

PROFESSIONAL VITA
Michelle L. Rogers, EdD

SELECTED HIGHLIGHTS

- 16 years of leadership experience in higher education (not-for-profit sector) and 10 years in technical training and publishing (corporate sector). Held a leadership role in the top office of New York State's sixth largest private employer with over 20,000 employees.
- Doctorate in Leadership for Educational Justice and Master of Science in Higher Education Administration.
- Proven successes in broad ranging areas including strategic planning; project management; crisis management; executive communications and research; diversity, equity, and inclusion; organizational change management; Title IX; public speaking; mergers and acquisitions support; fundraising and campaign support; auxiliary services management; emergency planning and preparedness; marketing/branding; newsletter publishing; training; and technical writing.
- Significant budget and personnel experience in complex environments. Successful in increasing revenue, reducing expenses, and mentoring staff.
- Well versed in higher education governance and compliance. Regular collaboration with faculty senate, faculty assemblies; and other faculty governance groups.
- 13 years of experience working in a strategic capacity with boards of trustees at two private universities with boards ranging from 30 to 55 voting members; cultivation and stewardship of trustees.
- Relationship builder with a reputation for gaining trust and respect under challenging circumstances, such as reorganizations. Strong background and demonstrated experience with internal and external community building and collaborations.
- Demonstrated success in triaging unplanned and complex issues.
- ATIXA certified Civil Rights Investigator Level Two (2020).
- Advanced computer skills including Microsoft Office, Microsoft SharePoint, Microsoft Teams, Adobe Acrobat DC, and EpiServer web management; Intermediate knowledge of Adobe Creative Suite (Photoshop, InDesign, and Illustrator).

EDUCATION

University of Redlands - School of Education

- Doctorate in Leadership for Educational Justice (Ed.D.), 2019
- Recipient of the Alpha Delta Kappa Outstanding Graduate Student Award
- Dissertation – *Navigating a Cleft Habitus: A Phenomenological Study of Social Class and the College Experience*

University of Rochester - Margaret Warner Graduate School of Education and Human Development

- Master of Science in Higher Education Administration, 2011
- Recipient of the Walter I. Garms Award for Educational Leadership
- Thesis - *The History of SUNY Oswego and its Impact on Teacher Education in America*

State University of New York at Oswego

- Bachelor of Arts in Public Relations, cum laude, 1994
- Bachelor of Arts in English Literature, cum laude, 1994

EXPERIENCE

University of Redlands - Redlands, CA [4/2013 – Present]

Office of Administration: *Vice President for Administration* [7/20 to Present]

The Vice President for Administration (VPA) reports directly to the President and serves as a member of the President's Cabinet. The VPA provides vision, leadership, strategic direction, management, and support for university operations including human resources, facilities functions, safety and security, event and office services, Title IX and equity, and environmental and institutional sustainability. The VPA advises the President on a variety of executive and administrative issues and is responsible for setting, enforcing, and evaluating legally compliant human resources policies, procedures, and best practices, and identifying and implementing long-range strategic talent management goals.

- Provides administrative leadership and oversight for Human Resources, Facilities and Real Estate Management, Public Safety, Event and Office Services, Equity and Title IX, food service, and the university bookstore.
- Contributes significantly to policy development and major strategic planning and resource allocation decisions.
- Provides leadership for the development of the university's Emergency Operation Plan and for annual trainings related to the plan. This includes chairing the university's COVID-19 Task Force and overseeing all COVID-related policies, practices, and procedures.
 - Partnered with the County of San Bernardino to operate a COVID testing site on our main campus capable of testing 1,200 patients per day. This enabled us to institute a mandatory weekly testing policy for all students, faculty, and staff.
 - Partnered with Redlands Community Hospital and other local entities (as part of *Operation Greater Good*) to operate a vaccination clinic on our main campus. It is the largest testing site (accommodates up to 1,000 doses per day) in Redlands.
- Develops staff through reorganizations and professional development, including the combination of two business units, which reduced personnel costs by \$236,000 and increased organizational effectiveness.

- Oversees the University Village P3 project (Public Private Partnership) revolving around the new rail transit line that ends at a train depot on the university's main campus.
- Provides leadership for the Incident Assessment Team (IAT) and serves as the primary activator of the IAT when an incident occurs.
- Provides staff support and leadership to the Campus Planning Committee of the Board of Trustees. Presents key matters to the Executive Committee and full Board of Trustees as needed.
- Oversees the relationship with Harvest Table and Barnes and Noble and works in conjunction with both vendors on all matters related to university dining, event catering, and bookstore operations.
- Collaborates with each team's leadership to define the unit's long-term mission and goals; identifies ways to support this mission through talent management.
- Represents the university in local, state, and national professional organizations, and establish linkages with appropriate local, regional, and state resources, agencies, and public groups.
- Oversees a \$10.7M operating budget and a \$19M compensation and benefit budget; 63 buildings on a 160-acre campus.

Office of the President: *Chief of Staff and General Secretary/Secretary to the Board* [4/13 to 7/20]

As the principal aide to the President, the Chief of Staff and Secretary reported to the President and the Board of Trustees, coordinated all presidential office operations and activities in support of institutional priorities, and provided specialized services and support to both. This included advising the President on a wide variety of executive and administrative issues.

- Provided counsel to the President. Served as a sounding board and advised on sensitive matters. Ensured the President had all the information necessary to make informed decisions.
- Provided judgment, diplomacy, and understanding of university issues to support the President.
- Oversaw all operations of the Office of the President including management of staff, budgets, administration, policies, and procedures to maximize the effectiveness of the Office of the President with respect to workflow, scheduling, communications, events, and interactions with key internal and external constituencies.
- Acted as the President's representative and ambassador to internal and external constituents as directed by the President.
- Served as the President's primary strategic liaison with university and community constituencies, and in so doing sets the tone for communications emanating from the President's Office.
- Oversaw all communications on behalf of the President and worked closely with all communications officers regarding internal and external communications, media, marketing, and branding. This included speeches and presentations.
- Coordinated and managed highly visible and sensitive issues influencing the mission or reputation of the university.
- Handled all aspects of managing the Board of Trustees and contributed to the strategic direction of the Board.
 - Established meeting agendas.

- Staffed the Executive, Governance, and Executive Evaluation and Compensation Committees.
- Planned meetings and the annual retreat.
- Built and transitioned the Board to an electronic Board portal.
- Designed and implemented a new trustee orientation program.
- Oversaw three major revisions to the university's bylaws.
- Served as the direct supervisor for the university's Title IX Coordinator and provided leadership support for the university's Title IX policies, procedures, and educational programs in conjunction with the university's General Counsel.
 - Completed (with four colleagues) revisions to the Title IX policy in response to the Department of Education's May 6, 2020, final rule. Took the opportunity to expand the policy and create a defined process to report non-Title IX equity matters, including discrimination based on race. The expanded policy includes a defined process for reporting equity concerns and procedures for investigating and adjudicating equity matters.
- Oversaw stakeholder engagement and communication; regular collaboration with faculty senate, four faculty assemblies; and other faculty governance groups.
- Managed operations, events, scheduling, and budgets in Office of the President to support institutional priorities.
- Developed and managed presidential and trustee operating budgets and endowment income accounts of over \$1M.
- Participated in institutional planning, policy development, and problem resolution.
- Ensured that presidential directives and initiatives were effectively carried out.

University of Rochester - Rochester, NY [9/2005 to 3/2013]

Office of the President: *Assistant Deputy to the President for Administration & Research* [10/08 to 3/13]

- Oversaw special projects for the President in support of institutional priorities.
- Managed and improved processes and systems, including those related to workflow, computing, equipment, and resource management, such as the transition to a collaborative online file sharing system and the implementation of standardized templates for Board meeting materials.
- Developed and managed Presidential operating budgets and endowment income accounts of over \$5M.
- Conducted research, analyzed data, and prepared reports, presentations, speeches, publications, and educational materials.
- Developed, implemented, and managed appropriate training and professional development programs to foster a positive, team-oriented environment dedicated to excellence.
- Represented the General Secretary and Chief of Staff in communicating information to members of the University community and others, including Trustees, government officials, business and community leaders, alumni, donors, and parents.
- Served as the trusted handler for high profile university guests such as former Supreme Court Justice Antonin Scalia (which required training with U.S. Marshalls) and former SEC Chairman Mary Shapiro.
- Triaged incoming communications and prepared responses to correspondence and other inquiries to the President. Managed internal and external communications.

- Performed, supervised, coordinated, and monitored the work activity related to Presidential events such as commencement, Board meetings, symposia, and community engagement activities.
- Staffed the President's Cabinet and University Management Team meetings.
- Worked closely with university senior administrators and a wide range of key internal and external constituencies.
- Handled a variety of human resource, management, and personnel duties, including staffing of senior searches.

Office of the Chief Information Technology Officer: *Assistant Director (Promoted from Communications Manager) [9/05 to 10/08]*

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

Element K, Journals Division (formerly Ziff-Davis Education) - Rochester, NY [6/1999 to 6/2005]

Publisher/General Manager (Promoted from Associate Publisher) [4/03 to 6/05]

- Led the Element K Journals' Division of 50+ employees as a member of the executive team. Responsible for division P&Ls, strategic vision and business objectives, new business ventures/strategic alliances, product development, and mergers and acquisitions.
- Represented the Journals' division during its sale to Eli Research. Worked with legal teams to conduct due diligence and review the purchase agreement. Intimate knowledge of the Journals' organization and business practices was critical to the sale and vital to a successful transition between companies.
- Identified organizations for acquisitions. Closed one acquisition that netted 4,000 new/active subscribers plus 55,000 expired but marketable contacts at no cost to Element K.
- Forged strategic alliances with managers at Adobe to create Element K marketing offer for inclusion in over 100,000 Adobe CS software boxes; an exclusive opportunity.
- Teamed with Dell USA to create a special editorial insert on security for their Small/Medium Business Catalog division. Negotiated \$95,000 in free advertising and opened new marketing channel.

**Senior Director of Editorial, Design, & Web Services (Promoted from Editorial Director)
[10/00 to 4/03]**

- Oversaw the daily operations of the editorial, graphic design, web, and new product development teams. Responsible for the development of personnel to produce products that met company standards regarding market timeliness, cost, quality, and customer needs.
- Created a low-cost, high-margin business model and product (custom branded Quick Reference Cards) for retail partners. Generated over \$65,000 in bottom line revenue from first partner, CompUSA.
- Selected to manage the Graphic Design team following a change in management. Successfully turned the team around and implemented new processes to improve communication, quality, and project management.
- Closed deal with Best Buy (in conjunction with a sales manager) to provide a custom CD-ROM product for their retail stores. As project manager, orchestrated tasks among several different groups, internal and external to Element K, under very tight deadlines. Generated \$42,000 in revenue.
- Selected to manage the Web team and cut costs and production time in half, saving \$125,000 per year. Developed and oversaw implementation of a new web strategy that resulted in a stronger marketing and editorial site and increased revenue by 15%.
- Oversaw the production of a digital photography trade books published through Peachpit Press.
- Created an editorial architecture (in conjunction with managing editors) to bring uniformity to the publications, making it easier for editors and copy editors to do their jobs and to train new hires consistently.

Managing Editor (Promoted from Editor) [6/99 to 10/00]

- Managed Element K Journals' content team and publications. Accountable for the content of 25+ monthly publications and weekly email blasts.
- Combined three separate content teams into one large editorial team. Effectively blended several different processes and product types and created standards for all team members to follow to save time and enable cross-training.
- Managed a special custom publication for Microsoft Corporation (*Microsoft Insider*). Project generated \$150,000 in revenue.
- Created and implemented a new product line (*Solution Series*) for the Ziff-Davis Education Courseware Division. Wrote the first book and taught the pilot online class. Product line became a new revenue stream for the courseware division.

Paychex, Incorporated - Rochester, NY [5/1995 to 4/1998]

Technical Writer (Promoted from Editor) [5/95 to 4/98]

- Researched, wrote, and edited field and corporate manuals and communications related to payroll, taxation, and human resources.
- Created the "Writer in Training" program. First person to complete the program and move into a technical writing position.

HIGHER EDUCATION PUBLICATIONS & CHAPTERS

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

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

CURRENT RESEARCH

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

TECHNICAL PUBLICATIONS

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

PROFESSIONAL SERVICE & TRAINING, PRESENTATIONS, & LEADERSHIP

- Member, AGB 2019-20 professional development planning committee. 2019 - 2020
- Presenter, AGB Workshop for Board Professionals/ National Conference on Trusteeship, "Managing from the Control Tower: How to Build Collaborative Relationships with Your Pilots, Passengers, and Crew" (Influencers Track – invited speaker). 2019
- Presenter, AGB Workshop for Board Professionals/ National Conference on Trusteeship, "Planning Board Retreats: Balancing Act or 3-Ring Circus?" (Fundamentals Track – invited speaker). 2017

- Presenter, EDUCAUSE Annual conference, “Breaking Through Technology Barriers: Creating an Effective IT Communications Program with a Limited Budget” (invited speaker). 2008
- Received an Award of Excellence - General Service Campaign Materials from the Special Interest Group on University and College Computing Services (SIGUCCS) for a data security awareness campaign I wrote, designed, and marketed. 2008
- Completed the EDUCAUSE Leadership Institute program for senior information technology leaders in Higher Education. 2007
- Completed two-day Karrass Effective Negotiating seminar. 2007
- Completed two-day Cornell Project Management Methodology Workshop. 2006
- Completed Executive Coaching and Leadership Training Program, Levels I & II at the Professional Development Group, Rochester, NY. (One of five employees selected at Element K to attend this one-year program.) 2005
- Served as Editorial Special Working Group Chair of the Newsletter and Electronic Publishing Association (Now SIPA – Specialized Information Publishers Association). Conference presenter. Served as Editorial Track Chair for June Conference with responsibilities that included developing program sessions, soliciting speakers, and moderating all editorial sessions. 2004
- Received an Awards for Publication Excellence (APEX) Journal Award and a Society for Technical Communications Award of Excellence while editor for Inside Microsoft PowerPoint. 1999
- Served as a member of Toastmasters International (Paychex P.O.W.E.R. Club 7385-65). Received Best Speaker Award April 1, 1998, and April 17, 1997. Received Best Evaluator Award August 19, 1997, and December 3, 1997. Received Best Table Topic Speaker January 7, 1998. 1997 - 1998

UNIVERSITY OF REDLANDS SERVICE (Beyond Job Description)

- Serve as the Chair of the university’s COVID-19 Task Force and related university-wide working-group. Ongoing
- Serve as the primary convener of the university’s Incident Assessment Team and as the Emergency Operations Executive. Ongoing
- Serve as a member of the strategic planning steering committee. Ongoing
- Volunteer as a student mentor. Ongoing
- Serve as the university’s liaison with KUOR-FM (handle license renewals with the Federal Communications Commission) Ongoing
- Chaired the national search for the University’s first Senior Diversity and Inclusion Officer. Selected and convened a 22-person search committee, chose the search firm, and employed several techniques to reduce bias during the screening and interview processes. 2019
- Assisted with planning courses and recruiting faculty for the Summer 2019

- Bridge Program for first-generation and low-income students. Taught course on life skills as part of the program.
- Served as a member of the transition/implementation team tasked with ensuring a successful merger of the University of Redlands with the San Francisco Theological Seminary (acquisition was final on July 1, 2019). 2018 - 2019
 - Assisted with the development of *Gen F: Building the Next Generation of Feminist Leaders, Scholars, & Advocates* in collaboration with lead professor and program creator Dr. Angela Clark-Taylor. Generation Feminist (or Gen F) was a national two-week social justice summer fellowship for undergraduate students of all genders. The program was a collaboration between the Center for Educational Justice at the University of Redlands, the Women’s Center at Bowling Green State University, and the Susan B. Anthony Center at the University of Rochester. Co-taught sessions and assisted with running the program, which was held July 22 – August 4, 2018, in Upstate NY. 2018
 - Facilitated a session on leadership theories, styles, and approaches as part of the Rochford Leadership Development Program. It included an examination of the participant’s 360-degree assessment results. (The Rochford Leadership Development Program was designed to build the capacity of leaders in the Redlands Community so they can transform the lives of youth. Through a 10-month leadership development experience, current and emerging leaders in Redlands will build stronger leadership skills, self-reflective practice, and a service orientation. 2018
 - Served as a guest lecturer in the School of Education, for Education 607 (Higher Education in the United States), with talk entitled: “The Role of the Chief of Staff in the Modern University.” 2017
 - Managed the selection process and funding for the President’s Cabinet Innovation Grants program. 2015 - 2019
 - Provided support for the University Distinguished Fellows program designed to embed public intellectuals—persons of ideas and impact—within the university community to enhance and expand academic programming. 2015 - 2019
 - Served as the liaison for the university’s staff and administrators’ organization. Helped them build a professional development program and taught sessions on effective communication and active performance management. 2014 - 2020
 - Managed and led University Communications following the departure of the unit’s leader. Worked to rebuild morale and realign the team’s priorities. Restructured the unit through thoughtful position shifts and performance-based terminations. 2014 - 2015
 - Convened a blue-ribbon commission and led an external review process of the Marketing and Strategic Communications division. This audit was both evaluative and formative and resulted in a successful reorganization. 2014
 - Served on the search committees for the Assistant Director for Advancement and the Director of Human Resources. 2014 and 2020

- Co-Chaired three search committees: First University General Counsel; Chief Communications Officer; and the Vice President for Advancement. 2014 – 2019
- Served as the faculty liaison to the university’s student-run radio station, KDWAG. 2014 - 2019

COMMUNITY SERVICE

- Serve on the Ontario, CA Airport Roundtable – a community-based group formed by the airport to increase utilization and services. 2019 – Present
- Participate in various volunteer activities in the Redlands community, including regularly for the Citrograph Foundation. 2014 – Present
- Served as the treasurer on the Board of the Redlands Symphony Association (2013-2015). 2013 – 2015
- Served as the President and Vice President of the Penfield High School Parent Teacher Student Association in Penfield, NY. 2011 – 2013
- Served as the Communications Coordinator of the Churchville Parent Teacher Student Association in Churchville, NY. 2006 - 2007