select activities and accomplishments (collaborative with leadership team, faculty, staff, and students):

- Created and implemented the University's Academic Program Review Process
- Developed enrollment projections for the university strategic plan
- Created and implemented the University's Registration Service Center with a focus on student success and retention
- Participated in the University Delivery Team to analyze retention data and strategically plan university-wide retention efforts by cohorts and demographic profile
- Assisted in the expansion of the summer bridge program to increase the success of students
- Revised policies and processes for academic grievance, medical withdrawal, academic bankruptcy, and course substitutions
- Coordinated the process for reducing faculty workload related to assessing and reporting General Education student learning outcomes
- Implemented mandatory online certification training program for faculty teaching online courses
- Guided successful program approval for BS in Neuroscience, MS in Space Systems Engineering, BA in Convergent Media, and BA in Strategic Communication
- Developed 2+2 programs for students that transfer from the Kentucky Community and Technology College System

- Developed a process to assist in planning an adequate number of seats in general education courses
- Assisted in the creation and implementation of mentoring programs for ethnic minority and low-income students

Morehead State University, Morehead, Kentucky, 2007-2012
Department Chair of Sociology, Social Work, & Criminology and Professor of Sociology
(promoted 2011)

Morehead State University's Department of Sociology, Social Work, and Criminology has approximately 600 majors (550 undergraduate and 50 graduate), 75 minors, and 24 full-time and 12 part-time faculty across four campuses.

Administration

Responsibilities: Direction and coordination of strategic planning and assessment, budgeting, external fundraising activities; supervision and evaluation of all personnel and administration all applicable policies and procedures; and coordination of graduate admissions, course scheduling, student and faculty recruitment, faculty development, public relations, and resource development initiatives.

Select activities and accomplishments (collaborative with leadership team, faculty, staff, and students):

- Defined the department's mission, goals, and objectives and developed a long-range strategic plan
- Conducted comprehensive academic program reviews resulting in the implementation of new programs and improvements to existing programs by strengthening connections between theory and practice
- Established a department curriculum committee to increase efficiency and productivity of course offerings
- Increased the interdisciplinarity of the department through building faculty teams to collaborate on research and develop cross-listed courses
- Increased the department's involvement in high-impact learning practices, such as First Year Seminar and Undergraduate Research Fellowship Program
- Redesigned the criminology major to include a criminal justice emphasis.
- Assisted in the development and implementation of the Chemical Dependency Counseling Certification Program at the undergraduate and graduate levels
- Promoted an increased emphasis on faculty scholarship that resulted in a 100% increase in peer-reviewed articles, books, and book chapters
- Increased department external grant funding by \$800,000 through strategic faculty hires
- Cultivated relationships with donors that resulted in \$150,000 in monetary gifts, \$25,000 in gifts-in-kind, and an endowed scholarship for students who are single parents
- Implemented the department's first ever faculty development plan where faculty are required to assess their strengths and weaknesses in the areas of teaching, scholarship, and service as well as establish short- and long-term goals that align with the University's Strategic Plan
- Recruited and mentored successfully five new faculty members
- Oversaw the development and assessment of student learning outcomes for all programs

Morehead State University, Morehead, Kentucky, 2000 – 2007
Assistant Provost (2005-2008) and Associate Professor of Sociology (tenured and promoted 2005)
Assistant Professor of Sociology (2000-2005)

Morehead State University was an institution of over 9,000 students. The University offered 78 undergraduate degree programs and 54 graduate degree programs. Ten percent of the tenure/tenure-track faculty and five percent of the student population were ethnic minorities (including international students).

Administration

Responsibilities: Administer all aspects of diversity-related programming and efforts at all levels of the University, including developing and overseeing programs, services, and initiatives designed to enhance the recruitment and successful retention of students, faculty, and staff from diverse and under-represented groups; develop community partnerships to promote diversity as an essential element of the mission of the University; participate in the development and implementation of strategic plans and operating policies; and develop and oversee department budget.

Select activities and accomplishments (collaborative with leadership team, faculty, staff, and students):

- Implemented the University Diversity Initiative
- Developed and implemented annual evaluation of the University Diversity Initiative
- Recruited five African American faculty and three ethnic minority staff
- Assisted in the development of the DREAMS (Dedicated to Retention, Education, Academic Success at Morehead State) mentoring program
- Promoted awareness of ethnic minority faculty issues with new and continuing department chairs, deans, and senior administrators
- Developed diversity trainings to heighten awareness for faculty and the community
- Created the full-time Chief Diversity Officer position at the vice-president level to sit on the president's cabinet to directly advise the president

OTHER PROFESSIONAL EXPERIENCE

Policy Studies Associates, Inc., Washington, DC: Senior Research Associate, 1997 – 1999

Conducted research on youth development and education outcomes. Research projects were funded primarily by the U.S. Department of Education, U.S. Department of Justice, DeWitt Wallace Foundation, Pew Charitable Trusts, Edna McConnell Clark Foundation, and the Boys & Girls Clubs of America. Responsibilities included designing studies, collecting and analyzing data, writing and editing reports, providing oversight and guidance to team of researchers, and overseeing project budgets.

EDUCATION

- Ph.D. Sociology
University of Illinois at Urbana-Champaign
- M.Div. Asbury Theological Seminary; Wilmore, KY
- M.A. Sociology
University of Illinois at Urbana-Champaign
- B.A. Sociology
DePauw University; Greencastle, Indiana

Professional Development (Select)

- Student Success Equity Intensive, American Association of State Colleges and Universities, 2022 – present
- Student Success Institute for Provosts, American Association of State Colleges and Universities, 2021 – 2022
- Southern Association of College and Business Officers' College Business Management Institute, 2012 – 2014
- American Council on Education Fellowship, 2010 – 2011: University of North Carolina at Greensboro
- Morehead State University's President's Leadership Academy, inaugural class of 2007
- American Council on Education Leadership Academy for Department Chairs, 2007

SCHOLARSHIP

Grants

Principal Investigator (2022 - present), NSF INCLUDES Alliance: Re-Imagining STEM Equity with URM Postdoc Pathways (RISE UPP) grant through consortium of university systems to increase faculty diversity in STEM disciplines.

Principal Investigator (2014 – 2015), Kentucky Council on Postsecondary Education grant for “Accelerating Developmental Education through Peer-to-Peer Support.” Implementation and evaluation of a program that embeds developmental reading into a general education course using a peer teaching model scheduled for 2015 (total award amount = \$20,000).

Principal Investigator and Project Director (2006 – 2010), Kentucky Council on Postsecondary Education grant for the Governor's Minority College Preparation Program. Implemented and evaluated an annual, one-week intensive summer institute for ethnic minority middle school students (total award amount = \$96,000).

Edited Books

Brown, T. L., Parks, G. S., & **Phillips, C. M.** (Eds.). (2012). *African American Fraternities and Sororities: The Legacy and the Vision* (2nd edition). Lexington, KY: University Press of Kentucky.

Brown, T. L., Parks, G. S., & **Phillips, C. M.** (Eds.). (2005). *African American Fraternities and Sororities: The Legacy and the Vision*. Lexington, KY: University Press of Kentucky.

Book Chapters

Phillips, C. M., Brown, T. L., & Parks, G. S. (2011). Barack, Michelle, and the complexities of a Black "Love Supreme." In G. S. Parks & M. W. Hughey (Eds.), *The Obamas and a (Post) Racial America?* Oxford University Press.

Phillips, C. M. (2005). Sisterly bonds: Rising to overcome obstacles. In T. L. Brown, G. S. Parks, & **C. M. Phillips** (Eds.), *The Legacy and the Vision: A Critical Look at African American Fraternities and Sororities*. University Press of Kentucky.

Refereed Journal Articles

Brown, T. L., **Phillips, C. M.**, Abdullah, T., Vinson, E., & Robertson, J. (2010). Dispositional versus situational coping: Are the coping strategies African Americans use different for general versus racism-related stressors? *Journal of Black Psychology*, 37(3), 311-335.

Smith, A. M., Brown, T. L., & **Phillips, C. M.** (2008). Ethnic identity, religiousness, and alcohol use among African Americans: What's the connection? *Journal of Ethnicity in Substance Abuse*, 7(4), 465-479.

Kelly, K. M., **Phillips, C. M.**, Jenkins, C., Norling, G., White, C., Jenkins, T., Armstrong, D., Petrik, J., Steinkuhl, A., Washington, R., Dignan, M. (2007). Physician and health care staff perceptions of barriers to colorectal cancer screening in Appalachian Kentucky. *Cancer Control*, 14(2), 167-175.

Lambert, S. L., Brown, T. L., **Phillips, C. M.**, & Ialongo, N. (2004). The role of neighborhood characteristics in African American adolescent substance use. *American Journal of Community Psychology*, 34(3-4), 205-218.

Brown, T. L., Parks, G. S., Zimmerman, R. S., & **Phillips, C. M.** (2001). The role of religion in predicting adolescent alcohol use and problem drinking. *Journal of Studies on Alcohol*, 62(5), 696-705.

Selected Invited Lectures/Colloquia

Phillips, C.M. (2021). Doing Higher Education Differently. Invited keynote presented for the Texas Academic Leadership Academy, August 5, 2021, Houston, TX.

Phillips, C.M. (2020). Lean in & Lift: Black Resilience and Resistance. Invited lecture presented at DePauw University, February 13, 2020, Greencastle, IN.

Phillips, C. M. (2017). Appreciating Diverse Voices in the Classroom. Invited panel presenter at the Association of Catholic Colleges and Universities Annual Meeting, January 30, 2017, Washington, DC.

Phillips, C. M. (2006). African American Fraternities and Sororities: What's Going On? Invited lecture presented at DePauw University, February 22, 2006, Greencastle, IN.

Brown, T. L. & **Phillips, C. M.** (2006). From the Campus to the Community: Black Greek-Letter Organizations and their Contributions. Invited lecture presented at University of Kentucky, February 21, 2006, Lexington, KY.

Brown, T. L. & **Phillips, C. M.** (2006). African American Fraternities and Sororities: Honoring the Past and Embracing the Future. Invited lecture presented at Vanderbilt University, February 7, 2006, Nashville, TN.

Phillips, C. M. (2005). Black women and their bodies: The impact of racism and the importance of socio-cultural context. Invited lecture at the University of Kentucky's Black Women's Conference, March 31, 2005, Lexington, KY.

Brown, T. L., Parks, G. S., & **Phillips, C. M.** (2005). Lifting as we climb: African American resilience. Invited lecture presented at Kentucky State University, February 23, 2005, Frankfort, KY.

Selected Presentations

Benton, J.D. & **Phillips, C. M.** (2022). Words and Actions: Doing things differently to achieve equitable student outcomes. American Association of State Colleges and Universities, Academic Affairs Summer Meeting, Portland, OR.

Karoff, R. & **Phillips, C.M.** (2021). The OER Equity Blueprint – Work from the Driving OER Sustainability for Student Success Collaborative. Open Texas.

Corcoran, K., McKinney, A., **Phillips, C.M.**, & Hallmark, J. (2020). OER Sustainability through Capacity Building, Equity, & Research: Updates from the DOERS3 Initiative. Open Education Conference.

Phillips, C.M. & Brown, T.L. (2020). Creating Community: Fostering ethnic minority students' success. Association of American Colleges and Universities' Diversity, Equity, and Student Success Conference, New Orleans, LA. (Conference Canceled)

Phillips, C. M. & Brown, T.L. (2018). Persistence and possibilities: Increasing the number of women of color chief academic officers. American Association of State Colleges and Universities, Academic Affairs Summer Meeting, Bellevue, WA.

Benton, J.D., **Phillips, C. M.**, & Privott, D. (2014). Creating much with little: Aligning programs to maximize results. Symposium on the Recruitment and Retention of Students of Color, Indianapolis, IN.

Phillips, C. M. (2011). Business and collegiate partnerships: Requirements for engagement and economic development. Coalition of Urban and Metropolitan Universities Annual Conference, Indianapolis, IN.

Robertson, J., Brown, T. L., Lott, S., & **Phillips, C. M.** (2009). The role of racial identity and gender in help seeking attitudes among African American young adults. American Psychological Association Annual Convention, Toronto, Canada.

Brown, T. L., **Phillips, C. M.**, & Abdullah, T. (2008). Acculturation's influence on general and racism coping strategies for African Americans. Association of Black Psychologists Annual Convention, Oakland, CA.

Abdullah, T., Brown, T. L., & **Phillips, C. M.** (2008). African American alcohol use: A historical analysis of patterns and problems. Association of Black Psychologists Annual Convention, Houston, TX.

Phillips, C. M. (2007). Ethnic identity, religiousness, and drinking among African Americans: What's the connection? Association of Black Psychologists International Convention, Houston, TX.

Brown, T. L., **Phillips, C. M.**, Smith, A. M., & Abdullah, T. (2007). Investigating the role of culture in mental health: A research agenda for the future. Association of Black Psychologists International Convention, Houston, TX.

Honors and Awards (Select)

Outstanding Sociology Alumni Award, University of Illinois at Urbana-Champaign
YWCA of Corpus Christi's Y Women in Careers Award
The Honor Society of Phi Kappa Phi
International Honor Society of Theta Phi
Leitourgia et Homiletica Honor Society
DePauw University Alumni Community Service Award
YMCA of Lexington Kentucky Adult Achiever Award
National Institute of Mental Health Postdoctoral Fellowship

UNIVERSITY AND COMMUNITY SERVICE (Selected)

Texas A&M University – Corpus Christi, 2018 – present

Member – President's Cabinet
Co-Chair – University Budget Advisory Committee
Member – Strategic Planning and Continuous Improvement Council
Member – Intercollegiate Athletics Council
Member – Honorary Degree Recommendation Committee

Community and Public Service Contributions

Member – American Association of State Colleges and Universities' Leading for Democracy Curriculum Design Team, 2024
Board Member – KEDT (South Texas Public Broadcasting System, Inc), 2023 – present
Faculty – American Association of State Colleges and Universities' Academy for New Provosts, 2023 – present

Member – American Association of State Colleges and Universities’ American Democracy Project Steering Committee, 2023 – present
Advisory Board Member – City of Corpus Christi Bay Area Development Plan, 2022 – present
Academic Peer Evaluator: The Southern Association of Colleges and Schools Commission on Colleges, 2015 – present
Board Member – Lindsey Wilson College Board of Trustees, 2014 – present
Board Member – Magee Christian Education Foundation, 2010 – present
Board Member – DePauw University Board of Visitors, 2015 – 2018
Board Member – Kentucky Children’s Home, 2012 – 2018

Notre Dame of Maryland University, 2016 – 2018

Member – President’s Cabinet
Member – University Strategic Planning and Budget Committee
Member – Maryland Higher Education Commission Strategic Planning Committee
Member – Operations Committee for Online Learning Partnership
Member – Loyola-Notre Dame Library Board
Member – College of Adult Undergraduate Students Advisory Council
Member – Women’s College Enrollment Council
Member – University Commencement Committee
Co-Chair – Catholic Intellectual Life Committee

Morehead State University, 2000 – 2016

Member – University Intercollegiate Athletics Committee, 2015 – 2018, 2004 – 2006
Member – Winter Session Implementation Team, 2015 – 2018
Chair – General Education Council, 2012 – 2018
Chair – University Undergraduate Curriculum Committee, 2012 – 2018
Chair – University Academic Appeals Committee, 2012 – 2018
Advisory Board Member and Mentor – Much More to Me, 2012 – 2018
Member – President’s Diversity Council, 2011 – 2018
Member – Early College Steering Committee, 2012 – 2014
Member – Regional Outreach Workgroup, 2012 – 2014
Member – SACS Steering Committee, 2009 – 2010
Member – General Education Redesign Council, 2009 – 2010
Co-Chair – Campus Giving Campaign, 2007 – 2009

Community and Public Service Contributions

Board Member – General Board of Church & Society, 2008 – 2016
Advisory Board Member – Gateway Area Economic Development Board, 2005 – 2008
Member – Higher Education and Campus Ministry Committee, 2002 – 2008