

Martha Gandert Romero, PhD

1851 Forest Circle, Santa Fe, NM 87505, 505 820-6937, cell 505 660-7799 FAX 505 820-6937
martha.romero@cgu.edu

EDUCATION

	League for Innovation	1991	Executive Leadership Institute
	Harvard University	1987	Institute for Educational Management
Doctor of Philosophy	University of Colorado	1983	Counseling and Psychological Studies
Master of Arts	University of Colorado	1978	Counseling and Guidance
Bachelor of Arts	Loretto Heights College	1961	English Literature, Magna Cum Laude

LANGUAGE PROFICIENCY English and Spanish

PROFESSIONAL EXPERIENCE

2001-2004, Founding Director, Community College Leadership Development Initiatives, and Professor, Claremont Graduate University, Claremont, California
2005 - Continuing as Senior Scholar, Claremont Graduate University, Claremont, CA

Responsibilities

- Design, develop and implement the Community College Leadership Development Institute (CCLDI) as part of the School of Educational Studies to serve California, Hawaii, and the Western Pacific Islands. Develop collaborative network of research universities and masters degree-granting institutions to develop certificate, masters and doctoral degrees that focus on community college leadership.
- Develop a coordinated research agenda on community colleges in cooperation with research institutions and community college practitioners.
- Design and deliver leadership development workshops and seminars for community college leaders.
- Staff and support numerous advisory bodies and the Policy Council of the CCLDI.
- Hire and supervise CCLDI staff.
- Assist in seeking funding for the continued operation of the CCLDI.
- Teach classes on community college leadership in the masters and doctoral programs at CGU.
- Advise doctoral students with research interests in community college leadership.

Accomplishments

- Established a network of 12 public and private university representatives to address the research and degree needs of California community colleges.
- Hired staff to begin the initial work of the CCLDI.
- Identified four major partners, UCLA, UCI, San Diego State University and California State University at Sacramento to implement first leadership development activities.
- Implemented annual week-long, residential Leadership Academy for community college teams composed of Trustees, CEOs, senior administrators, faculty and classified staff.

- Launched monthly policy seminars delivered in locations in Northern and Southern Colorado.
- Implemented Doctoral Fellows program with CGU, UCLA and USC with doctoral fellows from eight participating institutions including the University of Hawaii.
- Trained 11 executive coaches to support new and existing CEOs in their leadership work.
- Developed a monthly newsletter that synthesizes research useful to community college decision makers.
- Established website for dissemination of research briefs, doctoral programs information, policy directives.
- Worked with the Boards of the CCLDI Foundation and numerous advisory committees to support the work of the CCLDI.
- Conducted classes on Leadership for community colleges as part of the CGU doctoral higher education program.
- Served on numerous doctoral dissertation committees and supervised qualifying examinations.
- Completed the move of CCLDI from Claremont Graduate University to the University of San Diego as a result of funding considerations.
- Continue to serve on dissertation committees at Claremont Graduate University.

1992-2001

Superintendent/President

**College of the Siskiyous
Weed, California**

2200 FTE, 55 Full-time Faculty, 130+ Adjunct Faculty

Responsibilities

- Executive staff to local Board of Trustees
- Administer all District functions including residential campus in Weed, off-campus center in Yreka, and 19 additional off-campus sites throughout the county
- Oversee \$12 million general fund budget and \$2-3 million per year in categorical and soft money projects
- Oversee collective bargaining with classified and faculty unions
- Represent the District with community agencies, community college consortia, and State and Federal level associations
- Advocate for the District with Congressional, Legislative, State and Local elected officials
- Establish planning mechanisms for the District and provide for staff training to achieve good planning
- Develop coalitions with high schools, colleges and local agencies
- Support the College Foundation to grow from \$200,000 to several million in endowment funds

Accomplishments

- Established development office and generated \$1-3 million each year from grants and contracts
- Established Foundation which hosts four successful fundraising events each year, operates a planned giving program and coordinates volunteer activities in support of district programs
- Initiated a 5-year strategic planning process. All strategic intents in two 5 year cycles were accomplished during my tenure
- Established campus wide tactical planning process

- Established shared governance process which involved faculty, staff and administrators working together to develop budget, set funding and programmatic priorities, participate in hiring process, develop new programs and reach consensus on campus governance issues.
- Upgraded District computer system to provide every District employee with a networked computer and wired all campuses for voice, video and data transmission
- Acquired grants to develop District distance learning capacity
- Initiated process to establish scholar-athlete programs in 10 conference sports
- Established strong relationships with local communities, agencies and associations to support development agenda
- Established first self-directed team as the beginning of the Total Quality re-direction of the College
- Established staff training as priority objective for creating learning communities and keeping staff on cutting edge of technology and learning strategies
- Developed and implemented a plan for campus-wide renovation of 40 year old physical facility including re-roofing all buildings, remodeling the theater, student center and administration buildings, moving and upgrading the chemistry laboratory, expanding the bookstore, enlarging the Print Shop and faculty work area, rebuilding the Track and Tennis Courts, resurfacing the Gymnasium Floor, wired the entire campus for fiber optic and T-1 connections, remodeled the dormitories, built the workforce development office, and began the building the technology classroom building
- Built Process Technology Training Center and expanded facilities at Yreka Campus
- Created and built a childcare center for infants, toddlers and after-school care
- Established work relationship with local agencies to co-locate services and to bring some services such as health care on campus
- Strengthened academic programs, especially the Arts and Humanities through planning, summer seminars and workshops, and working with teachers to enrich their elementary and secondary classrooms through the use of the arts
- Acquired the first Trio training programs which eventually included Upward Bound, Talent Search and Gear Up programs
- Established regular Board training activities on policy development and Board decision making processes
- Led the Board and staff through a difficult year-long, unsuccessful Board recall attempt
- Served on numerous Boards and Commissions at the local, state and federal level.

1990 - 1992

**Vice President
Instructional Services**

**Pikes Peak Community College
Colorado Springs, Colorado**
18,000 FTE, 118 Full-time Faculty
300+ Adjunct Faculty

Responsibilities

- Managed \$8.5 million instructional budget
- Administered six instructional divisions (vocational and academic programs) including program development, curriculum development, budget, staffing and evaluation
- Oversight of three off-site campuses
- Administered high school area vocational education center
- Administered extended studies division providing services to senior centers, military bases, international service delivering centers (through SOC) and interactive telecommunication distance learning program
- Oversight of on-line classes and programs development

Accomplishments

- Established business/industry training center
- Established supplemental funding unit to seek grants, contracts and foundation support that augmented annual budget by approximately \$1 million a year.
- Established ad hoc committees and permanent shared governance structures to involve faculty in decision making process
- Launched first Total Quality Management training efforts in preparation for establishing continuous improvement process in the instructional unit
- Established internal assessment and accountability process incorporating classroom research, student evaluations, business and employer evaluations, community feedback and faculty peer review
- Participated on six community boards as representative of the College
- Secured Title VI grant for international exchange of faculty and students
- Negotiated agreement to serve as Toyota Training Center for automotive program

1986-1990

Academic Affairs Officer

**Colorado Commission on Higher Education (CCHE)
Denver, Colorado**

State Coordinating Board for 11 community colleges,
2 major research institutions, 7 regional colleges and

universities

Responsibilities

- Conducted Policy analysis for program review and new program approval
- Responded to data and policy analysis requests for Commission, Institutional Chief Executive Officers and Vice Presidents, Legislators, and Legislative Staff
- Staffed state-wide committees to re-design teacher education programs, develop affirmative action incentives, establish statewide assessment and accountability measures, and developed first statewide transfer policy which was signed by each higher education institution CEO
- Monitored development of general education core curriculum for community colleges
- Developed and implemented strategic planning efforts for the State of Colorado

Accomplishments

- Developed and implemented Statewide transfer policy and led process for acceptance through institutions, State Commission on Higher Education and Legislature
- Provided statewide support to community college system effort to develop core education curriculum
- With Deputy Director led staff effort to develop 5-year state strategic plan for higher education
- Developed and implemented affirmative action incentives policy
- Developed and implemented statewide accountability policy
- Staffed capacity building initiatives including training and policy development workshops
- Developed and implemented competitive model incentive program

1983-1986

**Senior Project Director
(WICHE)**

Western Interstate Commission for Higher Education

Boulder, Colorado

- Administered FIPSE Grant to improve transfer information in Arizona, California, Colorado, and New Mexico
- Implemented dissemination grant on project success upon completion of basic grant
- Developed and implemented model for legislative workshops on educational issues for 13 western states in the WICHE compact
- Monitored affirmative action research initiatives developed by WICHE
- Negotiated contracts with member states for participation in grant initiatives
- Staffed advisory council
- Staffed Commission sub-committees
- Authored numerous reports and position papers

1979-1981

Project Director

**University of Colorado
Boulder, Colorado**

- Reorganized major national TRIO training grant to ensure successful implementation
- Managed \$1 million a year national training contract between University of Colorado and the U.S. Department of Education
- Supervised 23 professional project staff and 100+ training consultants under contract
- Completed contract with positive evaluations at all national training sessions
- Negotiated policy requirements of two diverse, fiscal and management systems

1973-1979

Director

**Volunteer and Information Centers
Boulder, Colorado and Rochester, Minnesota**

- Managed information and referral services, matching individual service needs with service provider agencies
- Trained volunteers from local community agencies and placed trained volunteers in a variety of professional service positions
- Conducted studies on community needs for policy bodies of private, non-profit, and governmental organizations
- Initiated planning activities for development of new services in response to community needs
- Managed six professional staff and corps of volunteers to conduct the work of the agencies

1961-1967

Teacher and Counselor

**Denver Public Schools and Boulder Public Schools
Denver, Colorado**

(Full-time and as a substitute teacher while my children were pre-school age)

- High School English literature, composition and remedial English teacher
- Junior High School Counselor

Major Consultations and Professional Internships:

2004 Coach, Achieving the Dream Colleges, Lumina Foundation and University of Texas at

Austin

- Serve as Coach and advisor to Sinclair Community College, South Texas College and Alvin Community College.

**2004 - Senior Scholar
Adjunct Professor Claremont Graduate University
Claremont, California**

- Supervise doctoral student dissertation and qualifying exams
- Teach courses on community college leadership

**1995 Adjunct Faculty Oregon State University
Corvallis, Oregon**

- Adjunct Faculty for Doctoral Candidate in Educational Administration program

**1994, 1995, 1996, 1997
Guest Faculty University of New Mexico Community College Leadership
Program Albuquerque, New Mexico**

**1993, 1994, 1995, 1996, 1997
Faculty Executive Leadership Institute; League for
Innovation Costa Mesa, California**

**1981-1982
National Policy Fellow The Council of Graduate Schools in the United States
Washington, District of Columbia**

- Monitored federal legislation regarding graduate student financial aid
- Wrote testimony for Congressional hearings
- Coordinated government relations activities with other higher education agencies
- Assisted graduate deans and members with committee assignments and presentations
- Represented Council on national boards and advisory committees
- Conducted workshops and delivered presentations at national annual meeting, New Deans Workshop and regional meetings

**1982-1992
State Coordinator Institute for Educational Leadership
Education Policy Fellowship Program
Washington, District of Columbia**

- Recruited and selected mid-career level administrators with high leadership potential for year-long study of public policy
- Designed and conducted leadership seminars for fellows
- Arranged meetings for fellows with top policy makers in the state of Colorado
- Coordinated with national sponsoring agency, the Institute for Educational Leadership, and consulted in program development activities

**1979-Present
Organizational Development Consultant**

- With team of professionals conduct organizational assessment, team building, strategic planning, and training activities as required by contractor
- Sample contract completed:

- University of Texas Board of Trustees Training
- National Bureau of Standards, Solar Forecasting Division, Boulder, Colorado
- YWCA, Boulder Colorado
- AT&T Information Systems, Broomfield, Colorado
- Public Service Company of Colorado, Denver, Colorado
- Boulder County Mental Health Center, Boulder, Colorado
- University of Colorado School of Education, Boulder Colorado
- Institute for Educational Leadership, Washington, District of Columbia
- Arizona State University Continuing Education Division
- On team of Association of Governing Board Training Consultants

1979-1982, 1984-1990

**Adjunct Assistant Professor University of Colorado
Boulder, Colorado**

- Developed course syllabi and taught graduate organization development courses

1972-1973

**Field Representative Minnesota Association for Retarded Citizens
Rochester, Minnesota**

- Served as liaison for state agency with local chapters in southeastern Minnesota
- Founding Board member-Region VII Developmental Disabilities Planning Council
- Monitored Residential and on-residential service agencies for retarded citizens

1966-1972

**Substitute Teacher Boulder Public Schools
Boulder, Colorado**

1963-1965

**Teacher, English Denver Public Schools
Denver, Colorado**

PROFESSIONAL SERVICE

National Commission: National Commission on Accountability in Higher Education, SHEEO, Co-chairs: the Honorable Frank Keating, The Honorable Richard W. Riley. National report issued March 2005.

Board of Directors:

CCLDI Board, WASC Regional Accrediting Senior Commission, ACCJC Regional Accrediting Commission, Chair, Siskiyou Joint Community College District, Ex.Officio, Siskiyou County Health Services Council, California Ed-Net Executive Committee, Women's Economic Growth, Citizens, Goals, Colorado Springs Urban League, Family Resource Center, RSVP, University of Colorado Friends of Library, YWCA, Volunteer Information Center, American Association of Volunteer Bureaus, Rochester Open School, Federal Region X Developmental Disabilities Planning Council, Boulder Human Services Integration Council, Fitness Associates

Advisory Groups:

Achieving the Dream Equity Committee, American Association for Community Colleges Commission on Publications, American Council on Education Commission on Women; Ford Foundation--Advisory Committee on Rural Community Colleges; Community

College League of California (CCLC) Committee on Legislation and Finance; Educational Testing Services (ETS) TOEFL Policy Council; Colorado Springs Girl Scouts Council; The College Board, Research Advisory Committee; Coors Hispanic Women Leadership Project, National Advisory Committee; City University of New York, Articulation Advisory Committee, State University of New York, Graduate School Hispanic Recruitment Project Advisory Committee, Council of Graduate Schools, research Coalition of Education Associations; Committee on Education Funding; National Center for Higher Education Management Systems; Government Relations Council of Education Associations

Field Reader:

U.S. Department of Education: FIPSE, Bilingual Education, and Cooperative Education

Accreditation:

Western Association of Schools & Colleges, Senior Commission 2005 - , Accrediting Commission for Community and Junior Colleges, 2000-2004, Chair 2004-2005; Team Member, Hartnell Community College, 1995; Team Chair Lassen College, 1996; team Chair, Community College of Palau, 1997, Team Chair and Coordinator of District Chairs, Bakersfield Community College and Kern Community College District. Chair, External ACCJC Review Committee, 2006 -, Academy of Arts University Initial Accreditation Review.

CERTIFICATION

National Counselor Certification, 1984

PUBLICATIONS

Romero, Martha Gandert, **Lessons in Leadership When Tradition and Change Collide**, In Paul A. Elsner and George R. Boggs, (Eds.), *Encouraging Civility as a Community College Leader* (pp. 23-38). Washington, D. C., Community College Press.

Romero, Martha, Purdy, Leslie, Rodriguez, Lisa, Richards, Sandra, "Research Needs and Practices of Community College Practitioners" Community College Journal of Research and Practice, Volume 29, Number 4, April-May, 2005.

Romero, Martha, "Who Will Leader our Community Colleges?" Change, November-December, 2004.

Numerous policy papers and state policy documents including: Colorado Higher Education Master Plan (with Charles Manning), 1988; Statewide Transfer Policy, 1988; Statewide Affirmative Action Incentives Plan, 1988; Existing Program Review Policy, 1988.

Romero, Martha, Managing & Restructuring Cultural Diversity: Hispanics and Organizations, Mid-Continent Research & Education Laboratory (MCREL) Center for Educational Equity, Aurora, Colorado, 1991.

Romero, Martha and Charles Lenth, Community Colleges at the Crossroads, Western Interstate Commission on Higher Education, Boulder, Colorado, 1986.

Romero, Martha, Final Report. "Improving the Articulation-Transfer Function Between Two-and-Four-Year Institutions," Fund for the Improvement of Postsecondary Education Project, Western Interstate Commission for Higher Education, 1985.

Romero, Martha. "Challenges of Demographic Change," Journal of College Reading and Learning Annual Meeting Proceedings, XV111, 1985.

Romero, Martha, Time Management, Independent Study Course, National Independent Study Center, United States Office of Personnel Management, Denver, Colorado, 1984.

Romero, Martha, "Some Observations on Recruitment Processes for Minority Students," Council of Graduate Schools, Communicator, XV, No. 4, May, 1982.

Romero, Martha and Robert Fulton, Annotated Bibliography of Graduate Education Commentary: 1978-1982. Council of Graduate Schools in the U.S., Washington, D.C., 1982.

Romero, Martha and James Bransford, "Final Evaluation Report, Harrison School District #2. Centennial Elementary School, Title VII Demonstration Project, Colorado Springs, Colorado, "Bueno Center for Multicultural Education, University of Colorado.

Romero, Martha, "Harrison School District Demonstration Project: A Model for a Pluralistic Multicultural Society Within a Public School System, "Center for Bilingual Multicultural Research and Service, monograph series, University of Colorado, 1981.

Romero, Martha, "Training Minority Peoples for Success in American Dominant Culture," Council of Energy Resource Tribes (CERT) monograph series, Ward Churchill, (Ed.), 1981.

Romero, Martha, "Multicultural Reality: The Pain of Growth," American Personnel and Guidance Journal, Vol. 59, No. 6, February, 1981.

Romero, Martha, "Reflections on EOP TRIO Training Project," Minority Notes, University of Colorado, 1980.

Romero, Martha, Boulder County Community Resources Directory, (Ed.), Volunteer and Information Center, Boulder, Colorado, 1976, 1977, 1978.

Romero, Martha, Boulder County Therapist File, (Ed.), Volunteer and Information Center, Boulder, Colorado, 1979.

Romero, Martha, Resources in Olmsted County, (Ed.), Information and Volunteer Center, Rochester, Minnesota, 1975.

SELECTED PRESENTATIONS

"Leadership, Good Work and Integrity," Keynote Address, Schwab Leadership Institute, Community Colleges of Connecticut, Hartford, CT., 2006.

"Civility and Community Values," American Association of Community Colleges, Annual Conference, Long Beach, CA, 2006.

"Civility", American Association of Community Colleges, Presidents Seminar, Kennebunkport, MA, 2006.

“Transition, Transfer and Articulation,” WICHE, ECS, SHEEO joint legislation conference plenary session, 1997.

“Positioning for Community Leadership,” Seminar, League for Innovation, Executive Leadership Institute, 1992-Present.

“Leadership and the New Sciences,” Implementation for California Community College Trustees, Annual Meeting, 1995.

University of New Mexico, Faculty, Community College Leadership, Graduate Program, School of education, 1994, 1995, 1996.

“Leadership Challenges in Diversity,” Asilomar Leadership Conference, Pacific Grove, California, 1994.

“Shared Experiences: Two Latina Community College Presidents,” Sixth Annual Latina Leadership Network Conference, Long Beach, California, 1993

“Community Positioning,” League for Innovation, Executive Leadership Institute, Costa Mesa, California, 1994.

“Economic Development Collaboration: Community College Business Training Center,” League For Innovation Leadership 2000 Conference, Chicago, Illinois, 1991.

“Issues in Higher Education,” Institute for Educational Leadership, Washington, D.C., 1987.

“Team Building with the Myers-Briggs Inventory,” National Bureau of Standards, 1984, and other corporations.

“Minority Women and Education,” CAEL Institute, University of Northern Colorado, Greeley, Colorado, 1984.

“Excellence and Access: Are they Opposing Forces?” keynote address, ASPIRE, Region VIII Conference, Denver, Colorado, 1984.

“Design and Delivery of Effective Technical Assistance Packages,” Train the Trainer Workshop, Learning Trends and U.S. Department of Education, Denver, Colorado and Washington, D.C., 1983.

Stress Management Seminars, National Bureau of Standards, Wyland and Associates, American Bell, Fitness Associates, Boulder, Colorado, 1983.

“Preparing Counselors to Work with Clients of Other Cultures,” Indiana State University Symposium, Terre Haute, Indiana, March 1983.

“Assessing Leadership Styles,” Federal Office of Personnel Management, Management Development Seminar, Denver, Colorado, August 1983.

“Minority Recruitment: Identifying Leadership Skills in Minority Students,” Council of Graduate Schools New Deans’ Workshop, Appalachian State University, Boone, North Carolina, 1982.

"Opportunities for Female Graduate Students," Council of Graduate Schools New Deans' Workshop, Appalachian State University, Boone, North Carolina, 1982.

"Government Relations Functions: The Non-Profit Lobby," Institute for Educational Leadership, Policy Fellowship Program, Washington, D.C., February 1982.

"Program Review: NCATE Standards for Multicultural Education in Teacher Training Programs," Group Facilitator, University of Colorado School of Education, Boulder, Colorado, March 1982.

"Process Evaluation: Identifying and Communicating Organizational Problem Solving Strategies," Staff Workshop, Mental Health Center, Boulder, Colorado, March 1981.

"Developing an Effective Board of Directors," Boulder County Community Agencies, Boulder, Colorado, May 1979.

"Communication Skills for Non-Profit Agency Managers," IBM sponsored symposium, Boulder, Colorado, March 1979.

"Problem Solving Skills," Volunteer Coordinators Organization, Boulder County, Colorado, February 1979.

"Counseling Skills for Paraprofessional Volunteers," Mental Health Center, Boulder, Colorado, April 1979.

"Managing Information and Records Systems," University of Colorado Volunteer Managers Workshops, Boulder, Colorado, May 1978.

SELECTED CONSULTATION AND TRAINING CONTRACTS

CCLDI, Claremont Graduate University, Leadership Academy

Institute for Educational Leadership, Washington D.C.

Arizona Board of Regents, Task Forum Effectiveness Efficiency and Competitiveness.

Mid Continent Research and Education Laboratory (MCREL)

Public Service Company of Colorado

Mobil Oil

AT&T Information Systems

National Bureau of Standards

Federal Office of Personnel Management

Women in Business Conference

Boulder County Mental Health Center

YWCA

National Network for Hispanic Women

University of Colorado Buono Multicultural Education Center

Indiana State University, Graduate School of Education

Ford Foundation Community College Project Directors Conference

California Articulation Conference

National Association for Education Opportunity Programs