

# **ANTONIO DWAYNE TILLIS, PhD**

## **EDUCATION:**

- Ph.D. (Latin American Literature with Afro-Hispanic Emphasis)  
University of Missouri at Columbia, 2000  
M.A. (Spanish Literature) Howard University, 1995  
B.S. (Spanish Language) Vanderbilt University, 1987

## **RESEARCH INTERESTS:**

Latin American, Afro-Hispanic, US Latino, African Diaspora and Comparative Literatures, Film Studies and Contemporary Theory

## **ADMINISTRATIVE INTERESTS:**

Interested in academic leadership with a dynamic academic institution that has as its core mission a liberal arts and sciences education with a focus on global engagement. Interested in a college/university that is committed to co-curricular student opportunities, campus-wide diversity, community outreach, and innovation at all levels.

## **PROFESSIONAL ADMINISTRATIVE EXPERIENCE:**

**UNIVERSITY OF HOUSTON – Houston, TX**                      **February 2017 to Present**  
**Dean: College of Liberal Arts and Social Sciences**  
**M. D. Anderson Professor in Hispanic Studies**

**COLLEGE OF CHARLESTON – Charleston, SC**                      **July 2014 to January 2017**  
**Dean: School of Languages, Culture and World Affairs**

Served as chief academic and administrative officer of the School of Languages, Cultures, and World Affairs (SLCWA). Gave leadership to some 28 academic departments, major and minor programs. Worked with chairs and program directors to oversee faculty and program development. Responsible for curricular innovation and assessment, inter- and multidisciplinary planning, school-wide budget planning, and community outreach. Worked in collaboration with other deans in terms of programmatic and curricular development. Responsible for financial development and fundraising to support strategic initiatives of SLCWA. Worked closely with the School's Senior Development Officer and the Office of Institutional Advancement to identify philanthropic opportunities as well as with the executive leadership team and served as the primary consultant on internationalism at the College. Worked with the Provost Office on college-wide academic matters. Shepherded tenure and promotion cases, third-year evaluations and post-tenure review of faculty.

Accomplishments Include:

- Successfully managing an annual budget of \$2.5 million, excluding faculty salary and benefits
- Successfully managing a faculty of more than 100 tenured and tenure-track faculty in addition to over 50 adjunct professors annually
- Successfully managing an administrative staff of 25 full and part-time employees
- Successful fundraising activities to fund strategic initiatives of SLCWA
- Enhanced existing Faculty Research Grants
- Instituted the SLCWA Postdoctoral Fellowship Program
- Instituted the Wells Fargo International Scholarship for Study Abroad for low-income in-state students
- Instituted Dean's Junior Faculty Research Incentive Grant
- Instituted Junior Faculty Research Colloquium
- Instituted Dean's Professional Development Award for Adjunct Faculty
- Instituted Dean's Collaborative Interdisciplinary Summer Research Award for International Engagement
- Instituted Summer International Internships for students in India, Brazil and Ghana to begin Summer 2016
- Initiated conversation with Dean Bo Moore for a joint-initiative between the School of Humanities and Social Sciences at the Citadel and LCWA focusing on National Security and Critical Languages

**DARTMOUTH COLLEGE – Hanover, NH**

**July 2009 – June 2014**

**Chair: African and African American Studies Program**

Served as chief academic officer for African and African American Studies (AAAS). Networked across the Dartmouth community to create a multidisciplinary, interdisciplinary global curriculum for students and faculty. Initiated initiatives for non-tenured faculty development, led tenure and promotion cases and annual faculty review. Made academic hires, created an intellectual sustainable speaker's series "Conversations on Africa and the Diaspora", and instituted a visiting international scholar-in-residence position as a means of internationalizing AAAS. Organized and conducted a strategic planning faculty retreat in order to generate a self-study on the current state of AAAS and project out the future five-to-ten years. Interacted with senior administration, support staff, students, colleagues and alumni from across the Dartmouth community. Developed and proposed the first term-based study-abroad program in AAAS at Dartmouth, which involved faculty and staff collaboration between Dartmouth and the University of Ghana, the Legon campus.

Accomplishments include:

- Instituted Speaker's Series "Conversations on Africa and the Diaspora"
- Instituted a Visiting International "Scholar-in-Residence" Position
- Instituted the first Study Abroad Program in AAAS
- Instituted the Junior Faculty Colloquia Series
- Served as Co-Chair of Global Dartmouth Strategic Planning Working Group
- Served on the Faculty Strategic Planning Committee

**PURDUE UNIVERSITY – West Lafayette, IN** **June 2000 – June 2009**  
**Director: Latin American and Latino Studies Program** June 2008 – June 2009  
Served as the inaugural director of the Latin American and Latino Studies Program. Managed a faculty of 16 and 3 professional staffers. Coordinated efforts with the admissions office to market the major to undeclared students entering into the College of Liberal Arts and worked with declared majors and minors on the academic plan of study. Was lead grant writer to solicit internal funds available for internationalizing the curriculum through courses that had a study abroad component and invited leading international scholars and academic thought leaders to campus. Developed the academic agenda for the program, built a curriculum, generated a cohort of affiliates with correlated research and teaching interests in Latin American and US-Latino studies. Created and implemented a marketing plan for the recruitment of minors, set the stage for the development of a major, and projected out the institutionalization of a graduate certificate program. Overall responsibilities were broad in this capacity with respect to visionary planning, curricular building, budget management, academic programming, student recruitment/retention, and engagement as well as internationalism. Fostered bilateral partnerships between Purdue and prominent international institutions and academic centers.

**Director: Undergraduate and Graduate Studies** June 2001- May 2005  
Responsible for increasing the number of majors and minors in the African American Studies program (AAS). Advised all AAS majors. Worked closely with university advising center to monitor majors' program of study. Worked with chairs in departments of English, History, Sociology, foreign languages, political science and psychology. Worked to establish a graduate certificate in AAS.

**Director: Study Abroad** June 2001- May 2005  
Coordinated all international engagement efforts for AAS. Recruited students for and advised them on AAS summer study abroad in South Africa, Martinique, and Cuba. Initiated and encouraged short-term study abroad in AAS semester long courses. Organized first short-term study abroad program in AAS. Instituted AAS summer study-abroad program in Cuba. Initiated the international agreement that exists currently between Purdue and the Federal University of Minas Gerais (Belo Horizonte, Brazil)

**Director: Committee for Institutional Cooperation (CIC)**  
**Summer Study in Guanajuato, Mexico** Summer 2004 and 2005  
Directed a faculty of 15 and a support staff of 7. Managed 50-65 student participants representing the universities of the Big-10 Conference in addition to the University of Chicago. Responsible for administering a \$55,000.00 summer budget, coordinating on-site registration, managing student enrollment, organizing academic/cultural excursions, and teaching a course on Latin American culture.

#### **PROFESSIONAL ACADEMIC EXPERIENCE:**

**University of Houston** **February 2017 – Present**  
Dean, College of Liberal Arts and Social Sciences  
M. D. Anderson Professor in Hispanic Studies

**College of Charleston** **July 2014 – January 2017**  
Professor of Hispanic Studies in the Department of Hispanic Studies



## PUBLICATIONS:

### *Books and Edited Volumes*

*Manuel Zapata Olivella and the "Darkening" of Latin American Literature.* Columbia, MO: University of Missouri Press, July 2005.

*Caribbean-African... Upon Awakening: Poetry by Blas Jiménez.* London, England: Mango Publishing, April 2010.

*(Re) Considering Blackness in Afro-Brazilian (Con) Texts: A Cultural Studies Reader.* Edited Volume. New York: Peter Lang Publishing, September 2011.

*Critical Perspectives on Afro-Latin American Literature.* Edited Volume. New York: Routledge, 2012. Paperback, September 19, 2013.

*Manuel Zapata Olivella e o escurecimento da literatura latino-americana.* Rio de Janeiro: State University of Rio de Janeiro Press, 2012.

*The Trayvon Martin in 'US': An American Tragedy.* Edited volume with Prof. Emmanuel Harris. New York: Peter Lang, 2015.

"The Afro-Hispanic Reader and Anthology." Collaborative project with Prof. Paulette Ramsay, University of the West Indies, Mona (Jamaica). Forthcoming 2016, Ian Randal Publishing.

### *Edited Journals*

*Publication of the Afro-Latin/American Research Association.* Number 19 (Fall 2015). Editor

*Publication of the Afro-Latin/American Research Association.* Number 18 (Fall 2014). Editor

*Publication of the Afro-Latin/American Research Association.* Number 17 (Fall 2013). Editor

*Publication of the Afro-Latin/American Research Association.* Number 16 (Fall 2012). Editor

*Publication of the Afro-Latin/American Research Association.* Number 15 (Fall 2011). Editor

*Publication of the Afro-Latin/American Research Association.* Number 14 (Fall 2010). Editor

*Publication of the Afro-Latin/American Research Association.*  
Number 13 (Fall 2009). Editor

*Publication of the Afro-Latin/American Research Association.*  
Number 12 (Fall 2008). Editor

*Publication of the Afro-Latin/American Research Association.*  
Number 11 (Fall 2007). Editor

*Publication of the Afro-Latin/American Research Association.*  
Number 10 (Fall 2006). Editor

*Afro-Hispanic Review.* Vol. 25.1 (Spring 2006). Special Number  
Dedicated to Afro-Colombian Writer Manuel Zapata Olivella. Co-  
Editor

#### *Articles and Book Chapters*

“The Black Male Defiled: Whose Fault is it? Critical Historical Analysis on Black Male Subjecthood” in *The Trayvon Martin in ‘US’: An American Tragedy*, Emmanuel Harris and Antonio D. Tillis, editors. New York, Peter Lang, 2015; pp. 167-174.

“Meta-Postcolonial Subjectivity in the Poetry of Dionne Brand: Locating and Performing the ‘Selves’.” *Issues in Race & Society: An Interdisciplinary Global Journal* 2(2), 2014; pp. 73-99.

“Contextualizing the Dominican Republic: Discourses on Whitening, Nationalism and Anti-Haitianism.” In *Repositioning Race: Prophetic Research in a Post-Racial Obama Age*, Sandra L. Barnes, et al editors. State University of New York Press, 2014; pp. 139-150.

“Language as Vernacular Cultural Performance in Black Communities in Cuba and in the USA.” *Revista de Estudos Anglo-Americanos*. Edição no. 39, 2013; pp. 142-160.

“Cultural Transnationalism and Cosmopolitanism in the Poetry of Nancy Morejón.” In Antonio D. Tillis, ed., *Critical Perspectives on Afro-Latin American Literature*. Routledge, 2012; pp. 51-69.

“Cultural Transnationalism and Contemporary Afro-Hispanic Poetry: The Case of Blas Jiménez and Nancy Morejón.” *Writing the Afro-Hispanic: Africa and Africans in Spanish Caribbean Culture*. Conrad James, editor. (London: Adonis & Abby Press, 2012); pp. 125-142.

“Notes of a Black Male Academic Border Crosser: Globalization and the Black Male Body.” *The Professoriat: Negotiating a Habitable Space in the Academy*. Sandra Jackson and Richard Johnson, editors. (Peter Lang, 2011); 215-227.

“Blackness and Cultural Tourism in Brazil: The Case of Salvador da Bahia.” Introduction to Antonio D. Tillis, ed., *(Re) Considering Blackness in Contemporary Afro-Brazilian (Con) Texts: A Cultural Studies Reader*. (Peter Lang Publishing, 2011); 1-5.

“Awakening the Caribbean African: The Socio-Political Poetics of Blas Jiménez.” *Caribbean African Upon Awakening*. Blas Jiménez (Mango Publishing, 2010. Translated by Antonio D. Tillis); 13-32.

“Mulher, negra, caribenha, canadense e lésbica: Descobrimo e representando os ‘seres’ na poesia de Dionne Brand” in *Migrações teóricas, interlocuções culturais*. (Belo Horizonte: Editora UFMG, 2009); 149-161.

“Latin America and African Diaspora Studies.” *Black Diaspora Review* 1.1 (Summer 2009); pp. 8-11.

“Malcolm X-ism and the Protest Poetry of Blas Jiménez: Liberation ‘By Any Means Necessary’.” *Malcolm X: A Historical Reader*. James L. Conyers and Andrew P. Smallwood, eds. (Carolina Academic Press, 2008); pp. 315-329.

“Afro-Hispanic Literature in the US: Remembering the Past, Celebrating the Present, and Forging a Future.” *IPOTESI- Revista de Estudos Literários* (2008); pp. 21-29.

“African American History in Review: A Literary Perspective.” *Transit Circle*, 5 (2006); pp. 60-77.

“Haiti and Post-Colonial Allegory in Manuel Zapata Olivella’s *Chango, el gran Putas*.” *Palimpsesto* 5.5 (2006); 9-18.

“São Bernardo and the Representations of Blackness.” *Publication of the Afro-Latin/American Research Association*. Number 10 (Fall 2006); pp. 30-38.

“Changó, el gran putas de Manuel Zapata Olivella: un volver a imaginar y localizar Haití y su revolución mediante una alegoría poscolonial.” *Afro-Hispanic Review*, Vol. 25.1 (Spring 2006); pp.105-114.

“La Población Afromestiza de el Coyotillo,” with Alfredo Martínez Maranto. *Callalo*. The Johns Hopkins University. Vol. 27.1 (Winter 2004); pp. 142-149.

“Post-Colonial Pilgrimage Towards an Afro-Cuban Identity in the Poetry of Nancy Morejón.” *Mosaic*. Vol. 36. 4 (December 2003); pp. 65-79.

“Awakening the Caribbean African: The Socio-Political Poetics of Blas Jiménez.” *Afro-Hispanic Review*. Vol. 22.2 (Fall 2003); pp. 29-38.

“*Native Son*’s Bigger and *Las estrellas son negras*’s Irra: Two Post-Colonial Subjects of Literature of the African Diaspora.” *CLA Journal*. Volume XLVI.2 (December 2002); pp. 207-225.

“*Changó, el gran putas*: A Postmodern Historiographic Metafictional Text.” *Afro-Hispanic Review*. Volume 21.1-2. (Reprint for 20<sup>TH</sup> Anniversary Edition Spring 2002); pp. 96-103.

“Nancy Morejón’s ‘Mujer negra’: An Africana Womanist Reading.” *Hispanic Journal*. Volume XXII.2 (Fall 2001); pp. 483-494.

“La creación de una cultura nacional negra en *Nochebuena negra* de Juan Pablo Sojo y en *Chambacú: corral de negros* de Manuel Zapata Olivella.” *Publication of the Afro-Latin/American Research Association*. Number 5 (Fall 2001); pp. 63-71.

“*Changó, el gran putas*: A Postmodern Historiographic Metafictional Text.” *Afro-Hispanic Review*. Vol. 20.1 (Spring 2001); pp.96-103.

*Book Review*

*African Spirituality in Black Women’s Fiction: Threaded Visions of Memory, Community and Being*, Elizabeth West. *South Atlantic Review*.

*Daughters of the Diaspora: Afro-Hispanic Writers*, Miriam DeCosta-Willis. *Revista Canadiense de Estudios Hispánicos*. University of Toronto. Vol. 26.3 (Primavera 2004); 605-607.

*Translations*

“So Long...Sista. En memoria de Carol M. Young.” By Cristina Rodríguez-Cabral. *Publication of the Afro-Latin/American Research Association*. Number 11 (Fall 2007); pp. 93.



“Frightening time.” *Caribe Africano en Despertar*, Blas R. Jiménez. (Santo Domingo: Editora Manatí, 2006); pp.17.

“Half dreamed brotherhood.” *Caribe Africano en Despertar*, Blas R. Jiménez. (Santo Domingo: Editora Manatí, 2006); pp.28-29.

“To Be Black in the Caribbean.” *Caribe Africano en Despertar*, Blas R. Jiménez. (Santo Domingo: Editora Manatí, 2006); pp.51.

“Follicles+Follicles+Follicles.” *Caribe Africano en Despertar*, Blas R. Jiménez. (Santo Domingo: Editora Manatí, 2006); pp.67.

“Prisioner.” *Caribe Africano en Despertar*, Blas R. Jiménez. (Santo Domingo: Editora Manatí, 2006); pp.97.

“Memoria y Resistencia” by Cristina Rodriguez-Cabral.  
*Publication of the Afro-Latin/American Research Association*.  
Number 4 (Fall 2000); pp. 104-107.

“Cubandalucia” by Marcelino Arozarena with Elisa Rizo and Margaret Lindsay Morris. *Afro-Hispanic Review*. Vol. 17:2. (Fall 1998); pp. 61-63.

*Encyclopedic Entries*: “Black Literature in Colombia.” *Africana: The Encyclopedia of the African and African American Experience*, second edition. Henry Louis Gates and Kwame Anthony Appiah, Editors in Chief. Forthcoming. Oxford University Press; 5 pp.

“Afro-Cuban Literature.” *Encyclopedia of the African Diaspora*. Carole Boyce Davies, general editor. ABC-CLIO, Publisher (2008): 62-65.

#### **AWARDS, HONORS AND DISTINCTION:**

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|---------|---|
| 2013    | Visiting Distinguished International Professor in the Department of Modern Languages at the University of the West Indies, Mona, Jamaica: January – April, 2013 |
| 2012    | “Professor of the Year” Faculty Recognition Award, Lorna Hill Culminating Ceremony and the Office of Pluralism and Leadership (OPAL)                            |
| 2009-10 | Fulbright Fellowship to Brazil at the Federal University of Minas Gerais in the Department of Letters   |

- 2009 Internationalization Innovator Award, Purdue University Office of International Programs and Study Abroad
- 2008-10 President, College Language Association
- 2007 Purdue University Faculty Scholar 2007 Award for 5-years is given to select university faculty who have demonstrated excellence in research. Award is highly selective and recipients are granted a research budget of \$50,000.00, dispersed over the five-year period.
- 2006-08 Vice-President, College Language Association
- 2006-07 Guest Editor, Special Number of the *Afro-Hispanic Review* on Afro-Colombian author Manuel Zapata Olivella, 2006-07
- 2005-present Managing Editor, *The Publication of the Afro-Latin/American Research Association (PALARA)*
- 2005-06 Selected as Committee for Institutional Cooperation (CIC) Resident Director for Summer Program in Guanajuato, Mexico
- 2004-06 Foreign Language Representative to the Executive Board of the College Language Association
- 2004 Professor of the Year, Awarded by the Black Caucus of Purdue University Faculty and Staff
- 2004 Outstanding Chapter Advisor, Purdue University National Pan-Hellenic Council
- 2003 US Delegate to the British-American Project Conference in Cardiff, Wales
- 2002 Selected Participant, the Ohio State University Department of Spanish and Portuguese and Center for Latin American Studies Workshop on Citizenship and Subjectivity in Latin America
- 2002 US Fellow to the British-American Project Conference in Washington, DC
- 2000-02 Scholar-in-Residence at the Institute for Languages and Literatures of the African Diaspora at the University of Missouri-Columbia
- Honor Sigma Delta Pi, National Foreign Language Honor Society
- Honor Phi Lambda Beta, National Portuguese Honor Society
- Honor Phi Kappa Phi, National Academic Honor Society

### **EDITORIAL/ SERIES/ PROFESSIONAL BOARDS, etc.:**

Series Co-Editor, “Black Diasporic Worlds,” with Elizabeth J. West (Georgia State University). New Series in African Studies, Lexington Books. 2014-2019.

*College Language Association Journal (CLAJ)*. Board of Advisory Editors, 2014 – 2016.

*Transition Magazine*. Hutchins Center, Harvard University. Editorial Board, 2014-Present.

*International Journal of Comparative Literature and Translation Studies*, Associate Editor. 2013-2015.

*Issues in Race & Society*, Journal of the Association of Black Sociologists and Peabody College of Education and Human Development at Vanderbilt University. Member, Editorial Board: 2012 – Present.

*Revista ALETRIA*. Peer-reviewed literary journal of the Federal University of Minas Gerais Department of Letters, Brazil; Referee: 2012 - Present

The International Institute of Critical Pedagogy and Transformative Leadership, Founding Board Member: January 2012 – Present

Hemispheric Institute for Performance Studies, Board Member: 2012- 2014

*CONTEXTO*. Revista Semestral do Programa de Pos-Graduação em Letras, Universidade Federal do Espírito Santo, Advisory Board, 2010 – Present

*Callaloo*, Board of Referees, 2010 – 2014. Book Review Editor for Spanish-America, 2010 – 2014

Board of Reviewers. *Issues in Critical Investigation: the African Diaspora*, Vanderbilt University. 2010 – 2014

*Black Diaspora Review*, Annual Serial Publication, Indiana University at Bloomington Department of African American and African Diaspora Studies, 2007 – Present

*IPOTESI- Revista de Estudos Literários*, Universidade Federal de Juiz de Fora, Brasil (Journal of Literary Studies. Federal University of Juiz de Fora, Brazil), 2007-Present

*Africana Studies: A Review of Social Science Research*, Annual Serial Publication, Transaction Publishers, 2004 – 2008

*Encyclopedia of the African Diaspora*. Carole Boyce Davies, general editor, Florida International University and Broward County Libraries, 2002- 2005

## **SCHOLARLY LECTURES:**

### **International Lectures**

I have presented my academic work internationally at universities and academic conferences in Brazil (Rio de Janeiro, Espiritu Santo, Juiz de Fora, Minas Gerais, Bahia, Curitiba, São Paulo), England (London and Birmingham), Ghana, Jamaica, Panama, Colombia, China, British Columbia, Dominican Republic, Peru, Curaçao, to name a few.

### **National Lectures**

I have presented by work at national academic conferences of the Modern Language Association, Midwestern Modern Language Association, College Language Association, Association of Black Sociologists, Miami Pan-African Bookfest, among others.

Additionally, I have presented my scholarly work at Vanderbilt University, University of Houston, the Ohio State University, University of Memphis, University of North Carolina (Chapel Hill and Greensboro), DePaul University, Howard University, University of Missouri, Dartmouth College, Indiana University, Georgetown University, University of California (Los Angeles and San Diego), Mount Holyoke College, University of Massachusetts (Amherst), Purdue University, Notre Dame University, among others.

## **RESEARCH GRANTS AND OTHER AWARDS:**

- |      |  |
|------|--|
| 2010 | Sachs Grant for International Development<br>Dartmouth College<br>Amount of Award: \$10,000.00   |
| 2008 | Purdue Research Foundation Research Grant<br>Amount of Award: \$15,216.00<br>Lead faculty director on research project on “Symbolic Representations of 'Home' in Afro-Latin American Women's Literature,” in conjunction with doctoral student Ivette Wilson |
| 2008 | Purdue University International Programs Integrated Study Abroad<br>Amount of Award: \$7,000.00<br>Development of Study Abroad Program in Johannesburg and Cape Town, South Africa   |
| 2006 | Purdue University International Programs Integrated Study Abroad<br>Amount of Award: \$7,000.00<br>Development of Study Abroad Program in Ghana, West Africa   |
| 2006 | Purdue Research Foundation<br>International Travel Grant for conference in Quito, Ecuador  |

- Amount of Award: \$1,400.00 (\$1,000.00 from Purdue Research Foundation and a \$400.00 matching award from the College of Liberal Arts)
- 2006 Purdue University College of Liberal Arts Dean's Incentive Grant 2006  
Amount of Award: \$1,000.00 for research in Colombia, South America
- 2005 Purdue Research Foundation  
International Travel Grant for conference in Lima, Peru  
Amount of Award: \$1,400.00 (\$1,000.00 from Purdue Research Foundation and a \$400.00 matching award from the College of Liberal Arts)
- 2005 Purdue University College of Liberal Arts Dean's Incentive Grant  
Amount of Award: \$1,000.00
- 2004 Purdue Research Foundation Research Grant  
Amount of Award: \$14,715.00  
Lead faculty director on research project on "Church, State, and Literature: Constructing the Afro-Female Body in Colonial Mexico," in conjunction with doctoral student Socorro Zaragoza
- 2004 Purdue University College of Liberal Arts Dean's Incentive Grant  
Amount of Award: \$1,000.00
- 2003 Purdue University International Programs Integrated Study Abroad  
Amount of Award: \$7,000.00
- 2003 Purdue University College of Liberal Arts Dean's Incentive Grant  
Amount of Award: \$1,000.00
- 2003 Purdue University International Programs Integrated Study Abroad  
Amount of Award: \$7,000.00
- 2002 Purdue University International Programs Integrated Study Abroad  
Amount of Award: \$9,500.00
- 2002 Purdue University School of Liberal Arts Dean's Matching Gift for Interdisciplinary Collaboration  
Amount of Award: \$3,000.00
- 2002 Purdue Research Foundation International Travel Grant for conference in Lima, Peru  
Amount of Award: \$788.00
- 2002 Purdue University School of Liberal Arts Dean's Incentive Grant

Amount of Award: \$600.00

2001 Purdue University Libraries Library Dean's Scholar's Grant  
Amount of Award: \$500.00

#### REFERENCES:

Dr. Carol L. Folt, Chancellor  
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