

## **PATRICK M. CALLAN**

Patrick M. Callan is president of the National Center for Public Policy and Higher Education. He has previously served as executive director of the California Higher Education Policy Center, the California Postsecondary Education Commission, the Washington State Council for Postsecondary Education, the Montana Commission on Postsecondary Education, and as vice president of the Education Commission of the States.

Mr. Callan is the author of many articles and papers on education, educational opportunity, public accountability, financing of higher education, and leadership. Callan is co-editor of *Public and Private Financing of Higher Education: Shaping Public Policy for the Future* (1997) and co-author of *Designing State Higher Education Systems For a New Century* (2001), a study of state organization and governance of higher education. In 2001, he collaborated with Gene Maeroff and Michael Usdan on *The Learning Connection, New Partnerships Between Schools and Colleges*, published by Teachers College Press. He has served as an advisor to blue ribbon commissions, state education and higher education boards, governors' offices, and legislative committees in many states.

**William B. DeLauder**  
**President Emeritus, Delaware State University**

On July 1, 2003, Dr. DeLauder retired after serving sixteen years as President of Delaware State University. Before his appointment at Delaware State University, Dr. DeLauder was Dean of the College of Arts and Sciences at North Carolina A&T State University in Greensboro, North Carolina. Prior to his appointment as Dean in 1981, he served as professor and chair of the Department of Chemistry at N.C. A&T.

Dr. DeLauder now serves as a consultant in higher education and is senior counselor to the president of the National Association of State Universities and Land-Grant Colleges (NASULGC). He was Executive Director of the Commission on the Abraham Lincoln Study Abroad Fellowship Program. Currently, he is a member of the Board for International Food and Agriculture Development (BIFAD), a member of the Executive Committee of the Partnership to Cut Hunger and Poverty in Africa, a member of the Board of the American Farmland Trust, and a member of numerous civic and social organizations.

Dr. DeLauder previously served on the North Carolina Board of Science and Technology; the MARC Review Committee and the National Advisory Council of the National Institute of General Medical Sciences of NIH; the Board on Agriculture of the National Research Council, the Board of Directors of the National Association of State Universities and Land-Grant Colleges (NASULGC); the Board of Directors of the Council on Higher Education Accreditation (CHEA); member, the Middle States Commission on Higher Education (served two years as chair); the USDA/1890 Task Force (served as chair for several years); and has been a member of numerous other committees or commissions of higher education associations.

Among his numerous awards and honors are the Thurgood Marshall Award for outstanding contributions to the higher education of African Americans, the Educational Leadership Award of the Thurgood Marshall Scholarship Fund, the Order of the First State Award (Delaware), the Wesley Medal of Wesley College, and honorary doctorate degrees from Kent State University and the University of Delaware.

Dr. DeLauder earned the BS degree in chemistry from Morgan State College (now University) and the Ph.D. degree in physical chemistry from Wayne State University. He did post-doctorate research in physical biochemistry at Centre de Biophysique Moleculaire du C.N.R.S. in Orleans-La Source, France.

## **Dr. Franklyn G. Jenifer**

Dr. Franklyn G. Jenifer, a nationally respected leader in the field of higher education, is President Emeritus of the University of Texas at Dallas. He joined the university as President in the fall of 1994, and retired from that position in the summer of 2005. Located in the heart of the Telecom Corridor® of North Texas, U.T. Dallas is a doctoral-level institution with the most selective entrance requirements of any public university in Texas. It has an enrollment of about 15,000 students, emphasizes natural sciences, mathematics, electrical engineering and computer science and has garnered a national reputation in several disciplines.

Dr. Jenifer has served as the chief executive of public, private and statewide institutions, leaving a legacy of enhanced academic strength and integrity at each university. Before coming to U.T. Dallas, Franklyn Jenifer was president of prestigious Howard University in Washington, D.C. He was the first Howard alumni to serve in the capacity.

Dr. Jenifer joined Howard after serving as chancellor of the Massachusetts Board of Regents of Higher Education, where he had responsibility for 27 public colleges and universities with a total enrollment of approximately 180,000 students. “Excellence” and “access” became the system’s watchwords during his tenure. Dr. Jenifer previously had served as vice chancellor of the New Jersey Department of Higher Education, a system encompassing 32 public higher education institutions with an enrollment of nearly a quarter-million students.

Before that, he served as associate provost at Rutgers University’s Newark campus and, indeed, it was at Rutgers that Dr. Jenifer began his career in academia. He started as an assistant professor of biology at the Livingston College campus in New Brunswick in 1970, becoming an associate professor the following year, and a full professor in 1976. He also served as chairperson of the biology department and as chairperson of the university senate.

Dr. Jenifer’s background is rooted in scientific research. After receiving his Ph.D. in plant virology from the University of Maryland in 1970, he worked with the U.S. Department of Agriculture’s Pioneering Laboratory in Plant Virology in Beltsville, Md. He received his bachelor of science degree in 1962, and his master of science degree in 1965, both in microbiology from Howard University.

Through the years, he has been a member of many distinguished educational, scientific, civic and corporate organizations.

Dr. Jenifer’s contributions to society have brought him numerous honors and awards. Among them are honorary degrees from Babson College, Boston College, Mount Holyoke College, the University of Medicine and Dentistry of New Jersey, Bowdoin College, Kean College of New Jersey, Wheelock College, the University of Massachusetts at Amherst, and Essex County (N.J.) Community College. Also, he was named “Man of the Year” by the Dallas Historical Society and was honored with the “Distinguished Alumnus Award” from the University of Maryland.

His publications range from articles in scientific journals on plant viruses to newspaper commentaries on such topics as Afrocentricity; residential schools for at-risk youngsters; black entrepreneurship; “political correctness;” the academic preparation of student athletes; the enduring value of predominantly black colleges and universities; the aftermath of the Rodney King incident; and UTD poised to become research power.

Dr. Jenifer and his wife, Alfreda, have three adult children.

**DENNIS P. JONES**  
**President**  
**National Center for Higher Education Management Systems (NCHEMS)**

Dennis Jones is President of NCHEMS, a nonprofit research and development center founded to improve strategic decisionmaking in institutions and agencies of higher education. A member of the staff since 1969, Mr. Jones is widely recognized for his work in such areas as:

- Developing “public agendas” to guide state higher education policymaking.
- Financing, budgeting, and resource allocation methodologies for use at both state and institutional levels.
- Linking higher education with states’ workforce and economic development needs.
- Developing and using information to inform policymaking

Mr. Jones has written many monographs and articles on these topics, has presented his work at many regional, national, and international conferences, and has consulted with hundreds of institutions and state higher education agencies on management issues of all kinds.

Prior to joining NCHEMS, Mr. Jones served as an administrator (in business and in institutional planning) at Rensselaer Polytechnic Institute. He received his graduate and undergraduate degrees from that institution in the field of management engineering.

## **James M. Rosser**

Dr. James M. Rosser has served as President of California State University, Los Angeles since 1979. At the University, he also holds the rank of professor of health care management and professor of biological sciences.

A native of East St. Louis, Ill., Dr. Rosser earned academic degrees in health education and microbiology from Southern Illinois University at Carbondale (Ph.D. 1969, M.A. 1963, B.A. 1962). In 2003, SIU awarded him an honorary doctorate, citing his pioneering efforts to advance the opportunities and contributions of African Americans in science and health care. In 2005, Pepperdine University awarded him an Honorary Degree of Doctor of Law.

Prior to his appointment at Cal State L.A., Dr. Rosser served five years as Vice Chancellor of the State of New Jersey Department of Higher Education (and as Acting Chancellor in 1977). Formerly he was Associate Vice Chancellor for Academic Affairs at the University of Kansas in Lawrence.

Dr. Rosser has served on the boards of many state and local community organizations, including the California Community Foundation, Community Television of Southern California (KCET), the Los Angeles Area Council of the Boy Scouts of America, Americans for the Arts, the City of Los Angeles' Economy and Jobs Committee, the Los Angeles Unified School District's Blue Ribbon Panel on Budget Reform, and the Los Angeles County Alliance for College-Ready Public Schools.

For three decades he has championed increasing access to higher education. He currently serves on the CSU Presidents' Council on Underserved Communities, the CSU-Public Schools Outreach Advisory Committee, and the American Council on Education's Commission on Advancement of Racial and Ethnic Equity.

Dr. Rosser was a research bacteriologist for Eli Lilly and Company early in his career. Since then he has promoted science and engineering education and influenced state and national science policy as a member of the California Council on Science and Technology, the Citizens Advisory Committee of the Congressional Caucus for Science and Technology, and several National Science Foundation and National Academy of Engineering panels and forums. Currently he serves on the National Academies Government-University-Industry Research Roundtable Council and the CSU Presidents' Commission for CSUPERB – the California State University Program for Education and Research in Biotechnology.

He has received numerous awards, including the 2008 Frank W. Hale Jr. Diversity Leadership Award from the National Association of Diversity Officers in Higher Education, National Science Foundation's Educator Achievement Award, the Los Angeles Urban League's Volunteer Service Award, and, in 2004, the Torrance Area Chamber of Commerce's Humanitarian Award.

## Dave Spence

Dave Spence became the president of the Southern Regional Education Board in 2005. Headquartered in Atlanta, SREB was created by Southern states in 1948 to help government and education leaders work together to advance education and thus improve the social and economic life of the region. At SREB, Spence oversees a new major project to help states' improve students' readiness for college and career preparation, the nation's largest school improvement network, the nation's largest educational technology collaborative of state K-12 and postsecondary agencies, and many other programs to help the organization's 16 member states lead the nation in educational progress.

He has devoted considerable time to speaking with state leaders and encouraging them to develop readiness initiatives. He also has written about how states should address the readiness problem as a contributor to the book, *Minding the Gap: Why Integrating High School with College Makes Sense and How to Do It* (Harvard Education Press, 2007), and in national publications such as *Education Week*.

From 1998 to 2005, he was the executive vice chancellor and the chief academic officer of the California State University System, which includes 23 campuses, over 400,000 students and 20,000 faculty members. Among his accomplishments were the implementation of the system's strategic plan, the development of a systemwide initiative to increase graduation rates and the establishment of a system accountability process. Most notably, he initiated and coordinated the implementation of California's Early Assessment Program, in which the college readiness of high school juniors is evaluated and the results used to provide further preparation in the senior year. For his work in California, he was awarded the prestigious Virginia B. Smith Award from the National Center for Public Policy and Higher Education.

His career has included many other state-level and regional leadership positions in higher education. He was the executive vice chancellor and the vice chancellor for academic programs at the State University System of Florida from 1994-1998. He served as the executive vice chancellor of the University System of Georgia from 1987-1994.

From 1984-1987, he was the vice president and director of SREB's Office of Educational Policies, where he directed work in support of the SREB Commission for Educational Quality, chaired by Governor William Winter of Mississippi and later by Governor (and later U.S. Secretary of Education) Dick Riley of South Carolina. During that period, the Commission issued several reports focusing on equal educational opportunities: *Access to Quality Undergraduate Education in the Two-Year College* in 1987, *Getting Students Ready for College* in 1986 and *Access to Quality Undergraduate Education* in 1985.

As the executive director of the Florida Postsecondary Education Planning Commission from 1980-1984, he led the development of the state's first master plan for postsecondary education. He also directed a state task force study and report on *Enhancing the Participation of Minority and Disadvantaged Students in Postsecondary Education*.

He also served as the assistant director of the Academic Administration Program at the United Board for College Development, a member organization of the TACTICS consortium designed to provide technical services to historically black colleges and universities, from 1974-1976.

His earlier work at SREB in the late 1970s focused on state education funding and budgeting policies. He holds a B.A. in history from the University of Rochester and an M.S. in education from the State University of New York in Albany. He received his Ph.D. in higher education from the State University of New York at Buffalo in 1974.

## **JUDITH A. WINSTON**

### **Former Under Secretary and General Counsel U.S. Department of Education and Former Executive Director of the President's Initiative on Race**

Judith A. Winston is a lawyer and educator. She is currently a principal and senior consultant to the consulting firm of Winston Withers Associates. In 2007, she retired from the full-time practice of law and from the law firm she co-founded in 2002. Her practice and consulting areas include federal education and civil rights law and policy. She currently assists school districts, colleges, universities and other non-profit entities in developing education, management, and organizational policies and strategies consistent with legal requirements and best practices.

Formerly, Winston served as Research Professor of Law at the Washington College of Law at American University (2001-2002). Her research and teaching responsibilities included constitutional law, education law and policy, civil rights, and civil procedure.

From 1993 to January 2001, Winston served as the General Counsel, U.S. Department of Education, a position for which she was nominated by President Clinton and confirmed by the U.S. Senate. During the last year of her tenure as General Counsel, she served concurrently as the Department's Under Secretary. As General Counsel, she managed a staff of over 100, including more than 85 attorneys. As the Under Secretary, Ms. Winston was a principal advisor to the Secretary on education and management policy and oversaw management operations at the Department.

In 1997, Winston was asked by President Clinton to take a fifteen-month leave of absence from her position at the Department of Education to serve as Executive Director of the President's Initiative on Race. Winston returned to her position as General Counsel of the Department of Education in January 1999.

Immediately preceding her tenure in the Clinton Administration, Winston served as an Associate Professor of Law at American University in Washington, D.C. (1990-1993). She also held the positions of Deputy Director for Public Policy at the Women's Legal Defense Fund (1988-1990), Deputy Director of the Lawyers' Committee for Civil Rights Under Law (1986-1988), Assistant General Counsel for Educational Equity at the U.S. Department of Education (1980-1986), Executive Assistant and Legal Counsel to the Chair of the Equal Employment Opportunity Commission (1979-1980) and Special Assistant to the Director of the Office for Civil Rights in the former U.S. Department of Health, Education and Welfare (1977-1979).

Prior to attending law school, Winston served as the Director and Research Associate of the Equal Education Opportunity Project at the Council of the Great City Schools, a coalition of urban school districts (1970-1974).

Winston has received a number of honors and citations, including the prestigious Thurgood Marshall Award, from the District of Columbia Bar Association, the Margaret Brent Women Lawyers of Achievement Award from the American Bar Association's Commission on Women in the Profession and the Lawyer of the Year Award from the Women's Bar Association. She has served on numerous boards including National Public Radio (where she was chair and vice-chair of the Governance Committee and a member of the Executive Committee), the National Law Center on Homelessness and Poverty, and the Lawyers' Committee on Civil Rights Under Law. She currently sits on the Boards of the Historical Society of the District of

Columbia Circuit Court of Appeals and the Southern Education Foundation. She is the author of many articles on education, civil rights, and employment discrimination, and women of color in the workplace.

Winston is a graduate of the Georgetown University Law Center and Howard University. She is married to Michael R. Winston, President of the Alfred Harcourt Foundation. They are the parents of two daughters and have one granddaughter.